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“Remote work and employee productivity how the remote work
affected productivity during and post-covid-19”

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Patras, Greece, “September” “2026”

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“Remote work and employee productivity how the remote work affected productivity during and post-covid-19”

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“I dedicate this work to my beloved family, whose love, support, and encouragement have been with me throughout this journey.

To my parents, thank you for your endless love, guidance, and for always believing in me. I am truly grateful for everything you have done for me.

To my sisters and their wonderful families, thank you for your constant encouragement, love, and support.

Most of all, I dedicate this work to my dear husband, whose patience, understanding, and unwavering support have given me strength every step of the way. I could not have achieved this without you.

To my precious daughter Athina, who brings so much joy to my life, and to the little one we are expecting to welcome into our family, this work is dedicated to you both. You inspire me every day, and I hope you always follow your dreams with confidence and kindness.”

Abstract

The present dissertation critically and with the use of quantitative research methods investigates the impact of remote work on employee productivity focusing on the covid pandemic. In the research productivity is perceived as a complex term that can be studied alongside employee motivation and employee satisfaction. The existing literature confirms that the variables are commonly studied together and shows, furthermore, that employee productivity is associated with employee performance, as well as that those who have high levels of employee satisfaction and motivation will be more productive. Additionally, it is argued that employee motivation can be achieved by providing employee with incentives, by fulfilling their needs and giving them opportunities to advance their career, while employee satisfaction is achieved when they feel safe, when the conditions and climate are favourable, when there is trust and when the employees feel like they matter in their organization. The research that took place with the use of a questionnaire and a sample of 100 employees in Greece confirms the aforementioned as it is found that employee productivity is strongly and positively correlated with satisfaction and motivation. However, the research shows that remote working arrangements during the pandemic did not lead to the increase of either employee productivity, or satisfaction, or motivation. The research also revealed that there are other factors that could potentially impact employee productivity more, either directly or indirectly. Such factors include feeling safe, satisfied and motivated, enjoying a pleasant a supportive relationship with coworkers and being able to contact the HR when problems occur.

Keywords

Employee productivity, performance, satisfaction, motivation, pandemic, remote work

Περίληψη

Η παρούσα διπλωματική αναλύει κριτικά και με την χρήση ποσοτικών ερευνητικών μεθόδων την επίδραση της εξ αποστάσεως εργασίας στην παραγωγικότητα των εργαζόμενων δίνοντας έμφαση στην πανδημία. Στην έρευνα η παραγωγικότητα της εργασίας γίνεται αντιληπτή ως ένας σύνθετος όρος ο οποίος μπορεί να μελετηθεί παράλληλα με την παρακίνηση των εργαζομένων και την ικανοποίηση αυτών από την εργασία τους. Η υπάρχουσα βιβλιογραφία επιβεβαιώνει ότι αυτές οι μεταβλητές μελετώνται, συχνά, από κοινού και δείχνει, επιπλέον, πως η παραγωγικότητα της εργασίας συσχετίζεται με την αποδοτικότητα, όπως και το ότι όσοι έχουν υψηλά επίπεδα ικανοποίησης και παρακίνησης θα είναι πιο παραγωγικοί στην εργασία τους. Επιπροσθέτως, αναφέρεται πως η παρακίνηση των εργαζόμενων μπορεί να επιτευχθεί μέσω της παροχής κινήτρων στους εργαζόμενους, καλύπτοντας τις ανάγκες τους και δίνοντάς τους ευκαιρίες να εξελιχθούν επαγγελματικά ενώ, η ικανοποίηση, επιτυγχάνεται όταν οι εργαζόμενοι νιώθουν ασφαλείς, όταν οι συνθήκες εργασίας και το κλίμα είναι κατάλληλα, όταν υπάρχει εμπιστοσύνη και αίσθημα πως οι εργαζόμενοι έχουν σημασία στον οργανισμό τους. Η έρευνα που έλαβε χώρα στα πλαίσια της συγγραφής της παρούσας διπλωματικής με χρήση ερωτηματολογίου και δείγμα 100 εργαζόμενων στην Ελλάδα επιβεβαιώνει τα παραπάνω αφού δείχνει πως η παραγωγικότητα συσχετίζεται ισχυρά και θετικά με την ικανοποίηση και την παρακίνηση. Ωστόσο, δείχνει πως το ότι εργάστηκαν εξ αποστάσεως την περίοδο της πανδημίας δεν οδήγησε ούτε στην αύξηση της παραγωγικότητας, αλλά ούτε της ικανοποίησης και της παρακίνησης. Επίσης, η έρευνα αποκάλυψε πως υπήρχαν άλλοι παράγοντες που άμεσα ή έμμεσα επίδρασαν στην παραγωγικότητα. Αυτοί είναι, μεταξύ άλλων, το αίσθημα ασφάλειας, ικανοποίησης και η παρακίνησης, η ύπαρξη υποστηρικτικών σχέσεων και η δυνατότητα επικοινωνίας με το τμήμα ανθρώπινου δυναμικού όταν προκύπτουν προβλήματα.

Λέξεις – Κλειδιά

Παραγωγικότητα εργαζομένων, αποδοτικότητα, ικανοποίηση, παρακίνηση, πανδημία, εξ αποστάσεως απασχόληση

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1. Introduction

The covid 19 pandemic started, officially, in March 2020 and it was met with global panic and fear (Mertens, Lodder, Smeets & Duijndam, 2023). Many countries had health systems that were unprepared for the influx of patients and hospitals (Sundararaman, Muraleedharan & Ranjan, 2021), while many businesses responded to the pandemic by introducing flexible working arrangements (Mark, Kun, Rintel & Sellen, 2022). This was done to protect the employees, to decrease the risk of loss of profit for the companies and to continue offering the services and products to their customers. Therefore, it served both the needs of the organizations and their employees (Maritan et al., 2024).

One of the first solutions applied by governments all over the world to tackle the impact of the pandemic was the transition in distance learning and work-from-home models, mainly in the private sector (Hensher, Beck & Nelson, 2024). This was facilitated by the fact that the technology necessary for the transition was available, including stable internet connection in the majority of the developed countries as well as owning appropriate devices by a large percentage of the population (Kaushik & Guleria, 2020). In many cases, the organizations saw a significant reduction of cost while they remained active in their field. This is why, for many businesses, applying remote and hybrid models worked even after the end of the quarantine (Maritan et al., 2024).

This was without limitations. According to various studies, there were plenty of families who could not afford working and studying from home as they lacked the proper tools and knowledge to achieve that. In many cases, this new model widened the social gaps and put vulnerable populations at more risk, as well as revealed new types of vulnerability and social inequality (Robinson et al., 2020).

Moreover, many employees did not have the proper training or technical skills to transfer the “physical” environment of their work to their home, or lacked the hardware necessary to do that. Additionally, in many occasions, people did not have the necessary space and privacy to work remotely, leading to many problems in their performance and productivity (Al-Habaibeh, Watkins, Waried & Javareshk, 2021). Also, in many cases, people faced challenges

regarding their mental health as the lockdown and the quarantine negatively affected their mental and physical wellbeing (Ganesan, et al., 2021).

On the other hand, though, there were many benefits that arose from providing the opportunity to work remotely for the employees. Starting from the health benefits and the benefits for the social whole, remote work meant less health risk and the increase of the resilience of the health systems (Angelucci et al., 2020). This was a prerequisite for the successful management of the pandemic as well as for safeguarding the rights and wellbeing of populations at risk such as the chronically ill, the seniors and people with disabilities (Anka, Thacker & Penhale, 2020).

Working from home allowed them to save time, money and effort as they did not have to commute to work, which acted as a motivator in employee satisfaction. Also, working from home meant reduced risk of exposure to the covid 19 virus, leading to increased productivity overall. In addition to the above, working from home meant a better work-to-life balance, leading to a even more employee satisfaction for many employees (Bolisani et al., 2020). In the post pandemic world, many companies continue to apply a fully remote or hybrid model. In many cases this is to reduce cost as they no longer need to provide large working spaces for their employees (Hopkins & Bardoel, 2023). Also, working from home is considered to be an attractive feature, used in attracting talent all over the world. Indeed, providing this option means that the employee no longer needs to reside close to their workplace and can even work in a more flexible time and work schedule (Ardi, Cahyadi, Meilani & Pramono, 2024).

The present dissertation draws from the aforementioned findings and attempt to show whether and to what extent employee productivity was impacted by remote working arrangements during and post the pandemic. In order to achieve this, a primary research using questionnaires takes place. In detail, the research took place during the spring semester of 2025-2026 and was done online with the use of Google Forms. The sample of the study are 100 employees who work in Greece. The aim of the research was to showcase if working from home during the pandemic had an impact on employee productivity. However, at the same time, it attempts to find potential correlations between employee productivity, satisfaction and motivation.

To achieve the aforementioned goals of the study, the dissertation is structured as such:

Chapter 1: in the present chapter the aim is to introduce the reader to the topic of the study as well as its main variables. Also, the reader is informed about the main aim of the dissertation and the quantitative research that followed.

Chapter 2: the second chapter of this dissertation aims at critically discussing employee productivity. This is done through a comprehensive and brief literature review. Employee productivity is defined using different sources as well as associated with employee motivation and satisfaction. At the same time, the role of HR in productivity is critically discussed.

Chapter 3: this chapter is the key theoretical part of the study. In the said chapter the aim is to discuss the case of the pandemic and to assess the effects of the measures that were used in order to tackle its impact on employment. Moreover, this chapter includes a review of studies with a similar subject to the present dissertation, namely the impact of remote work on employee productivity during the pandemic, as well as the aftermath of the pandemic.

Chapter 4: the fourth chapter of the dissertation is dedicated to the analysis of the methodological design of the quantitative research that took place in order to draft and complete the present paper. In detail, it includes subsections regarding the aim and scope of the study, the research questions, design, tool and analysis. The full questionnaire as well as the logic followed in the creation of the three main variables of the research- Productivity, Satisfaction and Motivation, are included in the Appendix of the dissertation.

Chapter 5: the main chapter of the analysis of the findings includes the presentation of demographic data, the descriptives of the study and the correlation between variables. The independent variables of the study are the demographic ones, while the dependent the are Productivity, Satisfaction and Motivation.

Chapter 6: the sixth chapter of the study is that of the discussion. In the discussion of the research the key conclusions and summaries of the research are included, as well as a commentary on the basic findings based on the results of the critical literature review. Moreover, in this chapter, the main research questions of the study are answered.

The dissertation is completed with Chapter 7. Chapter 7 includes a review of the findings as well as of the limitations of the study. Based on the limitations, suggestions for future research are made.

2. Employee productivity

The present chapter attempts to define, explain and critically evaluate employee productivity. Employee productivity, for the purpose of this research, is associated with the role of Human Resources, supporting the employees, achieving efficiency and efficacy as well as ensuring employee satisfaction.

2.1 Definition of employee productivity

Nda & Fard (2013) understand employee productivity as associated with the outputs of the employees using a specific number of outputs. Further specifying what employee productivity entails, they describe the term as associated with employee training, motivation and employee satisfaction. In this sense, if an employee is adequately trained and motivated then they will also more likely experience a higher degree of satisfaction.

Maduka & Okafor (2014) also place emphasis on the relationship between employee productivity and employee motivation. In their study they define motivation as a process that begins with the recognition of a human need. The employees are motivated when both their needs as well as their desires are satisfied. Similarly, the authors describe the process of employee motivation as associated with internal and external driving ‘forces’ that allow the individuals to work in their organization without problems and smoothly.

Thuda, Sari & Maharani (2019, p. 240-241) describe employee productivity as a term closely related to (a) the ability of each individual to perform their assigned tasks, (b) the overall performance of the team in which the employee belongs, (c) the way the human capital is managed in an organization and, (d) strategic planning. Therefore, one can understand employee productivity as a terms that is associated in how the organization uses its available resources and applies strategies in order to gain an advantage. To achieve this they should use a certain set of criteria to measure performance,

In their paper, Farooq & Sultana (2022) note that productivity could be considered as a result of behaviour and measured as the quantity of the results of the performance of the employee,

therefore their outputs. In this regard, their productivity will depend on the time when they are actually present in their job, both physically as well as mentally and how they function while working.

The emphasis that Farooq & Sultana (2022) give on the physical presence of the employee in the workplace is important in the present research since this could mean that a person that works from home is less productive. However, in their paper they attempt to discuss how employee productivity, its definition and measurement changes over time and discuss that, nowadays, longer working hours can no longer be associated with increased productivity. On the contrary, the existing research aims to rethink how employers can understand what actual productivity means and how to best track employee performance. This means that emphasis is placed on how employees work, who works and how they can be supervised in a flexible manner on an ongoing basis.

Tih & Hamid (2021) also point out that defining productivity is challenging and that there is no consensus on how it could be measured in the existing literature. The researchers note that performance is commonly measured in terms of growth in sales, attendance, working hours and performance reviews. However, they add that the output of an employee should also be measured in terms of quality, meaning that simply taking into account the total amount of workhours would not suffice to reach a conclusion as to whether an employee performs well and is productive. On the contrary, it is important to take into account their motivation as well as willingness and ability to perform their job.

Drawing from the assumptions and understanding of productivity in the existing literature, in the following section of the study we attempt to discuss the relationship between productivity, satisfaction and motivation. This is done focusing on different theories and approaches.

2.2 Employee productivity, satisfaction and motivation

As Maduka & Okafor (2014) noted, employee productivity and satisfaction will be associated with motivation which, in its turn, is strongly connected to human needs. The theories of

motivation, such as those of Maslow, Herzberg, Vroom and McGregor are based, therefore, on human psychology, with the managers being the ones that use different strategies to achieve motivation. These theories are either focused on what motivates employees or how motivation ‘works’, meaning the processes that are followed to achieve it.

The most prominent, perhaps, theory in the field is that of Maslow. According to Maslow, human beings are motivated by a series of needs. Maslow presents these needs in a pyramid format- in the ‘base’ of the pyramids lie the physiological needs and the needs of safety. This means that the people will try to cover their basic needs first, such as hunger, thirst and the need for clothing and, then, their safety needs, such as the need for a safe working environment and a steady job. When these needs are covered, then they are trying to cover their social needs by creating social relationships in the workplace and communicating with others. At the top level of the pyramid of needs lie the needs of self-esteem and self-actualization. These needs are more related to status and recognition (self-esteem) and achieving one’s potential (self-actualization) (Robbins & Coulter, 2012).

A main criticism in Maslow’s approach on motivation is that he assumes that, in order to satisfy a need, the person will first have to ensure that the needs at lower levels of the pyramid are satisfied first. This is a limitation as it is possible that employees try and achieve different outcomes and goals at a different time. At the same time, this pyramid format implies that once a ‘level’ of needs is satisfied then the employee could no longer be motivated by it (Saif, 2024). However, the existing literature shows that employees will be motivated, i.e. if they are able to achieve a better compensation for the same role. Therefore, this strict classification of needs in such a format does not fully explain how people behave in the real workplace as, in practice, once a need is covered a new need will quickly appear and replace the previous ones (Genkova, 2021).

Another key theory in the field of HRM that is related to motivation is McGregor’s X and Y theory. Based on this approach, each manager will view their employees in a certain light and in a specific way. Managers that follow the “X” approach tend to have a rather negative opinion on their employees, in the sense that they believe that people will be avoidant of responsibilities and try to work less if possible. This means that they tend to manage them

more closely and will allow them little to no independence in the workplace and will even use punishment to control their behaviour in the workplace. On the contrary, managers that follow the “Y” approach will have a more positive stance towards their employees, believe in their willingness to be productive, and think that they are self-motivated, able to take responsibilities and need guidance instead of constant management and close monitoring (Mansaray, 2019).

At the same time, a theory and approach that is close related to both employee motivation and satisfaction is Herzberg’s “Two factor theory”. According to this approach, employee satisfaction and de-motivation are results of the influence of different factors. In detail, Herzberg describes hygiene factors that allow employees to be less demotivated and motivators that are linked to employee satisfaction. The hygiene factors do not increase either motivation or satisfaction but need to exist in order for the employee to be satisfied with their job. In their absence the employee will not be able to perform and will be demotivated. Such factors are, among others, the salary, the work environment, and the company policy. On the contrary, the motivators are factors that create feelings of employee satisfaction and allow them to increase their performance as a result. Potential motivators in the workplace are the recognition of the employees performance and their importance in the workplace, allowing them to participate in the decision-making process as well as develop their skills and capabilities (Büyükbese et al., 2023).

On the other hand, based on Vroom’s Expectancy Theory, motivation is the result of a conscious choice. This means that employees are the ones that are able to achieve their optimal potential and motivation if they believe that their efforts could bring the expected results (expectancy), if they anticipate a certain reward of compensation (instrumentality) and if they believe that the potential reward is valuable to them (valence). Motivation is the product of these three ‘factors’, meaning that $\text{motivation} = \text{expectancy} * \text{instrumentality} * \text{valence}$. Therefore, in the absence of one of the factors, then motivation will be ‘zero’ (Chopra, 2019).

2.3 The role of HR

According to Robbins & Coulter (2012) managers undertake a certain set of tasks that are related to planning, organizing, leading and controlling. Planning is associated with deciding upon the short and long-term goals and objectives of the organization, the optimal strategies to achieve those aims, and the difficulty of the tasks each employee undertakes. Organizing is more closely related to employee management, in the sense that they decide upon the number of employees that focus on and undertake each tasks, to whom they report, how centralized the decision-making process should be, the job design and the structure of the organization. Leading is strongly associated with motivation, the leadership style applied in any situation, how employee productivity can be increased and conflict resolution. Controlling has to do with the certain activities performed in the organization, when deviation in performance becomes important and the types of management systems that can be applied. The role of HR is also important in ensuring the health and wellbeing of employees. However, at the same time, based on the available research, the healthier the employee the more able they are to achieve their goals and the higher their productivity (Mitchel, Ozminkowski & Serxner, 2013).

Further analyzing the role of HR in the process, one could note that the HR managers' responsibilities are not solely bureaucratic and neither are their roles. On the contrary, they play an important role in strategic decision making, in creating the necessary conditions to increase employee productivity, satisfaction and motivation, as well as recognize the skills, needs, potentials and expectations of employees. Through this process they are able to assign the correct tasks to employees, help them increase their potential and become more productive (Johnson & Szamosi, 2018).

More elaborately, HR managers are typically assigned the role of recruiting employees and find which person is qualified to 'fit' which job description. Job fit is focused on if the skills and traits of each person make them capable to work in a specific position. Amongst the many responsibilities of HR managers is to identify potential candidates that are underqualified for a certain role, which would mean that they will not be able to be as

productive as necessary or even overqualified, as this would mean that they will be productive at first but, then, this productivity could decrease as the job role is not appropriate for their skills and needs. Moreover, job- and organizational-fit are associated with employee commitment to the organization and achieving the goals of the organization (Farzaneh, Dehghanpour Farashah & Kazemi, 2024).

During the recruitment process, the HR managers should also focus on whether certain employees are a general ‘fit’ for the company taking into account the job culture, the values of the organization and the rest of the team members. If an employee who shares a different mentality, culture and value system joins a team where they do not fit, then it is likely that they will not be able to perform and that the productivity of the whole team will decrease (Martinez, Lengnick-Hall & Kulkarni, 2014).

At the same time the HR team should invest in performance management and use appropriate tools and techniques to measure performance. Among the most important indicators are the Key Performance Indicators (KPIs) that are used in organizations to set specific end-goals that are measurable, specific, attainable, timely and relevant to the scope of the organization, their job description and capabilities. The KPIs allow the managers to know if the employees are aware of the company’s expectations regarding their roles and responsibilities and if they perform accordingly. Such tools and indicators also allow the managers to compare the performance of the employees, to quickly fix potential mistakes as well as help them redirect their energy and work to the correct task in order to perform better. Thus, there is a strong association between measuring performance and achieving employee productivity (Parmenter, 2015).

As explained above, the HR plays an important role in motivation and employee satisfaction. Motivation, however, was also found to be closely connected to compensations, rewards and recognition. When it comes to incentives, apart from giving the appropriate salary to each employee based on their skills, experience and responsibilities, HR managers can find alternative rewards that they can provide to their employees based on their performance and productivity and to increase motivation. Such incentives and rewards are monetary, i.e. bonuses and shares, or non-monetary like opportunities for career advancement, giving them

more responsibilities inside the organization and their teams and publicly recognizing their input in the organization (Peluso, Innocenti & Pilati, 2017).

At the same time, HR can play an important role in employee engagement. The employees that feel that are safe in the organization, that can express themselves and can make mistakes without the fear of losing their job are more engaged to the organization, committed and loyal. Therefore, they can be more productive than other employees who lack engagement and feel insecure in the organization or that they do not belong in their teams (Sundaray, 2011).

Another key role that the HR managers play is achieving conflict resolution. When organized in teams, employees could have different viewpoints, ideas, expectations as well as moral values and perspectives. In order to resolve potential tensions that arise, managers can focus on team and trust-building activities, shifting the focus of the team members from conflict to idea sharing and redirect them in order to be able to perform as expected (Adham, 2023).

When it comes to employee training, Nda & Fard (2012) argue that training is of particular importance in achieving employee productivity. This is because employees who are aware of their tasks and roles, are able to learn and train and focus on increasing their resources are more able to achieve their goals. At this token, employee productivity is associated with employee training due to the fact that well-trained employees will be more able to collaborate with others in teams, grow inside their organization, accept change and maximize their potential.

Employee training does not only include defining and describing the tasks to the employees or onboarding (Davila & Pina-Ramirez, 2018). On the contrary, it is also focused on skill building, upskilling and reskilling. Upskilling is important as it allows employees to become more productive, able to solve problems and advance in the organization. Reskilling is also key, especially due to the constant changes in the market and the advancement of technology (Cvetkovski & Tomanovic, 2024).

Simultaneously, employee training is a structured process that is usually short-term and during which employees are informed on the necessary skills and knowledge that they must have in order to perform in their assigned tasks and position. Employee training could be

focused on ‘hard skills’, meaning how to use the software and equipment, on how systems operate etc. or on ‘soft skills’ such as how to communicate with clients, respond in different questions as well as to manage employee relationships (Hendarman & Tjakraatmadja, 2012).

This type of training can take place on and off site. On-the-job training takes place while the employees perform their regular tasks and duties and has a direct influence on resolving problems. Off-the-job training could be, i.e. seminars or workshops that have a set duration and focus on specific topics and issues. They offer both theoretical and practical knowledge and are offered by trained professionals who are usually experts in their fields (Oktavia, Febrian & Yuliana, 2025).

Training, either on or off-the job, is important in increasing employee productivity. This is due to the fact that the employees understand the processes and job requirements better, avoid mistakes and increase their skills (Ibrahim, Boerhannoeddin & Bakare, 2017). At the same time, trained employees tend to work faster, more effectively and more efficiently compared to non-trained ones. At the same time, learning be transferred, which further increases employee and firm productivity (De Grip & Sauermann, 2013).

Mentoring is used in many organizations as a means for new employees to join the organizations and the existing teams (Moreland & Levine, 2014). Mentors are experienced employees who work closely with the new employees and share their knowledge, experience and expertise. The mentees are, commonly, less experienced, join an existing team with specific values, habits and ways of working together. Therefore, mentoring is associated with psychological learning, with social support and creating support systems as well as with role modelling (Wikström et al., 2023).

With the help of the mentor, the new employee will be able to train in their job roles and to understand how the organization operates daily. Moreover, since they work closely with a coworker they can be able to feel less stress, as they are able to ask questions, understand what is expected of them, how communication takes place in the workplace as well as have someone they trust ‘correct’ them and guide them if necessary. Similarly to coaching and supervising, mentoring can, therefore, allow employees to learn in practice (Launer, 2013).

However, contrary to training that is short-time and has specific goals, mentoring is a long-term process and relationship built between employees. Therefore, it is not focused on how to apply certain skills in practice and its success cannot be measured quantitatively, i.e. with a specific exam or test (Wikström et al., 2023). Moreover, while training is a process in which the trained employees are taught by the trainer, mentoring is a two-sided process where the mentee shares knowledge with their mentor, discuss and share ideas. This means that, during mentoring, the mentor is also able to gain new knowledge, discover new ways to do their job, and, gain insight into new technological developments and academic ideas (Choo & Phyllis, 2023).

3. Covid 19 pandemic, remote work and employee productivity

In the present chapter of the study the aim is to discuss the impact of the pandemic on the working conditions of the employees worldwide and in Greece. To discuss those themes, emphasis is placed on the working arrangements, the impact of the pandemic on productivity and how the pandemic changed the way that businesses operate in general.

3.1 The covid 19 pandemic

Starting with the covid 19 pandemic, one has to note that it has started officially during March 2020 after a short period of warnings and news coverage on the spread of the coronavirus (Sars-Cov-2) (Ciotti et al., 2020). In the early stages of the pandemic, there was a massive shock in the health systems worldwide as neither the health professionals were ready to deal with the pandemic nor the health organizations (Filip et al., 2022).

In detail, the pandemic caused massive losses in lives due to the fact that there was lack of available resources as well as knowledge on how to deal with the virus. While coronaviruses existed in the past, covid 19 was a variation that had rather high mortality, particularly for people with a compromised immune system, the elderly and other vulnerable groups (Mishra et al., 2021; Morens et al., 2020). Moreover, there was lack of personnel and of experience in handling pandemics, which significantly increased the impact of the pandemic on the health systems, the well being of citizens and the ability of different countries across the globe to handle the pandemic (Alizadeh, Sharifi, Damanbagh, Nazarnia & Nazarnia, 2023).

At the same time, the pandemic caused losses in the incomes of many individuals, due to the fact that in many sectors, particularly tourism and hospitality, there was a temporary disruption in their operations and many employees' contracts were put on hold. Moreover, there was general fear and uncertainty in the general population leading to a decrease in tourism and travel. This led to a decrease of economic activity that severely impacted the economy of places and countries that depend on tourism (Davahli, Karwowski, Sonmez & Apostolopoulos, 2020).

During the second year of the pandemic there was significant scientific progress and increase in know-how on how to deal with the virus and assist the general public using alternative interventions. Among the most important steps taken towards reducing the impact of the pandemic was the wide spread of covid 19 tests, both in the form of PCR tests as well as self-tests (Goggolidou, Hodges-Mameletzis, Purewal, Karakoula & Warr, 2021). Moreover, new vaccines became available for the general public that, in Greece, were provided for free all over the country, placing emphasis on the vulnerable groups (Grigoriadou, Alifieri, Tsagdi, Balatsou & Theologou, 2024).

However, due to the fact that it became obligatory by law that all employees across the country were either vaccinated against covid 19 or they were regularly tested in pharmacies or health centers, there was increased disbelief and distrust to the system. Moreover, apart from lockdowns, since 2020 the Greek government applied measures such as sending an SMS to issue a digital certificate that would allow citizens to move freely, and, later on, issue a covid 19 certificate to be able to perform different tasks, even entering public areas (Vlantonis, Raptis & Barlagiannis, 2025). Particularly in the health sector and other similar occupations, the Greek state applied measures such as terminating the contracts of health professionals who refused to vaccinate against covid 19. As a result, there was even more tension and social upheaval that led to further distrust and uproar (Pervou & Mpogiatzidis, 2025).

3.2 Working arrangements, quarantine and the pandemic

As has been stated above, in many sectors and type of occupations, the enforcement of governmental measures and strategies to reduce the impact of the pandemic, the spread and mortality of the virus, led to them temporarily limiting their operations. In other sectors, were remote work as well as the application of hybrid models that allowed employees to work from home as well as occasionally working in the office (Nagel, 2020; Waldrep, Fritz & Glass, 2024).

In specific sectors such as Education, most organizations, schools and tertiary education institutions moved towards a fully remote system/model. As a result, there was a reduction in

the spread of the virus in schools. However, at the same time, many students struggled, particularly those that came from minority groups and did not have a reliable internet connection, the families had to find ways to tackle the problem of the lack of facilities, the lack of parental education and experience (Doyle, 2020). Teachers faced similar challenges since they had to work from home, using their own means and having received little to no training (Klusmann, Trippenzee, Fokkens-Bruinsma, Sanderman & Schroevers, 2022). Another key issue was the limited availability of kindergartens and childcare facilities despite the fact that the children had to stay at home even if the parents were working full time (Pitzalis & Spanò, 2021).

In other sectors the challenges were different. In many occupations it was impossible to apply a fully remote working arrangement, meaning that these employees would have to continue being exposed to the risk of infection. Moreover, they had to commute to work despite the fact that there were regulations in place that restricted transportation and overall travel restrictions (Pawar, Yadav, Akolekar & Velaga, 2020).

3.3 The impact of covid 19 on employee productivity

Regarding the impact of the pandemic on employee productivity, based on the available research, it was shown that, in many cases employees actually worked longer. However, research shows that one third of the employees believed that meetings online instead of in the physical space of the office was more productive as well as that sharing knowledge between employees can increase productivity. Additionally, it was found that the fact that, during the pandemic, there was no physical contact and communication between employees led to the decrease of knowledge sharing that had a negative impact on the productivity of employees (Bolisani, Scarso, Ipsen, Kirchner & Hansen, 2020).

Taking into consideration the impact of the pandemic, Farooq & Sultana (2022) try to understand the relationship between working remotely and productivity in the case of employees. According to the researchers, employees who work from home can maintain the same status, can be equally or more productive and can have a better work to life balance. At the same time, during the pandemic, they worried less about the impact of the disease, were

generally happier and had increased commitment to their organization, were, therefore, less likely to quit. In their study they also proved that working from home had more benefits for women compared to men since they were able to combine their work with the various responsibilities that women have to take care of in their daily life, such as household duties.

At the same time, Galanti, Mazzei, Zappala & Toscano (2021) add that working from home could have benefits and disadvantages. The main benefit of remote work during the pandemic for the employees and organizations was that this working arrangement tends to be more flexible, to support the employee productivity and allow a better work-life balance. Therefore, Galanti et al. (2021) support the findings by Farroq & Sultana (2022) in this regard. On the contrary, Galani et al. (2021) mention the disadvantages of working from home, which include the lack of prior experience, the change of the working conditions, the increased job demands as well as the difficulty of ensuring that the employees possess the necessary skills to work from home. All of the above could, according to the researchers, negative impact their productivity.

To measure the employee productivity, engagement and stress while working from home, Galanti et al. (2021) apply the Job-Demands-Resources (JD-R) model. This model is “borrowed” by the field of psychology and takes into account how the job demands and resources impact the wellbeing and performance of the employees. The JD-R model is based on the assumption that all jobs have specific demands and resources and, therefore, one needs to consider how they affect the employees engagement, stress levels and performance. In the case of remote work, it is suggested that the personal resources and the job resources of the employees affect their wellbeing as well as productivity. The most important resource available is employee autonomy, their independence and the discretion on behalf of the company. When these resources become available, the employee satisfaction levels will be higher, their stress levels will be lower and their engagement will, subsequently, increase. Galanti et al. (2021) proved in their research that there is employees ability to govern their own needs and manage their own work (self-leadership), as well as their autonomy were positively related to their engagement to the organization as well as their productivity.

Using a different approach and focal point, Tih & Hamid (2021) studied the impact of emotional intelligence and the employees' coping strategies on their productivity and performance during the covid 19 pandemic. More elaborately, the researchers attempted to compare the productivity of local versus foreign employees in a manufacturing company in Malaysia. This research found that, overall, the employees believed that their productivity performance was rather moderate to high. In detail, they rather agreed that they could complete a large amount of tasks daily, that they had high standards and could achieve their team's targets and agreed that they could be fast and efficient and that their work is of high quality. The research showed that there is a significant correlation between their emotional intelligence and their coping strategies with their productivity performance. Also, it showed that foreign workers had, on average, a worse "score" in productivity compared to local workers and that their responses were, overall, different.

3.4 The aftermath of the covid 19 pandemic

In their research Farooq & Sultana (2022) investigate whether working from home could become the new norm after the pandemic. In their paper they point out that working from home has many potential benefits for the employee, not only with regard to protecting oneself from disease outbreaks and risks, but also regarding their autonomy, flexibility and comfort while working from home. On the contrary, they point out that this could be a challenge as employers tend to believe that the employees could be less productive since they are unsupervised. At the same time it is noted that many employees tend to other needs of their family while working from home, such as taking care of children, which could potentially impact their productivity.

In their systematic literature review, Anakpo, Nqwayibana & Mishi (2023) argue that the covid 19 pandemic has led to changes in the very way that people collaborate, co-exist socially and even work. The pandemic has, indeed, forced businesses to discover new ways of operating and have shifted their occupation models, adopting in many cases a hybrid or remote working system. What is important to note, additionally, is that even after the introduction of the vaccine, the very way of living and the everyday life of citizens has

changed to such a degree that working from home has become acceptable, as an equally important and successful alternative to the traditional office working environment. However, they mention that working from home has already been tested as an alternative in the past and was not a concept that was introduced first during the pandemic. Similarly to Anakpo, Nqwayibana & Mishi (2023), Galani et al. (2021) underline the fact that working from home has rather become a new norm in the European Union as well as various countries worldwide due to the impact of the pandemic.

Regarding productivity, Anakpo, Nqwayibana & Mishi (2023) also point out that the actual impact of working from home on productivity is still unknown as there were no official data on the influence of covid on productivity in general. The data that is available refers to specific professions such as call-centers. However, the existing literature does point out that the businesses could have increased costs and challenges in order to increase productivity while operating in a virtual environment due to the fact that they have to ensure that communication still takes place without barriers and that the performance of employees is on par with the requirements of each team.

4. Methodology

4.1 Aim and scope of the research

The aim of the present dissertation is to assess if and the extent to which employee productivity was impacted by remote work during and after the covid 19 pandemic. In detail, the dissertation sets the following goals:

- to understand if employee productivity was impacted by working from home during and after the covid 19 pandemic
- to investigate whether this impact was positive or negative
- to reveal any potential differences in employee productivity while working remotely compared to conventional working arrangements.

4.2 Research questions

The research questions are formed based on a primary selection and study of the available research as well as the aim of the research. In detail, the research attempts to answer the following questions:

- Q1: Did working from home impact employee productivity during the pandemic?
- Q2: What was the impact of working from home in the performance on employees during the pandemic?
- Q3: What was the impact of working from home in employee satisfaction during the pandemic?
- Q4: What was the impact of working from home in employee motivation during the pandemic?

4.3 Research design

When it comes to the research design, it is noted that this research is a cross-sectional study meaning that the sample was approached only once, in order to complete the questionnaire and there has been no repetition of the research or aim at repeating it. The sampling method

use was that of convenience, meaning that we approached online participants until a satisfactory sample was collected.

To collect the primary data of the study a google form was created that included the questionnaire (see appendix and section 4.4.). The population of the study were people who reside in Greece and worked in professional settings during the covid 19 pandemic. The inclusion criteria were that they consented to the use of their answers in the analysis and that they filled in the questionnaire. A form of consent (see appendix) was included in the questionnaire. The data collection period was that 30.05.2026-16.06.2026. After 16.06.2026 no more responses were collected and the google form was “closed”. The total number of fully filled in questionnaires that were submitted, aka the sample of the study, was $n=75$.

4.4 Research tool (questionnaire)

The research tool, meaning the questionnaire of the study, was created through a literature review. In detail, the questionnaire was based on the findings of Balushi, Al & Jalagat (2022), Chmeis & Zeine (2024) and Mitchell, Ozminkowski & Serxner (2013) with regard to measuring employee productivity and Meyriani et al. (2022).

Balushi, Al & Jalagat (2022) describe employee productivity as an indicator of a company’s overall productivity and associate it with factors such as the time required to perform a task, how they compare to others and how much value the employee produces during a specific timeframe. Therefore, employee productivity is measured by assessing the short and long term benefits and results compared to the investment of the company as a reward for their work.

In their study, Mitchell, Ozminkowski & Serxner (2013) suggest that employee productivity is largely impacted by their health status. Indeed, in their primary research they showed that employees who are, in general, healthier and follow a healthier lifestyle, where less likely to abstain from working, worked more efficiently and were, overall, more productive. In their study they measured factors such as tobacco and alcohol use, stress levels and chronic health conditions.

On the other hand, Chmeis & Zeine (2024) who studied the relationship between remote work and employee productivity identified different variables that can impact it. In detail, they focused on motivation and performance. In terms of motivation, they assessed whether the expectations were clear, the available rewards, the share of workload, building morale, communication and chance for growth. In terms of performance, they assessed whether the company provides new learning opportunities, if there is feedback, training, career opportunities and performance targets, as well as a chance for promotion and rewards and managing their own time.

Coming to the opinions of employees on working from home, Chmeis & Zeine (2024) used a set of criteria to investigate the pros and cons of remote work. In detail, they focused on whether working from home creates a better working environment, allows higher flexibility, leads to increased productivity, allows a better life-to-work balance, has lower cost and enables the companies to hire more talented individuals.

Similarly, focusing on the impact of transformational leadership while working from home on employee performance, Meiryani et al. (2022), first, regarding remote work, studied whether it creates more job insecurity, if the home office environment is better and if the virtual connection is satisfactory. Regarding employee performance they focused on the quality and quantity of work, the promptness of employees and whether they remained dependable. The aforementioned methodological approaches were combined to create the questionnaire that is available in the appendix of the present dissertation.

4.5 Analysis

The responses of the participants in the study were first organized in a Microsoft Excel file, and, then, imported in IBM SPSS. The first step undertaken was to measure Cronbach's α for the questionnaire. In total $\alpha=0.852$ which means that the research tool had an acceptable internal consistency. The majority of researchers argue that a Cronbach's alpha higher than 0.8 is, normally, indicative of a high level of consistency while other research projects consider an alpha higher than 0.7 marginally acceptable for a questionnaire (Bland & Altman, 1997; Jarupunphol et al., 2024; Liptáková, 2025; Taber, 2018).

In order for the correlation of different variables to become possible we have created three main variables. The first one is Productivity (PR), the second one is Satisfaction while working remotely (SR) and the third one is Motivation. In order for the reader to understand the process of creating the new variables, it is noted that the variables are calculated by identifying with item corresponded to which main “theme”. The full tables where the creation of the variables is explained are available in the appendix of the present dissertation.

When appropriate, meaning that when a statement was more negative (i.e. ... I was afraid to complaint) the Likert scale rating was adjusted in the analysis (5- completely disagree 1- completely agree). In detail, this was done in the case of questions 11, 15, 19, 20, 21 and 23 of part D of the questionnaire. This is done to allow the comparison of the findings as well as answering the research questions of the dissertation.

Additionally, it is noted that in order to select the appropriate tests in order for the correlation of variables to become possible, we have performed the Kolmogorov-Smirnov test to check whether the answers followed the normal distribution. Based on this test, it was found that the answers follow the normal distribution as $p > 0,05$ for all the main variables of the study.

Table 1, test of normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Productivity	,081	71	,200*	,976	71	,187
Satisfaction	,095	71	,179	,980	71	,299
Motivation	,061	71	,200*	,985	71	,579
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Therefore, the correlation between the main variables was done using Pearson’s r and the analysis was done using the one-way ANOVA test.

5. Findings

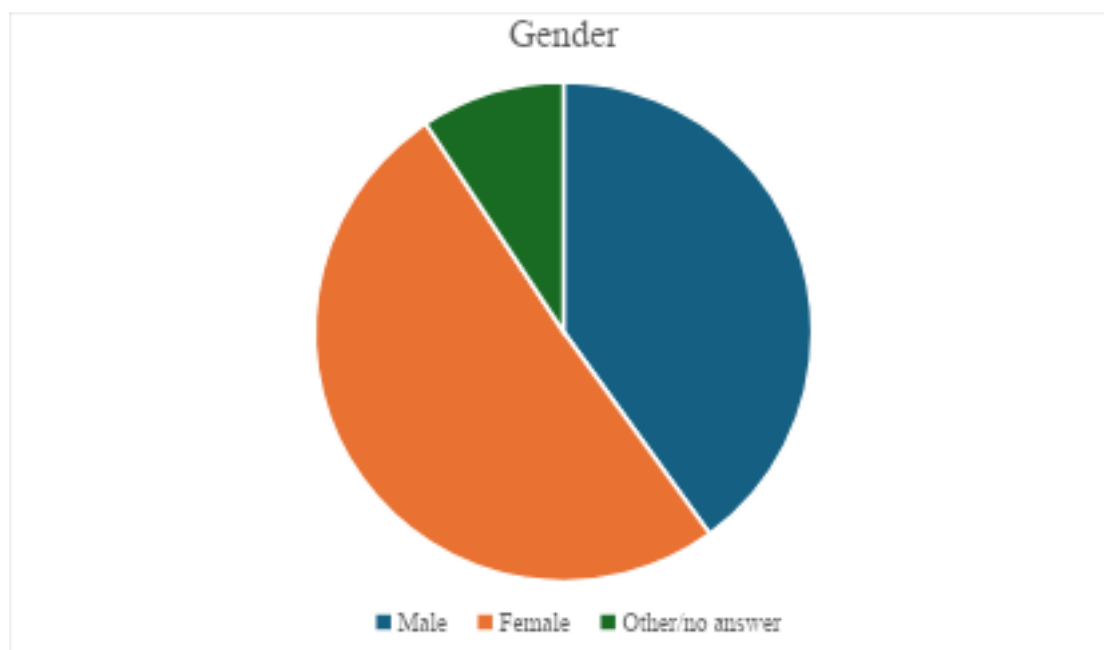
In this chapter the aim is to present the findings of the research as well as to correlate the different variables when appropriate.

5.1 Demographic data

Starting from the demographic data, and, in particular, gender, it was found that 40% of the participants in the study were men and 50.7% women, 9.3% chose the option “other or no answer”.

Table 2, gender

Gender		
	N	%
Male	30	40.0%
Female	38	50.7%
Other/no answer	7	9.3%

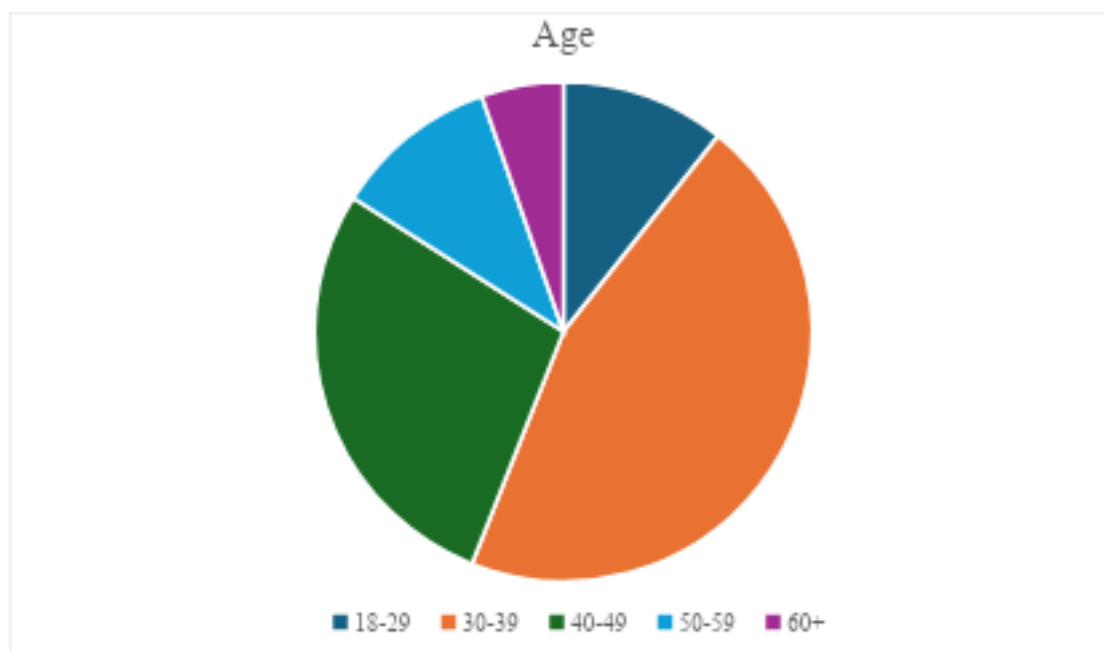


Graph 1, gender

Regarding age, 10.7% were 18-29 years old, 45.3% 30-39 years old, 28% 40-49 years old, 10.7% 50-59 years old and 5.3% over 60.

Table 3, age

Age		
	N	%
18-29	8	10.7%
30-39	34	45.3%
40-49	21	28.0%
50-59	8	10.7%
60+	4	5.3%

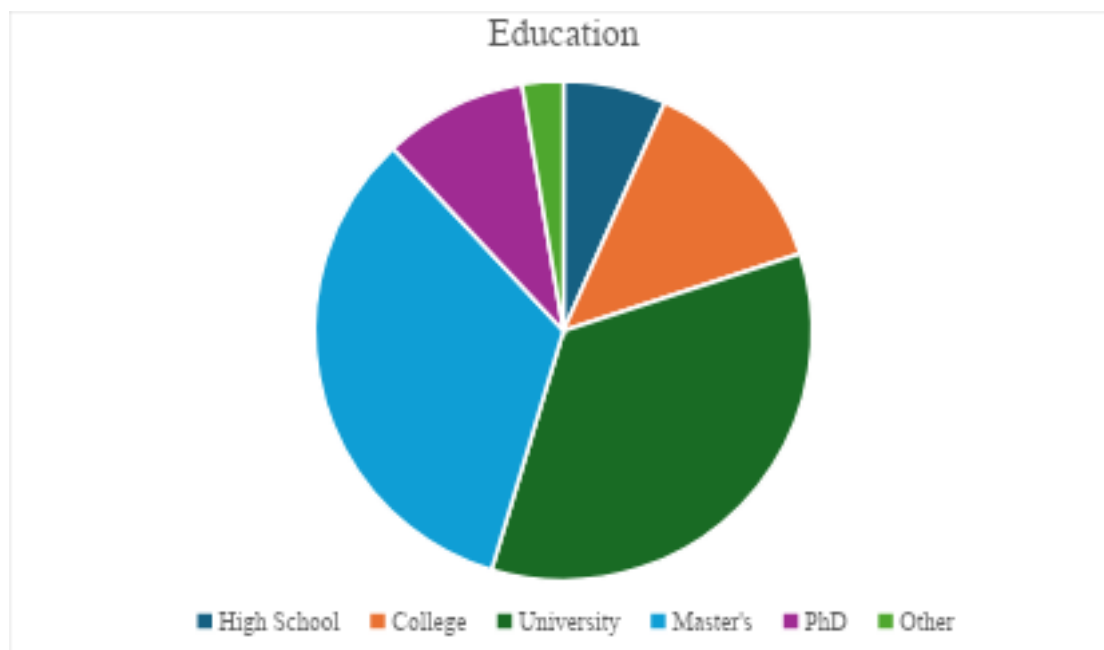


Graph 2, age

When it comes to the maximum level of education they have completed, 67% were High School graduates, 13.3% were college graduates, 34.7% were university graduates, 33.3% held a Master's Degree, 9.3% a doctoral degree and 2.7 chose the option "other".

Table 4, education

Education		
	N	%
High School	5	6.7%
College	10	13.3%
University	26	34.7%
Master's	25	33.3%
PhD	7	9.3%
Other	2	2.7%



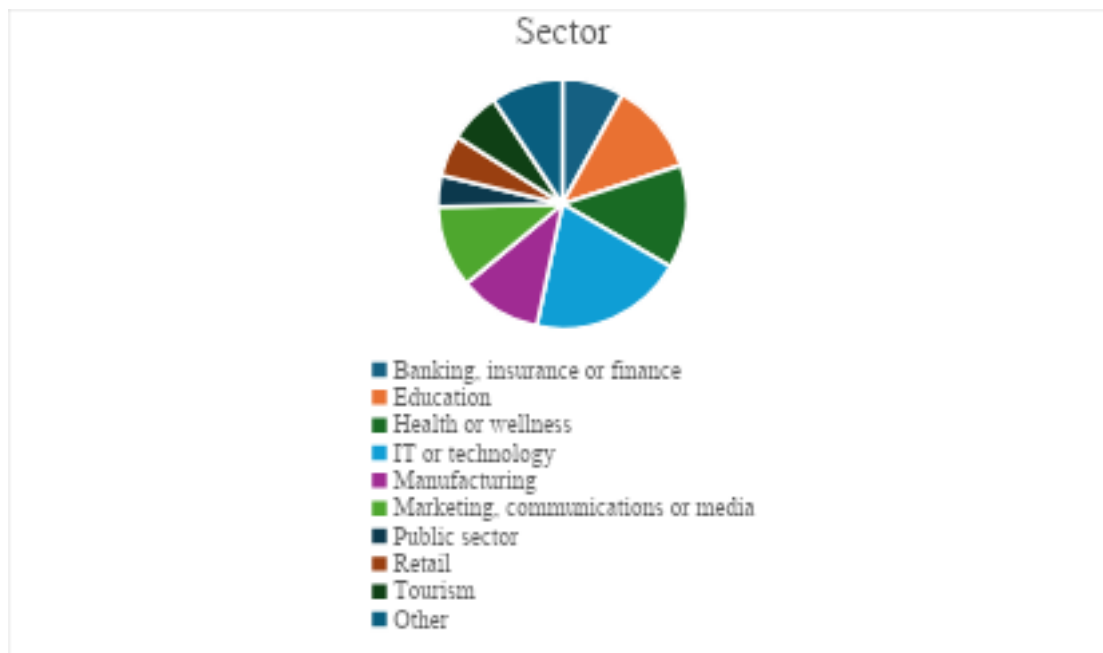
Graph 3, education

The majority of the sample worked in IT or Technology (20%), followed by Health or Wellness (13.3%), Education (12%), Manufacturing (10.7%), Marketing, Communications of

Media (10.7%), Banking, Insurance or Finance (8%), Tourism (6.7%), Retail (5.3%) and the Public Sector (4%). 9.3% chose the option “other”.

Table 5, sector

Sector		
	N	%
Banking/insurance/finance	6	8.0%
Education	9	12.0%
Health/wellness	10	13.3%
IT/technology	15	20.0%
Manufacturing	8	10.7%
Marketing/communications/ media	8	10.7%
Public Sector	3	4.0%
Retail	4	5.3%
Tourism	5	6.7%
Other	7	9.3%

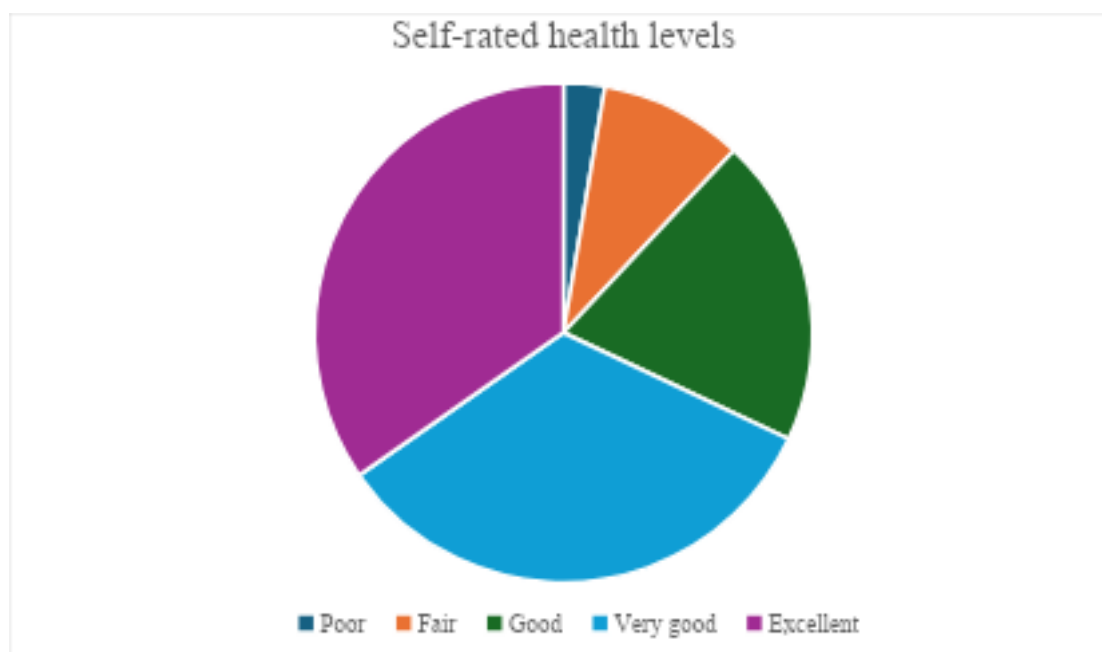


Graph 4, sector

Regarding their self-rated health, the vast majority of the sample considered their health to be very good (33.3%) or excellent (34.7%). 2.7% responded that their health is poor, 9.3% that it is fair and 20% good.

Table 6, self-rated health

How would you rate your overall health		
	N	%
Poor	2	2.7%
Fair	7	9.3%
Good	15	20.0%
Very good	25	33.3%
Excellent	26	34.7%



Graph 5, self-rated health

5.2 Descriptives

Moving on with the descriptive analysis of the findings, it is found that About one fourth of the sample was considered to be high risk during the pandemic.

Table 7, high risk during the pandemic

Were you considered to be high risk during the pandemic		
	N	%
Yes	19	25.3%
No	56	74.7%

45.3% of the participants in the study worked from home during the pandemic, while 32% worked from home but not fully remotely. 22.7% did not work from home during that period.

Table 8, working from home during the pandemic

Have you worked from home during the pandemic?		
	N	%
Yes	34	45.3%
Yes, but not fully remotely	24	32.0%
No	17	22.7%

The same percentage of the participants, meaning 44% either was provided with a laptop or computer by their company in order to be able to work from home or was not provided with any relevant equipment. 12% were given a tablet.

Table 9, equipment provided

Did your company provide you with a laptop, tablet or computer?		
	N	%
Yes, a laptop or a computer	33	44.0%
Yes, a tablet	9	12.0%
No	33	44,0%

Only 14.7% of the participants responded that their company fully paid their internet connection, 12% received some type of financial compensation for their internet connection and 72% none.

Table 10, company policy regarding internet connection (compensation)

Did your company pay for your internet?			
		N	%
Yes, fully		11	14.7%
Yes, some amount		9	12.0%
No		54	72.0%
Missing	System	1	1.3%

The majority of the sample, meaning 36% fully worked from home during the covid pandemic. 32% worked from home for a few months, 13.3% for a few weeks and 18.7% for a few days.

Table 11, duration of working from home during the pandemic

How long did you work from home during the pandemic in total?		
	N	%
A few days	14	18.7%
A few weeks	10	13.3%
A few months	24	32.0%
Fully	27	36.0%

Regarding their experience with using computers and the internet in general, 12% responded that they have no relevant experience, 28% that they have some experience and 60% that they have a lot of experience.

Table 12, experience with the use of computers and the internet

What is your experience with the use of computers and the internet?		
	N	%
I have no experience	9	12.0%
I have some experience	21	28.0%
I have a lot of experience	45	60.0%

The majority of the sample, meaning 81,3% own a personal computer or laptop.

Table 13, ownership of a personal computer or computer

Do you own a personal computer or laptop?		
	N	%
Yes	61	81.3%
No	14	18.7%

78.7% of the participants in the study have a steady (reliable) internet connection of home and 20% do not.

Table 14, connectivity

Do you have a steady internet connection at home?			
		N	%
Yes		59	78.7%
No		15	20.0%
Missing	System	1	1.3%

44% of the participants stated that they do not still work remotely, 30.7% work for a company that applies a hybrid model and 25.3% fully work remotely.

Table 15, working from home

Do you still work remotely?		
	N	%
Yes, fully	19	25.3%
My company applies a hybrid model	23	30.7%
No	33	44.0%

5.2.1 Employee opinions on working from home

When it comes to their satisfaction and general opinions on working from home, the participants in the study generally tend to agree that working from home during the pandemic was more convenient (mean=3.79, SD=1.277) and felt safer (mean=3.72, SD=1.371), while they neither agreed nor disagreed that it made them more productive (mean=3.47, SD=1.316). The participants in the study rather agreed that working from home during the pandemic saved them money (mean=3.59, SD=1.434) and agreed that it saved them time (mean=3.91, SD=1.347).

At the same time, they neither agreed nor disagreed that it allowed them to spend more time with their family (mean=3.4, SD=1.498) and that they were equally concentrated while at home as when working in the office (mean=3.24, SD=1.432). Overall they rather agree that they had a stable internet connection while working from home (mean=3.72, SD=1.351) and neither agreed nor disagreed that they completed the same amount of tasks while working from home during the pandemic (mean=3.32, SD=1.396), and that they completed more work while working from home during the pandemic (mean=3.47, SD=1.319). The participants overall rather agreed that they preferred working from home (mean=3.67, SD=1.455).

5.2.2 Habits when working from home

Coming to their habits while working from home, the participants in the study overall disagreed with the statement that if they smoke while working their performance increases (mean=2.36, SD=1.485). Furthermore, they neither agreed nor disagreed that when working from home they enjoy wearing their pajamas (mean=3.41, SD=1.423), that working in their pajamas makes them feel more comfortable (mean=3.48, SD=1.437), that when working from home they sometimes complete simple household tasks such as doing the dishes (mean=3.43, SD=1.416) and that they believe that their performance will increase if they stop working for a few minutes and take a quick nap (mean=3.21, SD=1.427).

5.2.3 Employee satisfaction, motivation and productivity

Then, we studied the Employee sense of Satisfaction, Motivation and Productivity based on what they felt like while working from home. Starting with questions related to Satisfaction, they rather agreed that they felt that they still mattered in their organization (mean=3.57, SD=1.187), that their job description and roles did not change (mean=3.65, SD=1.380) and agreed that their job was safe (mean=3.99, SD=1.180). Additionally, they agreed that they felt happy (mean=3.61, SD=1.365) and that their company did not apply a strict model where they monitored how they worked (mean=3.49, SD=1.45). Also, they neither agreed nor disagreed that they still had to commute to the office sometimes (mean=3.15, SD=1.477), that they did not consider new career paths (mean=3.12, SD=1.365) and that they did not apply for a new job (mean=3.39, SD=1.524). Also, they agreed that they were not afraid to complain in the case of problems (mean=3.79, SD=1.407), that they felt grateful for their job (mean=3.61, SD=1.259), that they felt that they could still advance in their career (mean=3.72, SD=1.258) and that their salary remained the same (mean=3.61, SD=1.218). On the contrary, they neither agreed nor disagreed that they maintained close relationships with

their coworkers (mean=3.17, SD=1.298), that their schedule became more flexible (mean=3.48, SD=1.418), that they could contact the HR for any potential problems they faced (mean=3.11, SD=1.494). Moreover, they agreed that they fought with their colleagues (mean=3.79, SD=1.407) but neither agreed nor disagreed that they were given all the necessary tools and equipment to continue to do their job (mean=3.32, SD=1.327).

When it comes to their Motivation, they neither agreed nor disagreed that they received financial incentives such as bonuses (mean=3.13, SD=1.379), that they received non-monetary incentives (mean=3.05, SD=1.365), that their manager informed them about the company's expectations and how their performance was measured (mean=3.12, SD=1.497) and that they received training on how to use the digital resources (mean=2.83, SD=1.446). Last, regarding their Productivity, they neither agree nor disagree that their performance increased (mean=3.35, SD=1.257), that they were more productive (mean=3.31, SD=1.344).

Summarizing the above, we have calculated the total scores for the variables Motivation, Satisfaction and Productivity. Based on this calculation it was found that they had rather neutral opinions on the majority of the items that were used in measuring the aforementioned variables, meaning that they had rather average (mediocre) levels of Motivation (mean=3.44, SD=0.884), Satisfaction (mean=3.32, SD=0.528) and Productivity (mean=3.17, SD=0.888). However, in the case of Satisfaction one can see that the range of their answers on average is 2.2-4.45 indicating that they did not have extremely low or high scores on average in the items, contrary to Productivity and Motivation where the range of scores was 1-5.

Table 16, total scores

Total scores					
	N	Minimum	Maximum	Mean	Std. Deviation
Productivity	72	1.00	5.00	3.4444	.88361
Satisfaction	74	2.20	4.45	3.3230	.52826
Motivation	75	1.00	5.00	3.1707	.88757
Valid N (listwise)	71				

5.3 Correlations

As it was proven that the data follow the normal distribution, in this part of the study we attempt to prove if there is any correlation between the main variables of the research. Using Pearson's r correlation coefficient, it was found that Productivity is strongly correlated to employee Satisfaction ($r=0.653$, $p<0.001$) as well as Motivation ($r=0.419$, $p<0.001$). In addition to the above, employee Satisfaction is strongly correlated with Motivation ($r=0.473$, $p<0.001$).

Table 17, correlation between main variables

Correlation between main variables				
		Productivity	Satisfaction	Motivation
Productivity	Pearson Correlation	1	.653**	.419**
	Sig. (2-tailed)		<.001	<.001
	N	72	71	72
Satisfaction	Pearson Correlation	.653**	1	.473**
	Sig. (2-tailed)	<.001		<.001
	N	71	74	74
Motivation	Pearson Correlation	.419**	.473**	1
	Sig. (2-tailed)	<.001	<.001	
	N	72	74	75
**. Correlation is significant at the 0.01 level (2-tailed).				

Moving to the independent variables, the ANOVA result confirmed a statistically significant difference between the different genders with regard to their Satisfaction ($F(2)=5,294$, $p=0.007$).

Table 18, test ANOVA gender

ANOVA- gender						
		S u m o f		M e a n		
		Squares	df	Square	F	Sig.
Productivi ty	B e t w e e n Groups	3.477	2	1.738	2.308	.107
	Within Groups	51.957	69	.753		
	Total	55.434	71			
Satisfactio n	B e t w e e n Groups	2.644	2	1.322	5.294	.007
	Within Groups	17.727	71	.250		
	Total	20.371	73			
Motivatio n	B e t w e e n Groups	1.679	2	.840	1.068	.349
	Within Groups	56.616	72	.786		
	Total	58.295	74			

Through a comparison of the means for each gender with regard to Satisfaction it was found that men (mean=3.51, SD=0.544) have an overall greater satisfaction than women (mean=3.26, SD=0.449).

Table 19, comparison of means, gender

Comparison of means- Gender			
Satisfaction			
Gender	Mean	N	Std. Deviation
Male	3.5050	30	.54351
Female	3.2635	37	.44933
Other/no answer	2.8571	7	.56157
Total	3.3230	74	.52826

Next, it was found that Age, Education had no significant effect on either of the main variables ($p > 0.05$).

However, their Sector, had a significant effect on Satisfaction ($F(9)=2.229$, $p=0.031$)

Table 20, test ANOVA, Sector

ANOVA, Sector						
		S u m o f Squares	df	M e a n Square	F	Sig.
Productivity	B e t w e e n Groups	12.084	9	1.343	1.920	.065
	Within Groups	43.350	62	.699		
	Total	55.434	71			
Satisfaction	B e t w e e n Groups	4.862	9	.540	2.229	.031
	Within Groups	15.509	64	.242		
	Total	20.371	73			
Motivation	B e t w e e n Groups	9.601	9	1.067	1.424	.196
	Within Groups	48.695	65	.749		
	Total	58.295	74			

In detail, those who worked in the Public Sector had the greatest degree of satisfaction (mean=3.73, SD=0.520) while those who worked in Tourism the lowest one (mean=2.8, SD=0.447).

Table 21, comparison of means, Sector

Comparison of means, Sector			
Satisfaction			
Sector	Mean	N	Std. Deviation
Banking/insurance/finance	3.3917	6	.57569
Education	2.9375	8	.56045
Health/wellness	3.3900	10	.41753
IT/technology	3.6000	15	.46866
Manufacturing	3.4000	8	.49425
M a r k e t i n g / communications/media	3.1625	8	.27742
Public Sector	3.7333	3	.52042
Retail	3.0875	4	.34248
Tourism	2.8000	5	.44721
Other	3.4429	7	.71498
Total	3.3230	74	.52826

Proceeding with the correlations between their overall condition during the pandemic and the main variables of the study, it was found that their perceived health level was significantly correlated with their Productivity ($r=0.237$, $p=0,45$) and Motivation ($r=0.273$, $p=0.018$) and strongly correlated to their Satisfaction ($r=0.484$, $p<0.001$). On the other hand, whether they were high risk or not was not found to be correlated with either variable.

Table 22, correlation between overall health condition and main variables

Correlation between overall health condition and main variables of the study						
		H o w would y o u r a t e y o u r overall health	Were you considered to be high risk during t h e pandemic	Productivi ty	Satisfacti on	Motivati on
How would you rate your overall health	Pearson	1	.164	.237*	.484**	.273*
	Correlatio n					
	Sig. (2- tailed)		.160	.045	<.001	.018
	N	75	75	72	74	75
Were you considered to be high risk during t h e pandemic	Pearson	.164	1	.101	.176	-.005
	Correlatio n					
	Sig. (2- tailed)	.160		.397	.133	.963
	N	75	75	72	74	75
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Regarding their company's position and handling of the situation, it was found that how long they worked from home during the pandemic was positively and significantly correlated with their Satisfaction ($r=0.318$, $p=0.006$) and their experience with the use of computers and the internet with their Satisfaction ($r=0.336$, $p=0.004$) and Motivation ($r=0.450$, $p<0.001$).

Table 23, correlation between the company's handling of the pandemic and the main variables of the study

Correlation between the company's handling of the pandemic and the main variables of the study

		How long did you work from home during the pandemic in total?	What is your experience with the use of computers and the internet?	Productivity	Satisfaction	Motivation
Have you worked from home during the pandemic?	Pearson Correlation	-.343**	-.164	-.149	-.201	-.124
	Sig. (2-tailed)	.003	.159	.211	.085	.289
	N	75	75	72	74	75
Did your company provide you with a laptop, tablet or computer?	Pearson Correlation	-.155	-.223	-.120	-.151	-.174
	Sig. (2-tailed)	.186	.054	.317	.200	.135
	N	75	75	72	74	75
Did your company pay for your internet?	Pearson Correlation	.050	.227	.046	.188	-.160
	Sig. (2-tailed)	.675	.052	.703	.111	.174
	N	74	74	71	73	74

How long did you work from home during the pandemic in total?	Pearson Correlation	1	.195	.122	.318**	.198
	Sig. (2-tailed)		.094	.308	.006	.088
	N	75	75	72	74	75
What is your experience with the use of computers and the internet?	Pearson Correlation	.195	1	.336**	.450**	.096
	Sig. (2-tailed)	.094		.004	<.001	.411
	N	75	75	72	74	75

The availability of resources and their working conditions was correlated with Productivity, Satisfaction and Motivation and it was found that having a steady (reliable) internet connection was negatively correlated with their Satisfaction ($r=-0.284$, $p=0.015$).

Table 24, correlation between working conditions and the main variables of the study

Correlation between working conditions and the main variables of the study				
		Productivity	Satisfaction	Motivation
Do you own a personal computer or laptop?	P e a r s o n Correlation	-.174	-.176	-.015
	Sig. (2-tailed)	.144	.134	.898
	N	72	74	75
Do you have a steady internet connection at home?	P e a r s o n Correlation	-.217	-.284*	.002
	Sig. (2-tailed)	.069	.015	.988
	N	71	73	74
Do you still work remotely?	P e a r s o n Correlation	-.078	-.022	-.045
	Sig. (2-tailed)	.517	.851	.704
	N	72	74	75

Overall, based on the analysis above, it can be supported that the level of employee Satisfaction and Motivation are correlated positively and strongly with one another ($p < 0.001$) as well as with their Productivity ($p < 0.001$). Individual correlations were also identified between different variables. The most important ones are between Gender and Satisfaction, their Sector and Satisfaction as well as their Self-Rated Health and their Satisfaction, Motivation and Productivity.

6. Discussion

In this chapter we aim, based on the results of the statistical analysis as well as the literature review, to critically evaluate what conclusions this research leads to as well as the real-life findings and applications of these results.

6.1 Questionnaire and sample

Starting with the questionnaire, it was found that Cronbach's alpha was calculated to be $\alpha=0.852$ which means that, in this research project, the questionnaire is shown to have internal consistency. Moreover, this means that it is potentially suitable in measuring the impact of remote work on productivity.

When it comes to the main variables that were studied, meaning Productivity, Satisfaction and Motivation, in the literature review it is found that there is strong correlation between the variables. In detail, employee Satisfaction is, largely, a prerequisite to achieve employee Motivation and that motivated employees are more likely to be productive. The present research also confirms that the variables are strongly correlated and that their relationship is positive. This means that the increase of Satisfaction will lead to an increase in Motivation and that an increase of either Satisfaction or Motivation will lead to an increase in Productivity.

Regarding the demographic data of the study, it was found that there was no over-representation of any "gender" of participants, as the number of women was not significantly larger to that of men. However, the majority of the participants, meaning 45.3%, were 30-39 years old. This could be explained by the fact that, first of all, the employees of that age were most likely to be actively employed during the pandemic (2020-2024) compared to individuals under 29 years old and that they were also more likely to be working online (remotely) compared to older individuals as they possess better and more advanced digital skills. Almost 80% of the participants have completed tertiary education. Comparing this with the general population, it is noted that in Greece around 43.7% of adults had a tertiary education degree in 2021 (Hellenic Authority for Higher Education, 2021). However, it could

also be important to note that the majority of the employees who worked online during the pandemic were white collar ones and not blue collar ones (Galasso, 2020) and that it is more likely for an office worker to have a higher education degree since it is a requirement to be employed in such a position (Marioli, Sannas & Tsilimigkra, 2022).

When it comes to the sectors in which they worked, the majority worked in IT or Technology (20%) however, there is not one sector that is over-represented in the sample. At the same time, 12% of the participants in the study in total self-rated their health as poor or fair. In comparison, based on the 2025 OECD report, only 7% of the population in Greece rated their health as bad or very bad (OECD, 2025). Based on the comparison with available data and statistics it can be argued that the sample of the study is representative.

6.2 Review of findings

Moving on with the discussion of the findings, almost 75% of the sample were high risk during the pandemic, and an almost equal percentage worked fully or partly online during the same period. Out of them, 36% worked fully online during the whole period of the pandemic. About 44% of the employees were not provided with the necessary equipment to work online. However, since about 23% did not work online, it could be noted that around one in ten employees who worked online were not provided with a laptop, tablet or computer, meaning that they had to rely on their own means to cover their needs.

Similarly, only 26.7% received full or some compensation by their company regarding their internet connection while 14.7% had their companies fully cover the cost of their internet. Only 12% state that they have no experience in the use of computers and the internet and 81.3% own a computer or a laptop. 20% of the sample have a steady internet connection at home and only 44% do not still work remotely. The findings show that, as was mentioned in the literature review, it is possible that the pandemic created a new model of employment and new understanding on how companies can continue offering their products and services combining physical and online spaces (Ardi, Cahyadi, Meilani & Pramono, 2024).

Regarding the employee opinions on working from home, the present research showed that, in general, they tended to agree that they felt it was more convenient (mean=3.79), safer

(mean=3.72), time-saving (mean=3.91) and that it saved them money (mean=3.59). Additionally, they were generally neutral on the impact of online work on their productivity. Despite that, they tended to agree that they preferred working from home (mean=3.67). This could mean that, in general, they felt that working from home was not unpleasant for them but rather a preferred alternative. When it comes to their habits while working from home, there were no answers that indicated that they tend to have a more relaxed way of working, behaving, even dressing up during their workhours. Similar conclusions were reached by Bolisani et al. (2020) who argued that being able to save time, money and effort while working from home could lead to an increase in employee motivation and, therefore, employee productivity.

Then, the participants in the study were asked questions that regard their Satisfaction, Motivation and Productivity. Based on the analysis, it can be argued that they generally felt that they were overall satisfied with their work at moderate levels and felt that they were productive and motivated. In detail, the answers that indicate their rather moderate levels of satisfaction are, among others, that they felt that they still mattered in their organization (mean=3.57), that they felt that their job was safe (mean=3.99) and that they were not afraid to complain (mean=3.79). However, they also pointed out that their relationships with their coworkers was not as close (mean=3.17) and that they fought with their colleagues (mean=3.79). Based on the available literature review it can be argued that employee satisfaction, motivation but also productivity could depend on the employee interpersonal relationships and the climate inside the organization. Therefore, this finding is of particular importance in the research conducted overall.

Regarding their motivation, it is found that it is rather moderate as they neither agree nor disagree that they received either monetary or non-monetary incentives, nor were they adequately informed or trained on how to use resources and equipment or on how to improve their performance, or even on how their performance was measured. When asked specifically about their productivity, the participants in the study responded that they neither agree nor disagree that their performance increased (mean=3.35) or that they were more productive while working from home during the pandemic (mean=3.31). The fact that many employees

did not have the necessary skills, training and experience to be able to work online / fully remotely is also supported by Al-Habaibeh, Watkins, Waried & Javareshk (2021) who argue that this lack of adequate skills can decrease their performance and productivity. At the same time, to De Grip & Sauermann (2013) and Ibrahim, Boerhannoeddin & Bakare (2017) trained employees are faster, have better performance and higher productivity, therefore, the lack of training and guidance leads to their decrease.

As one could expect by the analysis of the findings overall, their levels of Motivation, Satisfaction and Productivity were moderate. This could mean that, in fact, regardless of working from home or in the physical spaces of the office, the performance and productivity of employees neither increase or decrease. This could also indicate that there are other more important factors that contribute to them, such as the role of HR, the interpersonal communications, the compensations and feeling as part of the organization, dimensions in which the participants in the present study rate highly. Of particular importance in the analysis is the correlation that was made between the variables. In detail, it was shown that all three of the main variables of the research correlate with one another ($p < 0.001$), meaning that an satisfied and motivated employees will be more productive. Indeed, the available research also indicates that the three variables are interconnected and that they increase in parallel ways (Maduka & Okafor, 2014; Nda & Fard, 2013).

Regarding the demographic factors, it is shown that there is a statistically significant difference between the different genders and sectors with regard to their Satisfaction but not Motivation or Productivity. Moreover, their health condition was found to be correlated with Satisfaction to a very high extent ($p < 0.001$) and at a lower level with Productivity and Motivation. The correlation was positive, so, the better the health level the higher the Satisfaction, Motivation and Productivity. Additionally, it was found that the longer they worked from home the higher their levels of Satisfaction, and the higher their experience with the use of internet and computers the higher their Productivity and Satisfaction. These findings are important as they can indicate what other factors can impact the employee Productivity.

The role of the HR and the climate in the organization on employee productivity for instance, is mentioned in various sources that were studied as part of the literature review. In detail, Adham (2023) and Thuda, Sari & Maharani (2019) support that the team performance and HRM are vital in achieving employee motivation and productivity as well as increased performance and Büyükbese et al. (2023) argue that the way that the workplace operated plays an important role in both employee motivation as well as satisfaction and productivity. On the role of HR in employee productivity, Farzaneh, Dehghanpour Farashah & Kazemi (2024), Martinez, Lengnick-Hall & Kulkarni (2014) and Robbins & Coulter (2012) argue that it is crucial in ensuring their wellbeing and that they are managed in an optimal way as well as that they are a “fit” for the company. Mitchel, Ozminowski & Serxner (2013) and Johnson & Szamosi (2018) additionally, connect both with their ability to achieve their goals, therefore, their productivity. The importance of the HR in achieving productivity is also mentioned in the analysis of the findings of the study. Therefore, it can be suggested that it is amongst the most important variables in the analysis.

When it comes to the period when the covid pandemic took place, the existing literature can also be studied along the findings of the present research to discover other factors and variables that played a pivotal role in employee Productivity. First, it was found that the working arrangements, temporary or not, were important since they allowed companies to continue their operations (Nagel, 2020; Waldrep, Fritz & Glass, 2024), leading to the support of families and employees in general. On the other hand, though, research suggests that in some cases employees were more productive while working in person at the companies compared to remotely (Bolisani et al., 2020), for instance if they were foreign (Tih & Hamid, 2021) while other papers that they were equally or more productive while working remotely (Farooq & Sultana, 2022; Mazzei, Zappala & Toscano, 2021).

6.3 Answering the research questions of the study

Based on all of the above, we attempt in this part of the study to answer the four (4) main research questions of the research. In detail:

Q1: Did working from home impact employee productivity during the pandemic?

Based on the research that was conducted and the discussion of the findings it can be argued that, in fact, working from home did not impact employee productivity during the pandemic. However, the research showed that when they felt more Satisfied and Motivated their performance and their productivity increased. This suggests that, in the cases when they were given incentives to increase their Motivation and Satisfaction during the pandemic, their performance and productivity actually increased.

Q2: What was the impact of working from home in the performance on employees during the pandemic?

The impact of working from home in the performance of employees was moderate. In some cases the performance increased however, the average score in their responses in the relevant questions indicates that their performance neither increased nor decreased. Therefore one could argue that working from home did not have any effect on their performance productivity.

Q3: What was the impact of working from home in employee satisfaction during the pandemic?

The impact of working from home, as a whole, was moderate in employee satisfaction. However, there were certain aspects related to employee satisfaction where there was significant benefit for the employees while working from home. Such examples are the sense of safety, that they felt happy, that there were allowed to maintain a balance between their family and work life, and that they had the necessary support by their organization when problems occurred.

Q4: What was the impact of working from home in employee motivation during the pandemic?

Working from home did lead to either an increase or a decrease of employee motivation based on the responses of the participants in the various items of the questionnaire as well as the total score of the variable. This can be interpreted as a neutral impact of working from home on their motivation.

7. Conclusions

The aim of this chapter is to summarize the findings of the research as well as to examine the potential impact of working from home (remote work) on employee productivity during covid as well as the potential effect of such working arrangements after the pandemic.

7.1 Summary of findings

Starting from the findings of the research alongside the conclusions of the literature review, in this paper it is suggested that employee productivity is strongly influenced by employee motivation and employee satisfaction. At the same time, it was shown in this dissertation that productivity does not depend on a single factor or is the result of a certain set of actions.

On the contrary, achieving high levels of employee productivity is the result of the existing policies and strategies in a given company, the climate and relationships that exist in the workplace as well as the role of HR. Moreover, employee productivity will relate to performance, the working conditions, the mental health of the employee, the existence of support by more experienced colleagues and the overall sense of safety and job security. Employees who feel satisfied by their work will also tend to be more likely to feel that they are motivated and/or that they are productive.

The research, also, shows that the employees place more value on the interpersonal relationships, the support of the HR as well as being able to feel safe compared to being able to work less, be able to relax while working or work from their own homes. This is shown in the analysis of the responses on all the questions of the questionnaire combined, as the majority of respondents does not consider smoking while working, snacking, being in pajamas etc. as important in their productivity or job satisfaction.

What is more, this research shows that, solely allowing people to work from home does not have an impact on either productivity or motivation or satisfaction. However, it was shown that feeling safe led to their increase, such as maintaining a balance, being trusted by their company and being supported by their colleagues. As a result, it could be noted that working from home when there is a climate of support, encouragement and maintaining the same conditions in remote settings could increase performance and productivity.

These conclusions could be important in the available research as well as have real-world applications. This is due to the fact that it shows that the employees did not change the way they behaved or viewed their job while working from home, neither did they choose to be less professional while at home. On the contrary, they rather maintained the same ethics and felt grateful for their job, while they felt safe enough to complain and contact the company in case of problems.

Therefore, this research shows that remote work could be a possible alternative for companies not only during periods of crisis and in times of need, but at any time. Indeed, based on the available research the experience of the pandemic led, partly, to the application of hybrid or fully remote working arrangements in many companies. It also allowed people to train in the use of digital resources, computers, the internet etc. as well as to discover ways to offer the same services online. For many companies, the application of remote systems and offering services online could lead to a decrease of cost as well as to attract employees from different areas in the world.

7.2 Limitations and suggestions for future research

As is the case with nearly every research, the present dissertation has some limitations. The first and, perhaps, most important limitation is that its sample is limited in size, at 100 participants from Greece. This could mean that there are potential problems in the generalization of the findings and that it could be beneficial to repeat the research using a larger sample size. However, based on the analysis and discussion of the findings it could be noted that the sample appears to be representative of the general population. Indeed, the level of education, overall demographic characteristics, even the responses regarding their health level and work during the pandemic are in line with the findings of other similar research projects and statistics.

Moreover, the methodology followed is that of a cross-sectional study. Cross-sectional studies are important and can answer certain questions for a given moment. This means that it is impossible to compare the opinions of the participants in the long turn or even to assess the impact of different interventions on these opinions. As a result, while presenting and

analyzing the findings of a cross-sectional study one assumes that they “observe” certain behaviours and opinions in a certain moment in time.

A potential alternative to this time of research design is that of an experiment and/or intervention. For instance, it could be possible for the sample to complete the same questionnaire twice- once in the beginning of the study and one after i.e. working remotely for a certain time period, a training programme or seminar aiming at providing them with the necessary skills to be able to work online, the application of a mentorship programme and/or the application of a hybrid work model. This could allow the researcher to better understand the impact of remote work as well as different factors on employee productivity.

Another potential limitation that is related to the above one, is that the questionnaire cannot prove in a definite manner the impact that of working remotely on employee productivity during and after the pandemic. This is due to the fact that the research took place after the pandemic, during the spring semester of 2026 and not during and after the covid 19 quarantine. In order, therefore, to answer the key questions of the study, we have attempted to interpret the results of the study alongside the existing literature.

At the same time, as is the case with most quantitative research projects, the responses of the participants depend on the study design. This means that it is not possible to showcase different opinions on the questions in hand, why the participants felt a certain way or why they evaluated their productivity as average. Combining quantitative and qualitative methods could resolve this issue as qualitative research projects using focus groups or interviews reveal and focus on the emotions, opinions and thoughts of participants and examine them in depth.

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Appendix: “Form of consent”

This questionnaire is part of a primary research on the impact of remote work on employee productivity during and after the covid 19 pandemic. The aim of this research is to understand how employees’ perceived their productivity during the covid pandemic, particularly when working from home.

Your participation in the research is completely anonymous, voluntary and is not expected to cause you any harm. Please do not participate in this research if you are under 18 years old and did not work from home during the pandemic, either fully or through a flexible working arrangement.

By completing the questionnaire, you agree in the use of your answers in the research. Please try to answer all questions honestly. There are no right or wrong answers. All data collected will remain confidential and will only be used for the purpose of the MBA Programme in the Hellenic Open University.

Questionnaire

Part 1- Demographic data

1. Gender

☐ Male ☐ Female ☐ Other/No answer

2. Age

☐ 18-29 ☐ 30-49 ☐ 50-59 ☐ 60+

3. Education

☐ High School ☐ College ☐ University ☐ Master's ☐ PhD ☐ Other

4. Sector

☐ Banking/insurance/finance ☐ Education ☐ Manufacturing ☐ Tourism ☐
Health/wellness ☐ IT/technology ☐ Retail ☐ Marketing/communications/media
☐ Public sector ☐ Other

5. How would you rate your overall health?

☐ Poor ☐ Fair ☐ Good ☐ Very good ☐ Excellent

6. Were you considered to be high risk during the pandemic?

☐ Yes ☐ No

Part B- Remote work during the pandemic

7. Have you worked from home during the pandemic?

☐ Yes ☐ Yes, but not fully remote ☐ No

8. Did your company provide you with a laptop, tablet or computer?

☐ Yes, a laptop or computer ☐ Yes, a tablet ☐ No

9. Did your company pay for your internet?

___ Yes, fully ___ Yes, some amount ___ No

10. How long did you work from home during the pandemic in total?

___ A few days ___ A few weeks ___ A few months ___ More than a year

11. What is your experience with the use of computers and the internet?

___ I have no experience ___ Some experience ___ A lot of experience

12. Do you own a personal computer or laptop?

___ Yes ___ No

13. Do you have a steady internet connection at home?

___ Yes ___ No

14. Do you still work remotely?

___ Yes, fully ___ My company applies a hybrid model ___ No

Please answer the questions below using the following scale: 1 – completely disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- completely agree

	1	2	3	4	5
Working from home during the pandemic was more convenient					
Working from home during the pandemic made me feel safer					
Working from home during the pandemic made me more productive					
Working from home during the pandemic saved me money					
Working from home during the pandemic saved me time					
Working from home during the pandemic allowed me to spend more time with my family					
I was equally concentrated while working from home during the pandemic as when working in the office					

I had a stable internet connection while working from home					
I completed the same amount of tasks while working from home during the pandemic					
I completed more work while working from home during the pandemic					
Overall, I prefer working from home					

Part C- Habits while working

Please answer the questions below using the following scale: 1 – completely disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- completely agree

I believe that....	1	2	3	4	5
If I smoke while working my performance increases					
When working from home, I enjoy wearing my pyjamas					
Working in my pyjamas makes me feel more comfortable					
When working from home I sometimes do simple housework during workhours, i.e. doing the dishes or loading the washer					
If I am able to stop working for a few minutes and take a quick nap, my performance					

Part D- Employee productivity, satisfaction and motivation

Please answer the questions below using the following scale: 1 – completely disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- completely agree

When working from home during the pandemic....	1	2	3	4	5
... I felt like I still mattered in my organization					
... my job description and roles did not change					
... I felt that my job was safe					

... I felt like I could still advance in my career					
... I maintained close relationships with my coworkers					
... I felt happy					
... my salary remained the same or increased					
... I received financial incentives (i.e. bonuses)					
... I received non-monetary incentives (i.e. chances for promotions)					
... my manager informed me about the company's expectations and how they measured my performance					
... my company applied a strict model where they monitored how I worked					
... I received training on how to use digital resources					
... I was given all the necessary tools and equipment to continue to be able to do my job					
... my schedule became more flexible					
... I still had to commute to the office sometimes					
... I felt that my performance increased					
... I felt that I was more productive					
... I felt grateful for my job					
... I considered new career paths					
... I applied for a new job					
... I was afraid to complaint					
... I could contact the HR for any potential problems					
... I fought with my colleagues					

Thank you for your time

Calculation of variables

Table 25, items for the variables PR and SR based on part C of the questionnaire

Variable	Items	No. of items
PR	Working from home during the pandemic made me more productive (P)	5
	I was equally concentrated while working from home during the pandemic as when working in the office (P)	
	I had a stable internet connection while working from home (P)	
	I completed the same amount of tasks while working from home during the pandemic (P)	
	I completed more work while working from home during the pandemic (P)	
SR	Working from home during the pandemic was more convenient (S)	6
	Working from home during the pandemic made me feel safer (S)	
	Working from home during the pandemic saved me money (S)	
	Working from home during the pandemic saved me time (S)	
	Working from home during the pandemic allowed me to spend more time with my family (S)	
	Overall, I prefer working from home (S)	

Table 26, items for the variables PR, SR and MR based on part E of the questionnaire

Variable	When working from home during the pandemic....	No o f items
SR	... my job description and roles did not change (S)	15
	... I felt that my job was safe (S)	
	... I felt happy (S)	
	... my company applied a strict model where they monitored how I worked (S) (R)	
	... I felt grateful for my job (S)	
	... I considered new career paths (S) (R)	
	... I applied for a new job (S) (R)	
	... I was afraid to complaint (S) (R)	
	... I could contact the HR for any potential problems (S)	
	... I fought with my colleagues (S) (R)	
	... I felt like I still mattered in my organization (S)	
	... my salary remained the same or increased (S)	
	... I maintained close relationships with my coworkers (S)	
	... my schedule became more flexible (S)	
	... I still had to commute to the office sometimes (S) (R)	
MR	... I felt like I could still advance in my career (M)	5
	... I received financial incentives (i.e. bonuses) (M)	
	... I received non-monetary incentives (i.e. chances for promotions) (M)	
	... my manager informed me about the company's expectations and how they measured my performance (M)	
	... I received training on how to use digital resources (M)	
PR	... I was given all the necessary tools and equipment to continue to be able to do my job (P)	3

	... I felt that my performance increased (P)	
	... I felt that I was more productive (P)	

Author's Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.