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Digitalizing Business Structure and Remote Working: A Qualitative Data Analysis

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Abstract

With the digitalizing business structure and the transition to the remote working model, many changes have been experienced in working life. We have entered a period in which workflows are carried out away from the workplace via e-mail and social networks, virtual meetings using digital technologies. While the workflows are carried out through digital technologies, individuals encounter many problems such as the conditions of the house in the background, the number of crowds in the house, the number of children, the focusing problems caused by noise, productivity, performance, work-life balance, motivation, social isolation and loneliness, physical and mental health problems. In this context, the research focuses on the perspectives of individuals who have transitioned to remote working with the covid-19 process and who use digital technologies intensively to fulfill their jobs. In this study, interviews were conducted with 15 people who have experience in remote working and digital transformation by using phenomenology, one of the qualitative research designs. The obtained data were analyzed using MAXQDA 2020 qualitative data analysis program. The analyzes carried out within the scope of the research found that the digitalized business structure is effective on the employees' perceptions of autonomy and this effect is reflected in the motivation of the employees. As a result of digitalizing business structure and remote work, the digitalization of performance evaluation and the evaluation of work outcomes only in terms of quantity create a feeling of worthlessness in employees. In addition, when employees could not get feedback and could not see their work output, they stated that they could not enjoy their work and their motivation decreased.

Keywords: remote working, digitization, performance evaluation, skill and talent, virtual socialization, digital communication, motivation

Introduction

The most primitive and oldest instinct of human beings is the instinct to survive. Mankind, who has been fighting for survival since ancient times, has been struggling with natural disasters and diseases. Since Covid-19 was addressed as a global health problem by the World Health Organization (WHO) in March 2019, governments and institutions began to seek new ways to minimize this risk and maintain the natural flow of life. In this context, some measures have been taken against the epidemic. When we look at the measures taken against the epidemic, steps such as thermal cameras, sensor doors, fingerprint entry are seen, it is also seen that businesses have

switched to remote working in sectors that are suitable for remote working by using digital technology (Harvard Business Review Türkiye, 2020).

Remote working is defined as the way of working using digital technologies other than the places assigned by the employer (ILO, 2020). As can be understood from this definition, the basis of remote working is based on using digital technology. In this context, many companies have accelerated their digital transformation steps while switching to remote working due to Covid-19 (Harvard Business Review Türkiye, 2020).

In this period, which is called the new normal, many researches have been carried out on the way of working remotely (Azimev, 2020; Deloitte, 2020a; Hussain et al., 2020; ILO, 2020; Parry et al., 2021; Tuna & Türkmendağ, 2020; Wolor et al., 2020). In terms of business life, it is seen that issues such as social connection efficiency (Dahik, 2020), mental health of employees (Parry et al., 2021), work-family balance (Kuehrer, 2019) are on the agenda again. However, when these studies are examined, no study has been found that deals with the digitalized communication style of the employees, the performance measured by digital technologies, and the perspectives of virtual socialization. In this context, it is aimed to reveal the perspectives of the employees on the digitalized work structure and remote working, considering that new technologies affect the way people work, learn and create, and are effective on the goals of individuals, the way they interpret and react to events (Hietajarvi et al., 2015). Employees' perspectives on work, perceptions, attitudes and behaviors constitute an important issue as they are effective on factors such as productivity, performance, job satisfaction, and continuity (Bilgiç, 2010; Köse, 2019). In this context, questions about virtual socialization, digital communication, performance appraisal, physical and mental health, work-family balance, abilities and skills, perceptions of work-related autonomy, and motivation were asked to the participants in order to understand the employees' perspectives on the digitalized work structure and remote working, and to examine its relationship with motivation.

Conceptual Framework

Remote Work

The first of the measures taken to prevent the spread of the virus after March 11, 2020, when the Covid-19 case was first seen in Turkey, is the call to stay at home to millions (Republic of Turkey Ministry of Health, 2020). The Government stated that it was necessary to switch to working from home as quickly as business allowed. After these suggestions, companies accelerated their digital transformation and started to switch to the remote working model by changing their business models (Harvard Business Review Türkiye, 2020). The remote way of working limits the damage caused by not working, but on the other hand, it has forced thousands of people to work in a period of psychological tension that they are not familiar with and unsuitable for the assigned tasks (Toscano & Zappala, 2020: 1-2).

When we look at the definition of remote working style, it is seen that it is used to define the jobs performed using digital technologies (smartphone, tablet, computer, etc.) outside the opportunity provided by the employer (ILO, 2020). In remote work, employers are required to provide their employees with other necessary platforms such as computers, mobile phones, access to work email accounts and video conferencing technology (Viktoravich et al., 2020).

Remote working has a positive impact on the fixed costs of enterprises such as electricity, food, service, office expenses (Günay & Torgalöz, 2020). For this reason, the concept of remote work has taken place widely in the literature before the pandemic (Baruch, 2001; Belanger & Collins, 1998; Belanger. et al., 2013; Campbell & McDonald, 2007; Felstead et al., 2003; Fogarty et al., 2011; Fritz & Manheim, 1998; Kurland & Cooper, 2002; Kurland & Egan, 1999; Lamond et al., 2003; Madlock, 2012; Siha & Monroe, 2006). But companies transitioning to remote work prior to the pandemic are relatively limited. With the pandemic, the experience of working remotely has spread around the world and many business lines have switched to the way of working remotely by using technology.

When we look at the results of the studies carried out on remote working before and after the pandemic, we see that there are different results and perspectives. Some researchers have stated that remote work offers flexibility for families with children and therefore increases job satisfaction (Michael & Smith, 2015), working from different places reduces conflict between employees and leads to positive attitudes towards work (Serinikli, 2021), while some researchers say that remote work negatively affects job satisfaction (Mullen, 2017), causing conflicts between employees or problems such as alcohol dependence to worsen (Guantario, 2020). Some studies have shown that a feeling of loneliness or isolation in remote workers emerges as a result of reduced social interaction, while some studies have revealed that employees see this situation as an opportunity to spend more time at home with family (Grant et al., 2007).

It is reported that 67% of those working remotely in the UK have to reduce their working hours due to the problem of childcare (Office for National Statistics, 2020). In their study, Szulc and Smith (2021) found that the problems of caring for the children of people working from home affected their ability to perform their daily tasks.

In the *Work After Lockdown* project, which was carried out with 1035 people on working from home and productivity, participants were asked whether productivity had changed compared to before the pandemic, and 54% of the participants stated that they completed more work per hour compared to before the shutdown. In the same study, it was found that high productivity was associated with better mental health when participants were asked questions about mental health. It has been observed that the most productive employees have twice as many mental health scores as the most inefficient employees (Parry et al., 2021).

An independent study conducted in the United States in 2020 found four factors related to employee perceptions of their productivity in remote work. These factors include remote work, social connection, mental health, and workplace tools. The most surprising result is that social connection has the highest impact on productivity. It seems that social connection is the most important factor that allows us to be productive in cooperation (Dahik et al., 2020; Arica et al. 2022).

Since employees spend a large part of their time at work, the workplace also has a socialization function (Alan & Erdoğan, 2014). With the transition to remote work, it can be said that individuals are exposed to social isolation in this sense. In the process of social isolation, it is seen that individuals communicate using technology and socialize through social networks (Kurnaz et al., 2021).

As the daily conversations that develop spontaneously in the office environment decrease with the individuals starting to work remotely, the social aspect of the work has been directly affected and socialization has started to decrease. As with group and face-to-face communication, it is necessary to make more efforts to ensure a relationship through different video conferencing tools or phone calls (Petty, 2017).

Lack of face-to-face communication may cause employees to avoid talking about work and private life problems (Guantario, 2020). Working in different locations and communicating with colleagues only online can reduce employees' sense of belonging, and this can cause them to feel isolated from each other (Mullen, 2017).

The physical conditions of the working environment are very important for employees. It has been observed that factors such as the physical suitability of the house where remote working is studied, having children at home, and noise are related to the motivations of individuals (Tuna & Türkmenbaş, 2020).

In the form of remote working, employees have new difficulties arising from the physical structure of the working environment. It can be difficult to maintain a balance between working time and leisure time, to create a quiet environment in case of lack of place to work and if there are children at home (Guantario, 2020).

Kuehner-Hebert (2019) states that in the remote working model, people are exposed to negative effects such as the presence of distractions at home, the difficulty of establishing strong relationships with colleagues, the feeling of loneliness, technological problems and different time zones.

Digitalization

Digitalization refers to the use of digital technologies to create a new opportunity to generate profit and value to change or transform the business model (Gartner Inc., 2020). Digitalization explains how information technologies or digital technologies can be used to change existing business processes (Li et al., 2016). For example, it enables the creation of new online or mobile communication channels that enable all customers to easily connect with firms and change traditional firm-customer interactions (Ramaswamy & Ozcan, 2016; Arica et al. 2021; Sener & Cobanoğlu, 2022). Such a shift involves the organization of new sociotechnical structures with digital artifacts, which is often not possible without digital technologies (Dougherty & Dunne, 2012).

Digital transformation describes a change that leads to the development of new business models for the business or industry. (Iansiti & Lakhani, 2014; Kane et al., 2015; Pagani & Pardo, 2017). Digital transformation offers a new business model by applying a new business logic to create and achieve value (Pagani & Pardo, 2017; Zott & Amit, 2008).

Besides products, services and operational structures, the new ways of creating value provided by digital technologies require an organization to question and change its purpose, tools and identity (Skog, 2019: 5). Organizations need to reorganize their internal operations during digital transformation to support new products, enable and take advantage of changes in services and business models and organizational structure (Matt et al., 2015).

Digitalization is changing technology and the business environment, and it is also creating opportunities and challenges in terms of motivating or pressuring businesses to make changes. When technology and business environments change, the conditions that organizations rely on to create and achieve value change (Skog, 2019: 5). As a result of this change, in addition to product, service and business model innovation, the nature of digital transformation requires changes in organizational structure and operational processes (Matt et al., 2015).

With the digitalization of the business structure within the digital transformation process, different talents and skills have been sought in employees. According to the results of Mercer Turkey 2021 Turkey Digital Transformation and Workforce Skills Development Survey, 66% of the companies participating in the research have talent and skills gap. The report by Deloitte (2020a) on the recovery after the Covid-19 process also states that the importance of talent and skills has increased in the digitalization process. It is emphasized that in the globalizing labor market, it is difficult to retain talents and skills as much as to find them. In this context, the participants in the research were asked questions about the post-digitalization talent and skill gap.

One of the new changes brought about by digital transformation and remote working is the digitalization of performance evaluation. Performance evaluation refers to the process of comparing the performance of the individual with the goals of the organization and measuring and improving the performance of the individual according to these goals. The purpose of performance evaluation is to improve the skills of the employees, to motivate them, to strengthen their sense of belonging and responsibility related to the work and to increase the effectiveness and success of the company (Dessler, 2016). Digital performance evaluation, on the other hand, refers to the collection, storage, analysis and reporting of data using audiovisual computer systems in the evaluation of the performance of employees, group or institution (Findikli & Rofcanin, 2016). In this context, in this research, the perspectives of the participants on performance evaluations in the form of digitalization and remote work were also discussed.

Motivation

Remote working and digitalization bring the issue of how to provide work motivation to the agenda again. Motivation refers to the action of individuals with their *own desires and wishes* to achieve a certain goal under the influence of various stimuli. Motivation includes various internal and external factors that push individuals to behavior, determine the direction, intensity and energy level of behaviors, and ensure their continuation (Sökmen, 2013: 86). Motivation is at the core of organizational behavior and motivation is an important issue in business life (Sansone & Harackiewicz, 2000).

Work motivation refers to a psychological process that arises from the presence of an individual, as well as his environment, and that influences his work-related behavior. There are many factors that have an impact on work motivation, such as national culture, business design and person-environment alignment (Latham & Pinder, 2005).

The concept of motivation, which is used in a meaningful way with the concept of motivation, is related to the creation and management of a purposeful behavior. Motivation is directed at the mobilization of people for specific purposes and arises as a result of needs, impulses and motives (Robbins, 1998: 168).

It is the unsatisfied needs that generate motivation, and it is any unsatisfied need of the person that initiates the motivation process. With the elimination of this need, the tension created by the need decreases (Luthans, 1995: 141).

Motivation is defined as the factor that meets the needs of the individual and ensures that the individual's behavior serves organizational purposes (Pekel, 2001: 4). In other words, it can be defined as the factors that affect the willingness to do a job and the effort to achieve a goal (Özgener, 2000: 176).

Motivation can be defined as *people behaving and striving with their own desires and desires to achieve a certain goal* (Koçel, 2020). It refers to the psychological process that affects the work behavior of the individual and his / her environment in terms of work. There are factors that have an impact on work motivation such as job design, national culture and person-environment harmony (Latham & Pinder, 2005).

How and by what method motivation will be provided is related to the psychological and social characteristics and education level of the people who want to be motivated (Ataman, 2009: 522). In this context, it is important to examine motivation under today's conditions where digital transformation is experienced in every field, new management and business models emerge, and social, economic and environmental changes are gaining momentum with the effect of the pandemic.

Method

In this period of psychological, sociological, economic, technological and legal changes, organizations have also had to adapt to change. People in organizations that are part of the social system have identities, relationships, groups, attitudes, emotions and different powers. Therefore, if any part of the system changes, all of these factors come into play, causing the change process to become complicated. Successfully managing change requires prioritizing the social systems in which the organization operates (Luecke, 2015: 79). Organizations struggle to adapt to the constant change and transformation experienced due to socio-economic and technological developments (Jones, 1995).

In this period, the changes and transformations in business life have led to the spread of remote working and digital transformation. The digitalization of business models and the change in the physical structure of the workplace have brought the phenomenon of organizational change to the agenda again. With the digitalization of business processes, remote working that allows working independently of time and space has now become the permanent policy of companies (Harvard Business Review Turkey, 2020: 1-5). In this context, in this study, it is aimed to reveal the perspectives of the employees who had to switch to remote working style by using digital technologies in the Covid-19 period, focusing on the perspectives of the employees on the structure of the digitalized work and the way of working remotely, and the perspectives of the employees on virtual socialization, digital communication, performance evaluation, physical and mental health, work-family balance, talent and skill, autonomy perceptions and motivation. For this purpose, phenomenology, one of the qualitative research designs, was used in this study. Phenomenology, one of the qualitative research designs, aims to investigate and make sense of the essence of individuals' experiences with facts and events (Cresswell, 2018: 82). In this context,

phenomenology was preferred in terms of discovering the opinions of employees working remotely and using digital technologies intensively regarding working style and motivation. As a result of the researches examined, the research question was determined as follows.

- What are the perspectives of employees who have transitioned to remote working in the Covid-19 period and have digital work experience regarding the digitalized work structure and remote work?

Sample

The criteria-based method is very useful in sample selection in terms of representing individuals who have experiences related to the phenomenon examined in phenomenological researches (Tashakkori & Teddlie, 2010). In the criteria-based method, certain criteria are established in sample selection (Guba & Lincoln, 1982). Accordingly, criterion sampling was selected as the sampling method in the study. In this study, as the main criterion in the selection of the sample, attention was paid to the fact that the employees have both remote working experience and digital work experience.

Table1. Demographic Characteristics of Participants

Participant No	Age	Gender	Education	Sector	Interview Time
1	38	Female	Graduate	Tourism	40
2	35	Female	High School	Tourism	33
3	26	Female	High School	I.T	35
4	28	Male	High School	Tourism	40
5	32	Female	High School	I.T	35
6	28	Male	High School	Call Center	39
7	27	Male	High School	Electrical Engineering	40
8	25	Male	High School	Tourism	30
9	33	Female	High School	I.T	33
10	29	Male	High School	Call Center	30
11	35	Male	High School	Call Center	32
12	37	Female	High School	I.T	37
13	30	Male	High School	Tourism	35
14	32	Male	Graduate	I.T	34
15	27	Male	High School	I.T	37

According to Table 1, the ages of the participants in the study ranged from 25 to 38. Six of the participants in the study were female and 9 were male. 5 of the participants stated that they work in the tourism sector, 3 in the call center, 6 in the informatics sector, and 1 in the electricity sector.

Data Collection Tool

In the study, data from the participants were collected by semi-structured interview method. Semi-structured interview *the number and order of questions are not fixed, but changes can be made according to the environment, person or time* (Kozak, 2015: 90). The interviews were held between 20.09.2022 and 30.10.2022. Before the interviews were conducted, the participants were contacted by phone, brief information was given about the purpose of the research and the appointment date was determined. In addition, the participants were assured that their answers to the questions within the scope of the interview would be used for a scientific research and their

names would not be explicitly mentioned in the study. In order to ensure the internal reliability of the research, it was given importance to keep the interview times long. A semi-structured interview form was used in the study to ensure that the interviews with the participants were consistent and that the researcher would not skip the questions to be asked to the participants (Yıldırım & Şimşek, 2013). In this study, the interview form was created in line with the relevant literature (Azimev, 2020; Bilgiç, 2010; Dahik, 2020; Deloitte, 2020a; Dessler, 2016; Hussain et al., 2020; ILO, 2020; Köse, 2019; Kuehrer, 2019; Matt et al., 2015; Parry et al., 2021; Tuna & Türkmendağ, 2020; Wolor et al., 2020) and the opinions of expert faculty members. In this direction, the following questions were asked to the participants in this study;

- Can you evaluate your working life before and after the pandemic? What do you think are the advantages and disadvantages of this period?
- What impact do you think remote work has on work-family balance?
- Can you tell us how you feel physically and mentally during the remote working period?
- Can you evaluate being geographically distant from your colleagues during remote work in terms of your communication?
- Can you evaluate the use of digital technology in terms of seeing the results of your work and getting feedback?
- What are your thoughts about digitalized work and virtual socialization as a result of remote work?
- Has digital transformation made a difference in your level of skills and competence required by your business?
- Has there been a change in your perception of autonomy with the digitalization of work?
- Has your job performance been measured for your digitalized business? If so, how was it measured and did you get feedback on it?
- Has there been a change in your role and responsibility with the digitalization of the structure of the work?
- What is the main reason that lifts you out of bed and leads you to work in this workplace and in this job?
- What are the positive aspects of your job?
- What are the negative aspects of your job?

Considering the way the individuals work, the interviews were carried out over the zoom platform. Permission was requested from the participants to record the interviews and the interviews were recorded after the permission received from all participants. Interviews ranging from 30-40 minutes were conducted with each participant.

Analysis of Data

The data obtained from the participants of the study were carried out by using content analysis. Content analysis can be defined as the coding of data, the creation of themes, the organization of data according to themes and codes, and the interpretation of findings (Strauss & Corbin, 1990). The process of translating interviews with participants into text and dividing texts into words, phrases, paragraphs or meaningful categories is called coding (Cresswell, 2013).

In this research, the data were divided into codes using MAXQDA 2020 data analysis program. With the MAXQDA 2020 data analysis program, data is divided into codes and categories and a code cloud is created. The obtained codes and categories were interpreted together with the statements from the participants' opinions.

Findings

The opinions of the participants analyzed using the MAXQDA 2020 program was formed as five main themes; motivation, amotivation, digital transformation, advantages of remote work, and disadvantages of working remotely. Table 2 shows the document-code system, and Table 3 shows the distribution of the code system.

Table 2. Document-Code System

Document System	
Documents Total	15
Code Total	199

According to Table 2, 15 documents were uploaded to the MAXQDA 2020 program and a total of 199 codes were reached.

Figure 1: Code System Table

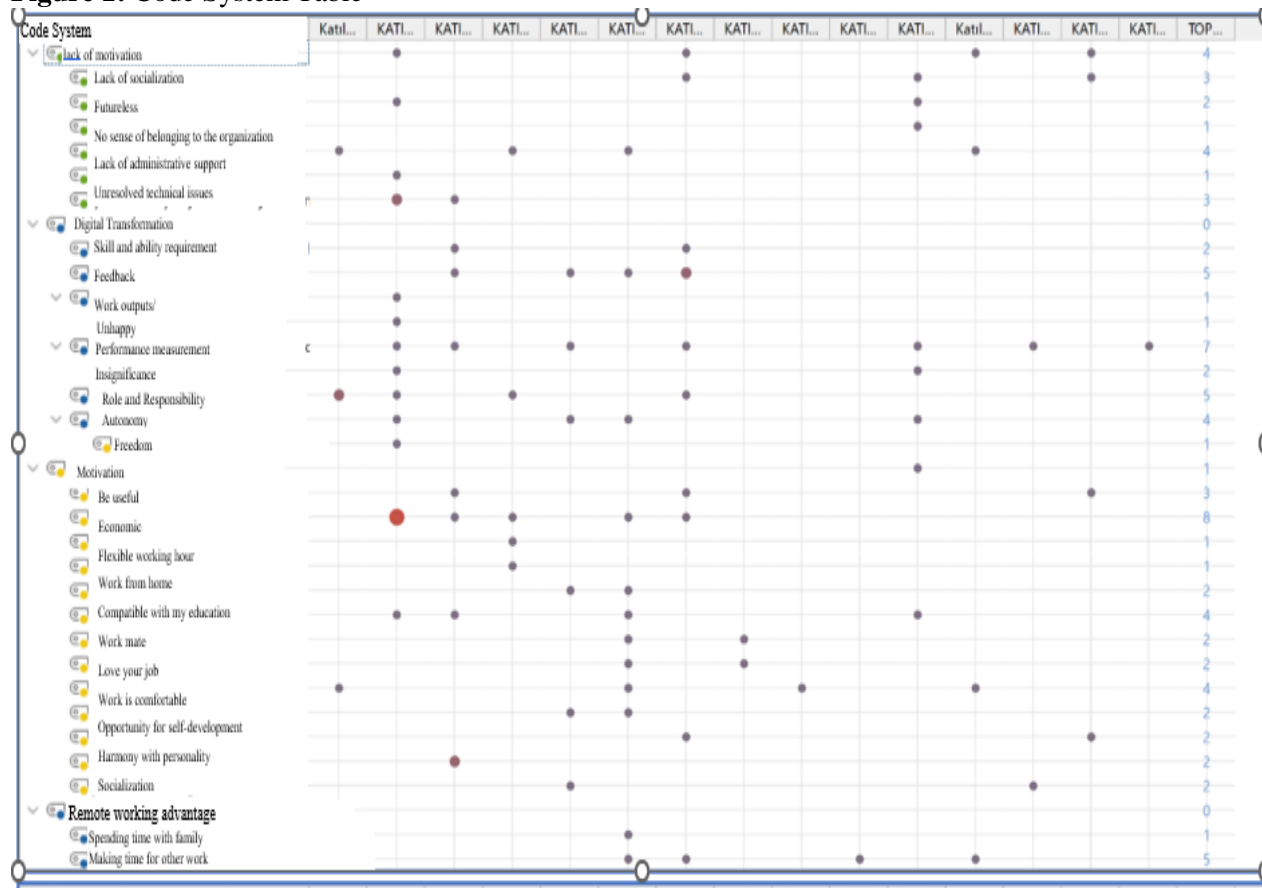
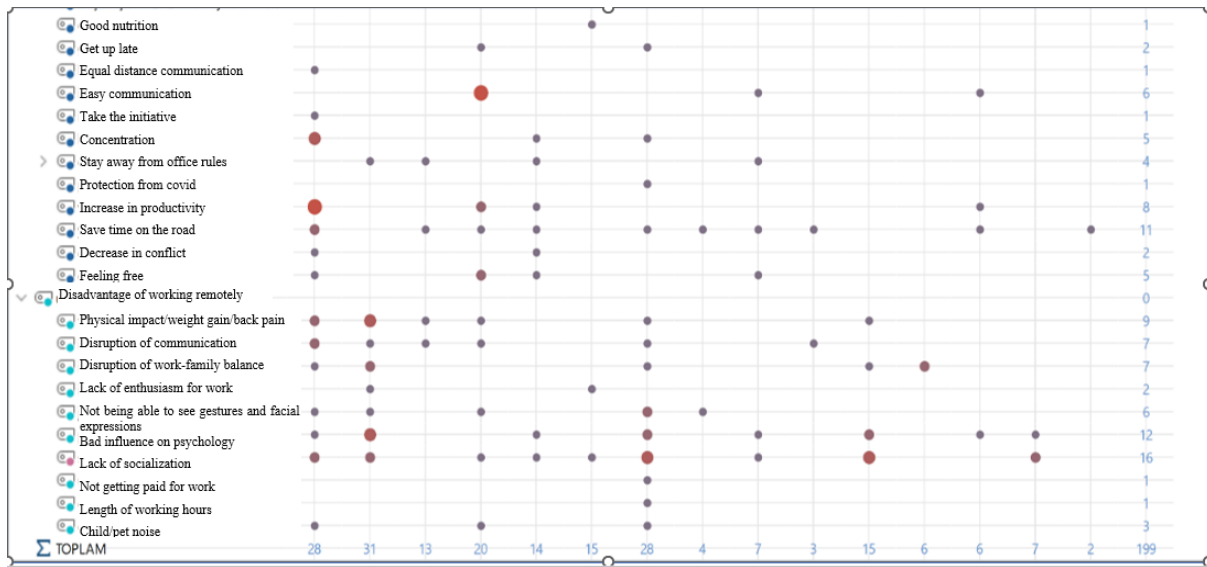


Figure 1: Continue



The code system table in Figure 1 shows the code frequency. The size of the signs in the table shows the frequency of the codes in the lines. When Table 3 is examined, lack of socialization, which is the subcode of the disadvantages of remote working, is 16 times at the most, saving time from the road, which is the subcode of the advantages of remote working, at most 11 times, and the subcode of motivation, economic gain/sustaining a life, at most eight times. Performance measurement/quantity not quality, which is the sub-code of digital transformation, was repeated seven times, and dealing with the customer, the subcode of amotivation, was repeated four times at most.

Figure 2: Word Cloud of Participants’ Views on Remote Work, Digital Transformation, and Motivation

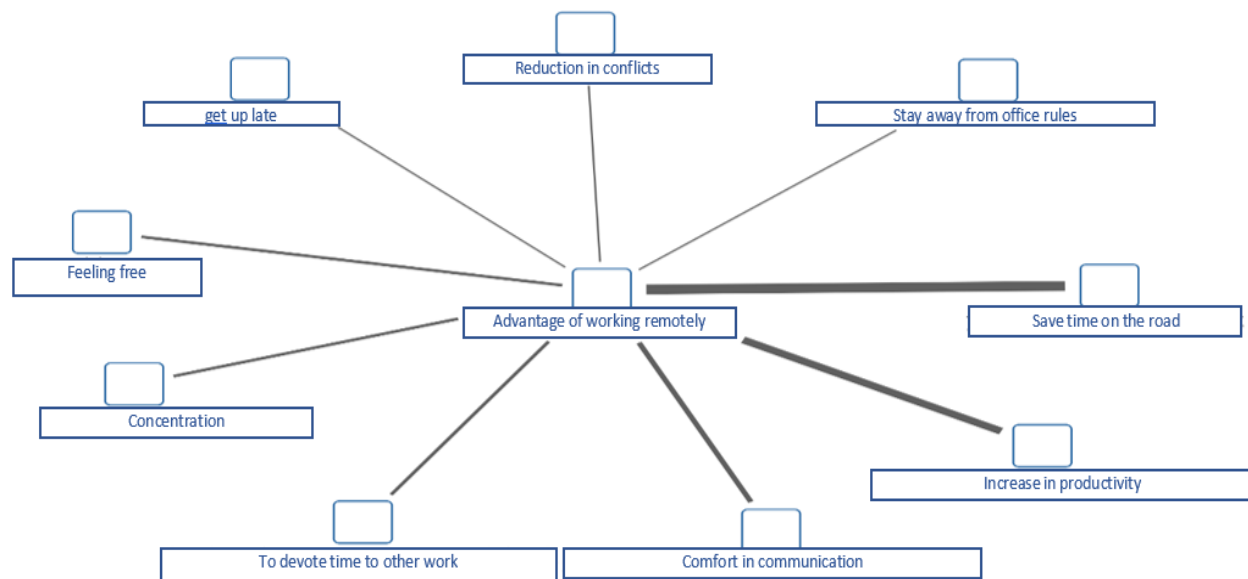


According to Figure 2, it is seen that the lack of socialization, the bad effect of psychology, the time gained by feeling comfortable in communication, and the maintenance of economic life are frequently expressed by the participants.

Employees' Views on Remote Working

The views of the participants on remote working are divided into two main categories: the advantages of remote working and the disadvantages of remote working.

Figure 3: Advantages of Remote Working



In Figure 3, the sub-codes of the advantages of remote working, which is one of the two main categories of the participants, are shown. The bold lines shown in the figure indicate the frequency of the code. The advantages of working remotely consist of nine codes: being away from office rules, reducing conflict, saving time on the road, increasing productivity, feeling comfortable in communicating, spending time for other work, concentration, feeling free, getting up late. Thick lines indicate high frequency codes while thin lines indicate low frequency codes. As can be seen in Figure 2, the participants frequently use the expressions saving time on the road, increase in productivity, feeling comfortable in communicating as an advantage of working remotely. As a matter of fact, participant 3 said, *I think the advantage of working remotely is the time I earn entirely on the road. I get out of bed 30 minutes before the work starts, wash my face and turn on my computer.* Participant 4 said, *The biggest advantage for me was in terms of communication, namely, if I were face to face with the customer, I would not be able to talk so easily, I would be afraid of making mistakes. Or I would make a mistake in the office and people would look at me, of course they wouldn't, but that's how I would feel. But I'm very comfortable in my own environment at home and I think that's how I developed myself.* He used his expression. Participant 1 said *People have become more work-oriented at home, and I think this has had an impact on productivity. We now use the time we lost while chatting with friends during coffee and tea breaks at work. This reflects as efficiency.*

Figure 4. Relationship Between Remote Work and Subcodes

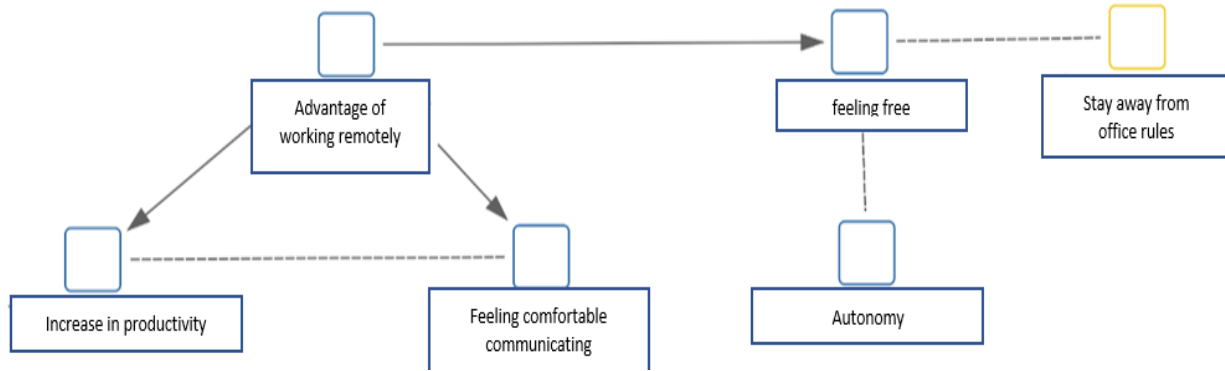


Figure 4 illustrates the coexistence pattern of remote work codes. Dashed lines show the indirect relationship of subcodes to each other. According to Figure 3, it is seen that there is a relationship between the codes of feeling more comfortable in communicating and increasing productivity, and that there is a relationship between being away from office rules and feeling free, and between feeling free and autonomy. It is possible to see a change in this situation according to the introverted/extroverted personality characteristics of individuals working remotely.

Figure 5. Disadvantages of Working Remotely

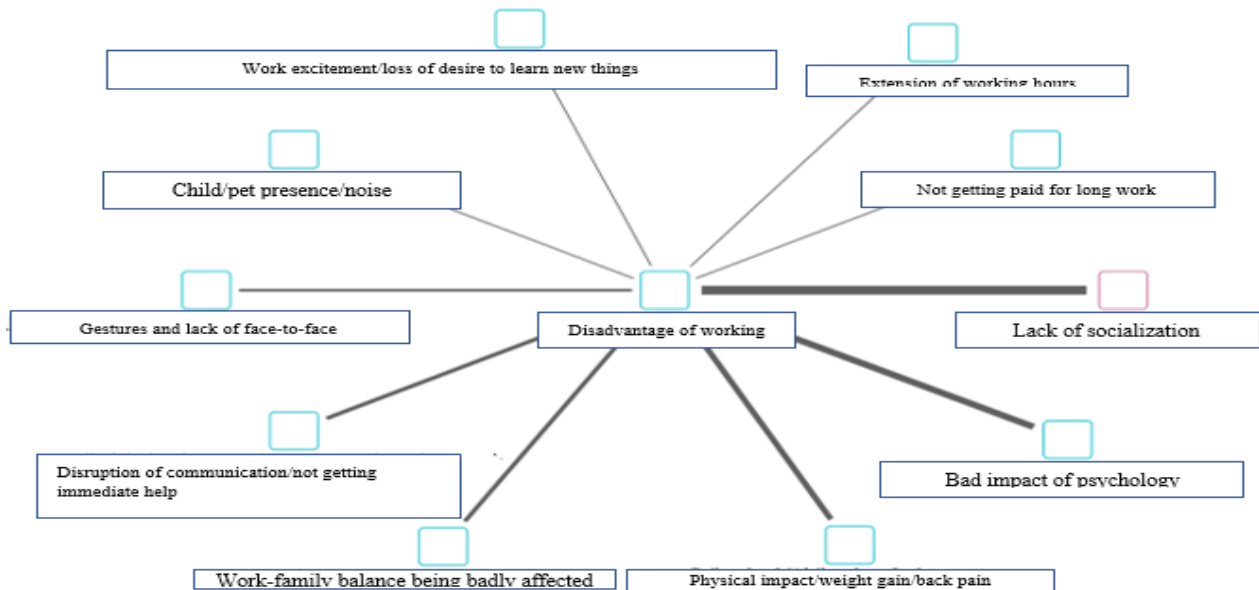


Figure 5 contains the subcodes of the main category of disadvantages of remote work. The disadvantages of remote work consist of nine codes: not getting paid for long work, lack of

socialization, bad impact of psychology, physical impact/weight gain/back pain, work-family balance being badly affected, disruption of communication/not getting immediate help, gestures and lack of face-to-face, child/pet presence/noise, work excitement/loss of desire to learn new things. As can be seen in Figure 4, the codes lack of socialization, bad impact of psychology, physical impact / weight gain / low back pain, bad effect of work-family balance, disruption of communication / inability to get instant help were frequently expressed by the participants in terms of the disadvantages of remote work. Participant 2 claimed *Human being is a social being, so it was very bad to suddenly shut themselves in the house. The interesting thing is that I don't want to go out anymore. I'm lazy. I guess that's how socialization weakens. I don't get the old taste, I think it's too bad reflects the employees' view of the lack of socialization.* Participant 5 stated *You see your friends in the office environment. At home we look at the stone wall. We spend 8 hours in front of a computer and sometimes we can't get away from work any longer. I think even going out is a reason to feel good in itself. That's why my psychology is badly affected. The workplace is important for my socializing. There is no socialization, my psychology is badly affected reflects his view that psychology is badly affected.* Participant 7 said, *You are constantly sitting at a desk for 7-8 hours. Your movements such as walking are restricted because you do not commute to work. Your back hurts, plus you start to gain weight. It can even be linked to obesity is his views on the physical impact/weight gain/low back pain code. When you're away from work, when you work from home alone, there's a disruption in communication. In other words, we have meetings or something, but we cannot get instant help. For example, if I ask my friends or someone else for help when I have a problem, I have to wait if they are in another conversation or if they don't notice my call. If this is a very urgent situation, I get stressed is participant 10's view of the communication disruption / not getting immediate help.*

Figure 6: The Relationship Between the Subcodes of the Disadvantages of Remote Work

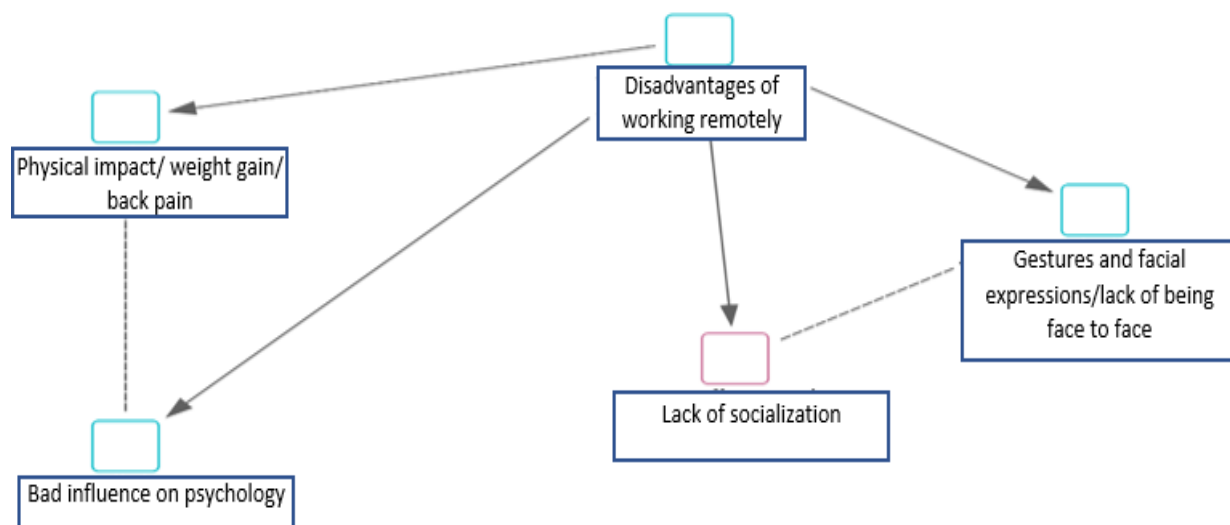
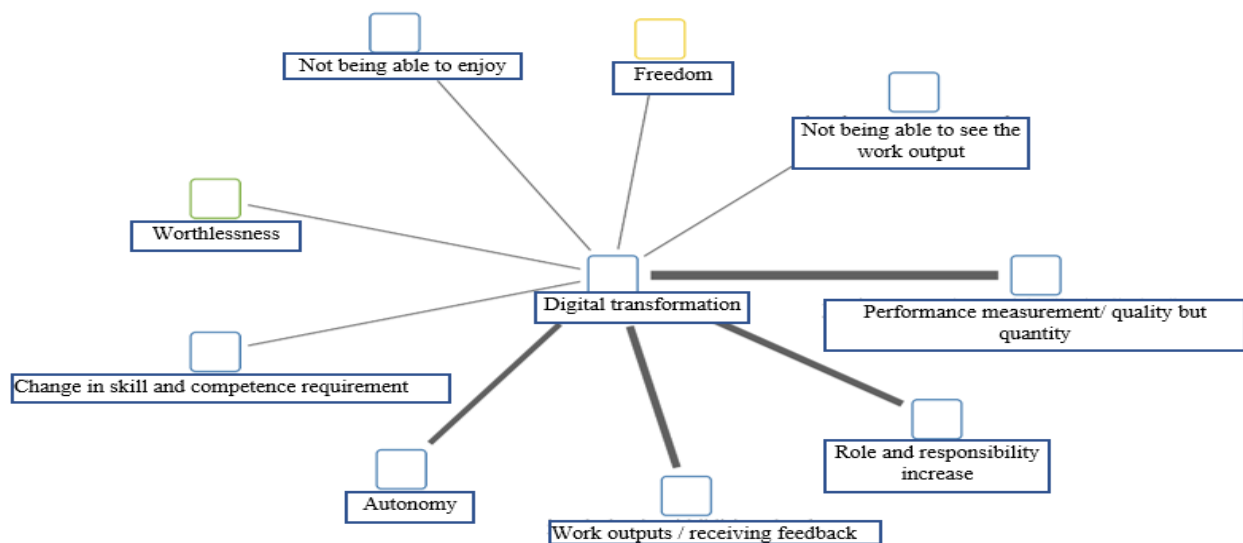


Figure 6 illustrates the relationship between the subcodes of the disadvantages of remote work. According to Figure 6, there is a relationship between the disadvantages of remote work, physical impact and psychological adversely, lack of socialization and gestures and mimic codes.

Employees' Views on Digital Transformation

Figure 7 shows the subcodes of the digital transformation code. Digital transformation consists of eight subcodes: freedom, not being able to see the work output, performance measurement / quality but quantity, role and responsibility increase, work outputs / receiving feedback, autonomy, change in skill and competence requirement, worthlessness, not being able to enjoy. According to Figure 7, which shows the opinions of the participants on digital transformation, performance measurement / according to quantity not quality, increase in role and responsibility, work outputs / receiving feedback, autonomy are the most expressed codes.

Figure 7: Digital Transformation



Participant 15 said, *Performance evaluation is done, but I think it is not a fair and accurate evaluation. Now our performance measurements are calculated on the basis of the tasks we solve. I help 4 people who have just started to work. Think of it not as superior, but as helping a friend at work. I am also interested in their problems. That's how you solve those problems, I tell them they do. As problems arise, I direct them to learn. If you look through the system and evaluate the performance, you will not see the real performance I show. In other words, I think that performing the performance evaluation on the basis of the number is not an equitable evaluation. You get paid based on performance. And your effort doesn't return to you, you feel worthless* reflects his views on performance measurement/code by quantity, not quality. Participant 11 *In the measurement of performance, scoring is done on the number of calls we have closed... This is a completely mathematical calculation that is very incomplete in terms of showing my performance. Accordingly, there is a salary increase. But I think I'm more than just numbers. And as a result of such a calculation, I feel worthless and my motivation decreases, drawing attention to the relationship between the perception of fairness and motivation for performance measurement.*

Participant 4 denoted as *Moved to the remote working model, our business was also affected by the digital transformation. When you start doing this work from home and using technology, more units are connected to you. For example, tasks that were not previously my responsibility began to be added. I think there is a situation where you can do a lot of work with one-stop technology.* Their statements reflect their views on the increase in the roles and responsibilities of employees with digital transformation. Participant 2's *Business outcomes can be seen through the calls we have closed. Solving a customer's problem, the feeling of having helped him is enough. Even a thank you can make you happy. One wants to see the results of one's work and feel that it works. That's how we see it* as reflects their view of the work outcomes/feedback code. In response to the code of receiving work outcomes/feedbacks, respondent 2 stated that *The work outcomes were not visible, that they did not receive feedback, which made it difficult to enjoy the situation.* Participant 5's *I work in the IT sector. I am a computer engineer. Even my boss doesn't know what I do. I am very free to make decisions about my work. Your manager, boss or any superiors do not interfere with what you do. Now that we've started working remotely, he's pretty uncomfortable with that. I think being able to make our own decisions, feeling free in your work, knowing that you are trusted affects both your motivation and productivity* reflects their views on the autonomy code of digital transformation.

Figure 8: The Relationship Between the Subcodes of Digital Transformation

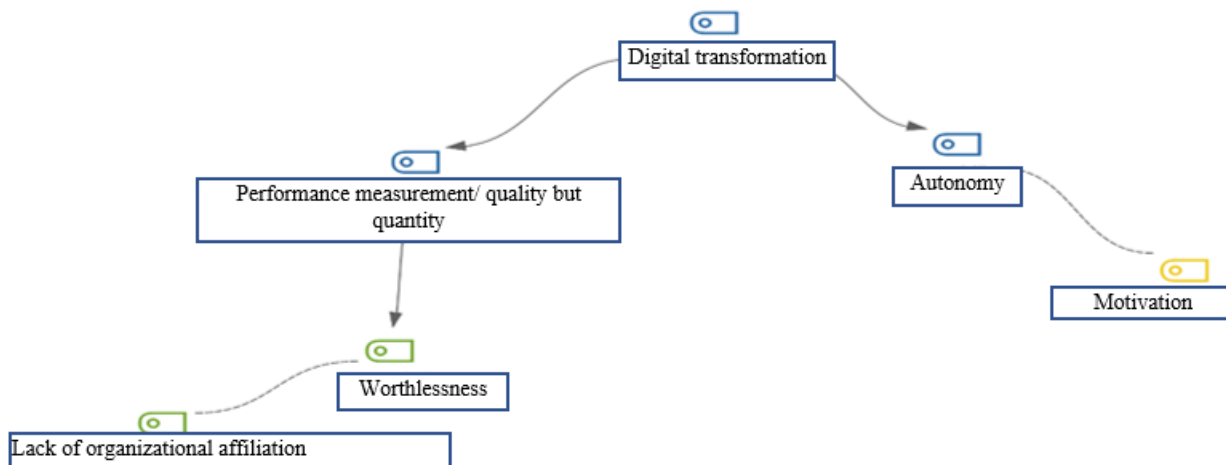


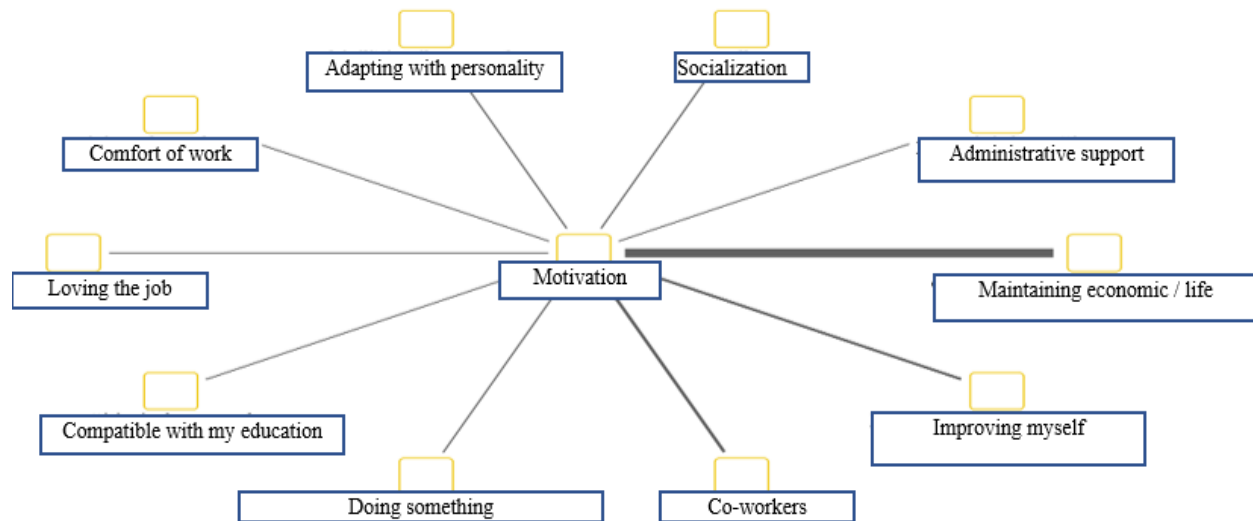
Figure 8 shows the relationship between the subcodes of digital transformation. According to Figure 8, there is a relationship between performance measurement and worthlessness and lack of institutional affiliation. In this direction, it is seen that the quantitative treatment of performance evaluation causes the perception of worthlessness in the employees and the perception of worthlessness prevents them from feeling connected to the institution. In the new figure 8, employees' feeling autonomous when performing their digital work seems to be related to their motivation.

Employees' Opinions on Motivation

Employees' opinions on motivation are divided into two main categories: motivation and amotivation. Figure 9 shows the subcodes for the Motivation category. According to Figure 5, motivation consists of nine codes: maintaining economic/life, improving myself, co-workers,

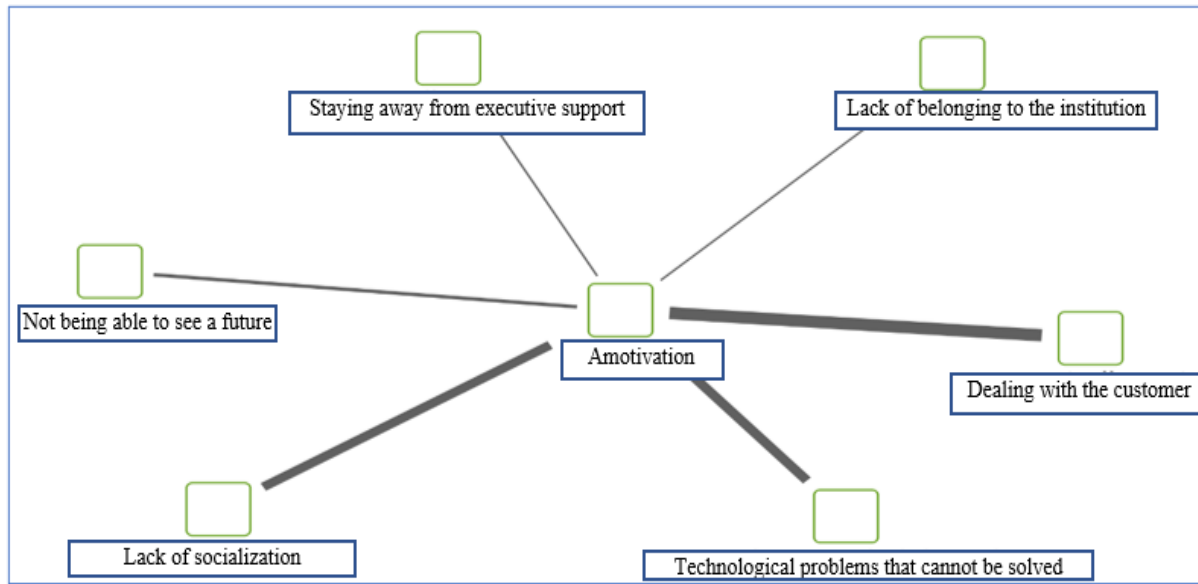
doing something, compatible with my education, loving the job, comfort of work, adapting with personality, socialization. According to Figure 9, which shows the participants' views on motivation, maintaining economic / life, improving myself, business friendship are the most expressed codes.

Figure 9. Subcodes of Motivation



Participant 2 said; *I can say that the economic reasons that allow me to get in front of that computer early in the morning every day. After all, we need money to survive. And then my co-workers come. I think it is very important to be able to get along with the people you work with. No one can be happy in a workplace where there is conflict reflects his views on economic reasons and the code of colleagues.* Participant 1 has claimed as *I am investing in myself in this institution. I have a career goal that I set for myself. And I think this institution and this business will contribute to me in this regard. And that's enough to motivate me reflects his views on the code of opportunity to improve myself.* Participant 3 said, *If I don't get up in the morning and turn on the computer, it's up to my friends to do what I have to do. I don't want that to happen. They are all very nice people. I love my friends reflects my colleagues' views on the code.*

Figure 9 shows the subcodes of the participants' views on their lack of motivation, in other words, their amotivation. According to Figure 9, amotivation consists of six codes: dealing with the customer, technological problems that cannot be solved, lack of socialization, not being able to see a future, staying away from executive support, lack of belonging to the institution. According to Figure 9, dealing with the customer, technological problems that cannot be solved, lack of socialization are the most repeated codes.

Figure 10: Amotivation

Participant 1 said, *I think the hardest part of our job is dealing with customers. Finding answers to people's problems and convincing them is sometimes so difficult that we get tired and our motivation decreases* can be valid for employees in the service sector. Participant 2 said, *Sometimes technical problems cannot be solved. Even the same problems happen again and again. And you can't find a solution. In this case, our motivation decreases.* The statement reflects his views on the code of technological problems that did not reach solving. Participant 7 said; *You do your work on a computer. Doing your job using technology can give you the opportunity to work from anywhere, but it's like you're not part of a community. The workplace is the best place to socialize. Different people are always trying to find a way to work together in harmony. You see different people, everyone learns from each other. In other words, it adds something to you as a human being. It doesn't matter if you've had good or bad experiences. After all, you feel like you are human. You see that you have a place in a whole. With digitalization, you meet with people through different applications, but this is through limited meetings. You close the app and it's over. I don't think it's the same. Socializing, seeing a human face, hearing the human voice really (not virtually) is something different, I think. I think my situation affects people's motivation. I cannot say that I am working very motivated. On the contrary, my motivation is very low.* His expression reflects his views on the socialization sub-dimension.

Figure 11: The Disadvantage of Remote Work and the Co-generation Model of Amotivation Codes

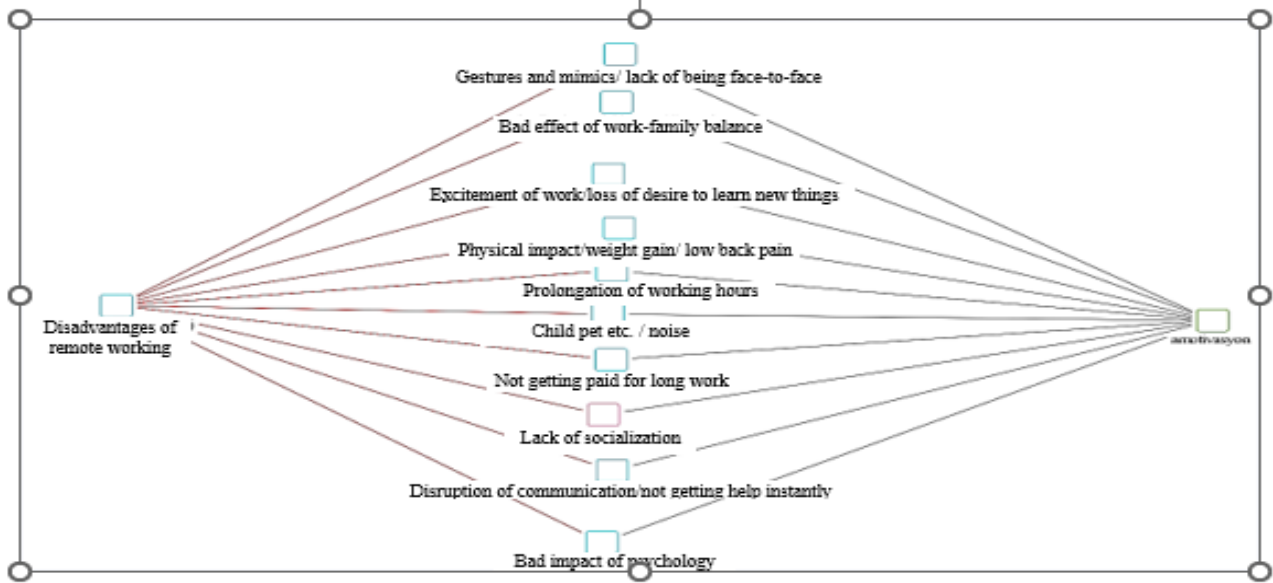


Figure 10 shows the disadvantages of remote work and the co-formation pattern of amotivation codes. According to Figure 11, the sub-codes of the code of disadvantages of remote work are bad impact of psychology, lack of socialization, not getting paid for long work, gestures and mimics/ lack of being face-to-face, excitement of work/loss of desire to learn new things, bad effect of work-family balance, prolongation of working hours, child pet etc./ noise, physical impact/weight gain/ low back pain, disruption of communication/not getting help instantly with the motivation code associated.

Figure 12. The Advantage of Remote Work and the Co-generation Model of Motivational Codes

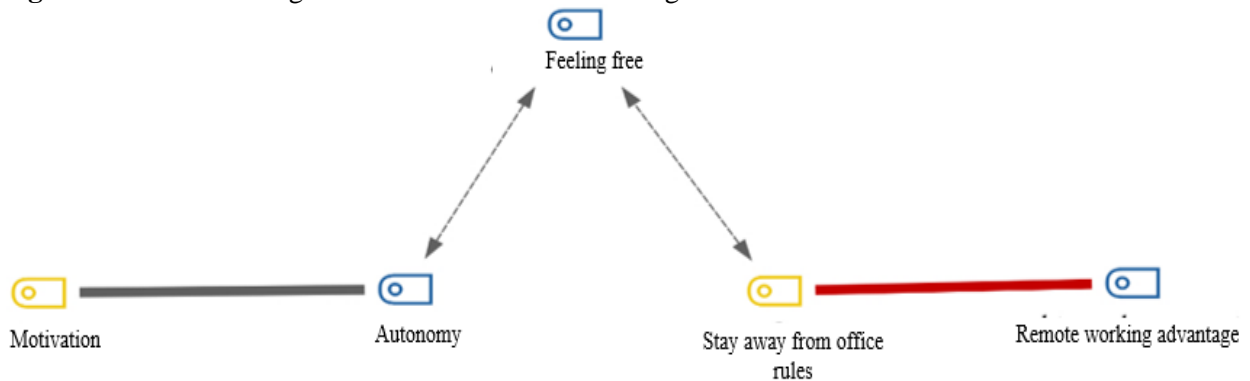


Figure 12 shows the advantage of remote work and the co-formation pattern of motivation codes. According to Figure 12, there is no direct relationship between the advantages of remote work codes and motivational codes. However, the advantages of remote working are that feeling free is related to being away from office rules, which is the sub-code, and that feeling free is related to the autonomy code of motivation. In this direction, it can be said that individuals who associate being away from office rules with feeling freer in terms of remote working style are motivated.

Figure 13: Co-formation Model of Digital Transformation and Amotivation Codes

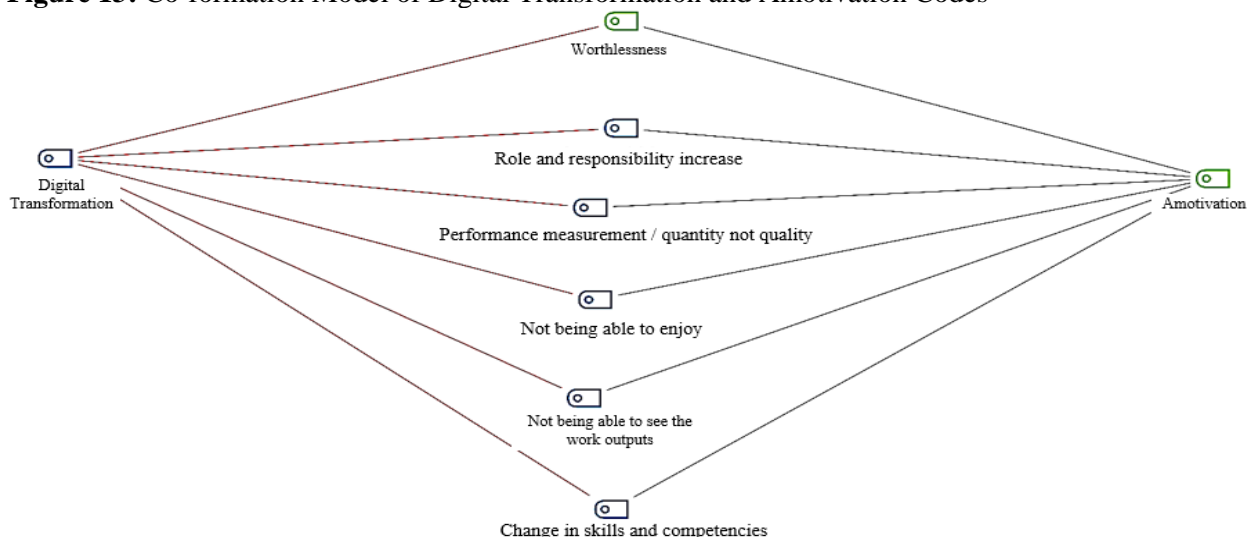


Figure 13 shows the formation model of digital transformation and motivation codes. It is seen that the sub-codes of the digital transformation code, role and responsibility increase, change in skills and competencies, performance measurement / quantity not quality and the subcode of this code, worthlessness and not being able to see the work outputs code, which is a subcode of this code, and the code not being able to enjoy, which is a subcode of this code, are related to motivation.

Figure 14: Co-formation Model of Motivation and Digital Transformation Codes

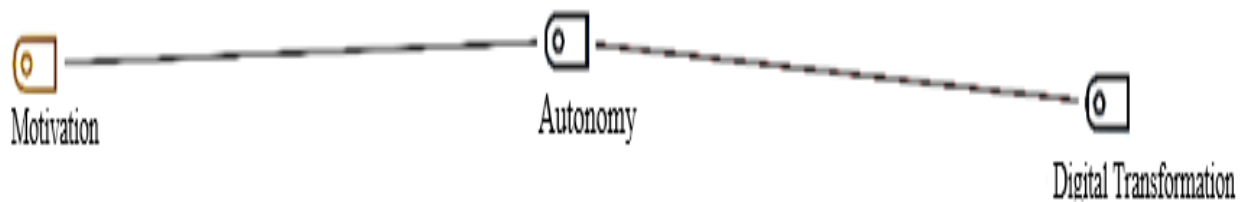


Figure 14 shows the co-formation model of motivation and digital transformation. According to Figure 14, there is a relationship between the *autonomy* subcode of digital transformation and motivation.

Results

In this study, where the perspectives of employees on remote working style and digitalizing business structure were examined, in-depth interviews were conducted with 15 people from different ages and different sectors using phenomenological analysis. The obtained data were analyzed using MAXQDA 2020 data analysis program. During the analysis of the participants' views on the way they work remotely, it is seen that two different categories are formed as advantages and disadvantages. It is seen that the participants evaluate being away from office rules, reducing conflicts at work, gaining time from the road, increasing productivity, feeling comfortable in communicating, devoting time to other tasks, concentration, feeling free and getting up late as the advantages of working remotely. These results are in line with the results of the research previously conducted by Mustajab (2020).

The advantages of remote working expressed by the employees, such as saving time on the road, increasing productivity, feeling comfortable, are in line with the report titled *The Future of Work* published by Deloitte (2020b), but there is a difference in concentration. In this study, while concentration was expressed as the advantage of working remotely by the employees, in the report in question, concentration was expressed as a disadvantage by the employees. This difference is due to the individual differences of the employees, as expressed in the study by Tuna and Türkmendağ (2020).

As the disadvantages of remote work, participants stated that the disadvantages of remote work were lack of enthusiasm and enthusiasm to learn new things, the prolongation of working hours, not seeing the reward of long working hours, lack of socialization, bad effect on their psychology, physical weight gain and back pain, disruption of communication and lack of immediate help, bad effect of work-family balance, lack of face-to-face and lack of gestures and mimics, noise in the house as a result of presence of children and pets they count.

Regarding the digital transformation, the participants evaluated not being able to see the work outputs and not receiving feedback, the performance evaluation measure was quantitatively oriented without quality, the increase in role and responsibility, the presence of work outputs and feedback, the increase in the need for skills and competence, worthlessness, not being able to enjoy, autonomy. The increase in competency and skills requirements (Deloitte, 2020b; Mercer, 2021) parallels the results of previous studies. It has been observed that employees in jobs such as call centers feel their work outputs while solving customer problems, and in cognitive jobs that work more technology-oriented, employees have a low level of perception of work outputs. It is understood that employees with low levels of perception of work outcomes do not enjoy their jobs and have difficulty in being motivated. It can be evaluated that the perception that performance evaluation is done fairly by employees in digital jobs is weak and this situation creates a perception of worthlessness and consequently negatively affects motivation. It is also seen that the perception of worthlessness reduces loyalty to the institution. It is seen that the perceptions of autonomy of employees in digital jobs make a positive contribution to their motivations. In this case, where there is an increase in the roles and responsibilities of employees during digital transformation, it is seen that it negatively affects the motivation of employees. At the same time, with the digital transformation, it is seen that the skill and competence requirements of the employees have increased and the motivation of the employees while trying to keep up with the change has been adversely affected.

Recommendations for Literature

In this study, the perspectives of individuals within the framework of certain issues related to digitalizing business structure and remote working style are discussed. In the studies to be carried out in the future, the digitalized business structure and the psychological well-being of the individual and the emphasis on organizational support issues will contribute to the literature.

Recommendations for Implementation

In the digitalized business structure and remote working format, it has been seen that the inability of employees to see their work outputs and receive feedback causes joylessness in individuals, and the quantitative measurement of digital performance through work outcomes causes feelings of

worthlessness and injustice. In this context, it is necessary to give feedback to employees about their work outcomes at certain intervals and to abandon the evaluation of performance only quantitatively. In order not to adversely affect the work-life balances of individuals working remotely and from home, it is necessary to stop work-related e-mails and calls outside certain hours.

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