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EMPLOYEE'S MOTIVATION AND WELL-BEING DURING COVID-19 PANDEMIC
ON EXAMPLE OF UNILEVER

Bachelor thesis

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I have written this Research paper independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Introduction

Indian billionaire Kiran Mazumdar-Shaw has said: "Ultimately, the greatest lesson that COVID-19 can teach humanity is that we are all in this together." (Dutta, 2021) By meaning that the society should stick together and motivate each other not only in the job and business life but also in daily activities. Only in that way we will much faster overcome deadly virus spreading worldwide and return to the normal life.

COVID-19 pandemic surprised the world drastically. Many industries were at the beginning unprepared, undermined and confused. Organisations had to change their work culture and environment changed rapidly by stopping at all or reducing the number of employees in the organizations (Kaushik & Guleria, 2020). Work places were closed and employees had to create their own personal home offices. Many living rooms have changed beyond recognition, with sofas being new office chairs, bad internet connections and screaming children in the background. Ordinary everyday meetings are also now hold virtually, as people no longer meet in offices and have less contact between colleagues (Tortorella, Narayanamurthy, Godinho Filho, Staudacher & Mac Cawley, 2020). With the emergence of all these new barriers, with which most people did not have to deal with so far, work productivity and motivation also began to decline. (Toniolo-Barrios & Pitt, 2020) People much later began to get up to work wearing pyjamas, spent most of the day in bed or some other convenient place, and do other homework during work hours. In this way, losing focus on work and companies' set goals. There was noticed also other tendency – people used to work even more longer hours instead of regular office hours thus having burn-out (Routley, 2020). In this way, losing the sense of time and place.

A recent study found that the CEOs of 600 large companies consider motivating their employees to be the main priority at this time, because they understand that if employees are not motivated, even by saving money for offices and creating new technologies, it will still not be possible to meet the desired goals. (Groysberg & Abrahams, 2020) Every company tries to motivate its employees differently. First, it is salary, but at certain point employees get used to it and then other motivation strategies need to be adapted. Some companies create special competitions, others organize various mindfulness seminars. Employees are emphasized on how important they are to the organization. In this way, showing that without their work, the company's total figures would fall sharply. There are organizations that during this period trust more their employees and allow them to make their own decisions and become more independent (Werder C. n.d.).

During the pandemic, the author started to do the internship at Unilever, which focuses on producing products on different fields of segment such as ice cream where the most popular brands are Ben&Jerry and Magnum. Although author's internship was in marketing, in addition more deeper interest and focus was set to HR department to understand how professionally and diverse HR specialists work. Even as a young employee, the author was given a special focus in well-being and motivation. That made interest to understand more about what kind of strategies are being used in different companies to motivate the employees at this unusual time known as COVID-19 pandemic and understand why some of them fail while others prevail. As a result, the author consulted with Unilever Baltics HR professionals to get answers about their company and also started to gather information from other sources to see the full picture about employees' motivation and well-being during COVID-19 pandemic.

As pandemic has spread over the world just a year ago the knowledge and researches about employees' motivation and well-being during such uncertain circumstances have not been carried out and companies are just starting to test and think of the motivational approaches to adjust to the new work model. This is why the author of the thesis believes that the attention should be brought to this subject.

Further in the paper, the aim is to discover the factors that motivate employees working remotely during pandemic based on well-being aspects on example of Unilever.

To achieve the aim of the research, the following tasks are set up:

- Provide theoretical information about employees' motivation and well-being terms.
- Analyse advantages and disadvantages for working remotely and see how they affect employees' motivation during pandemic.
- Conduct survey with employees and interview with HR manager to understand the factors that motivate Unilever employees during COVID-19 pandemic and analyse the results.
- Compare Unilever's annual satisfaction survey results from last 2 years to see how remote work effects employees this year.
- Summarize the findings and make suggestions for further empirical analysis.

KEYWORDS: COVID-19 pandemic, employees' motivation, well-being, mental health, remote work.

1. Theoretical background for employees' motivation and well-being during COVID-19

1.1 Explanation of the terms of motivation and well-being and their complementarity

Motivation in itself is an abstract concept that cannot be fully measured in units or quantities. However, more and more people use this term in their daily lives and many different aspects are being studied that affect how person's motivation. An understanding of what motivation is and why people need it has already emerged in ancient Greece when Socrates, Plato and Aristotle made their first definitions. They understood that certain stimulates and rewards could make people work faster, however in the last century human motivation has been focused even more (Early Theories of Motivation, n.d.).

A study of 2007 estimated that the average adult spends about 90,000 hours at work, which is about 15 years of life. This means that around 20% of a person's life is spent only at work not mentioning the time spent going to work and back, business lunches, business trips and other things related to it. Adding all those factors to the total time related to job it could even be around 30% or one third of humans' lifetime (Naber, 2007). Besides there should be also calculated the time in between weekdays. The total length of service in EU pending on the country is around 35,9 years on average. (Appendix A) The growing trend is observed during the past 20 years in the whole Europe (Eurostat, n.d.). By increasing the length of service, the desire to work is declining therefore it is important to think of the motivation strategies that employees would evaluate in this meaning. (Boye 2016) Summing up the data, people spend more and more time at service.

During working life, a person's psychology, mental status and financial situation change, therefore, various motivational methods are adjusted to maintain productive work. (Burke, 2017) When being at early age of service the employee's motivation is mainly higher salary, fun benefits, different competitions, higher recognition, promotions while becoming more mature and starting to have your own family life the motivation might change as to other focuses, like stability, different insurance options, family benefits, paid taxes, income regularity, companies culture, purpose of your work, predictability and safe working environment as well as job location (Karaskakovska, 2012). Based on all these different motivational factors how does the definition of motivation is being formulated during different periods?

Table 1. illustrates some of the definitions of motivation and how they have changed over the years starting from the ancient Greece to the present.

Table 1.

Definitions of the motivation during decades

Author	Definition for motivation
Aristotle (330 year BC)	Motivation is the result of an "appetitive" function, which always operated relative to some outcome or end.
Oxford Dictionary	Motivation is the feeling of wanting to do something, especially something that involves hard work and effort.
Baumeister (2016)	Motivation includes any change that is wanted, including not only behaviour but also cognitions, self-concept, emotions, affect, the surrounding environment, the quality of one's relationships
Sounders (2021)	Motivation is an internal process. Whether we define it as a drive or a need, motivation is a condition inside us that desires a change, either in the self or the environment.

Sources: Compiled by the author on sources mentioned in the table

From the definitions in Table 1. it is possible to conclude that, although over the centuries the understanding of motivation has slightly changed, one thing stands out in all definitions. A person is motivated when he feels happy internally and understands the meaning of the job or activity. If a human feels safe and his inner well-being is positively tended, then he or she will be motivated to change the environment around. Conversely, if a person is stressed or exhausted, then he will not be able to focus so much on the work assigned and there is a probability that he will miss the deadlines or perform superficially.

Mostly motivation is our inner sense of well-being, which further stimulates drives to other senses. That way it sends the signal that I want to do the job at my best (Ramlall, 2004). Without these signals it is difficult to see the reason for completing the task. This is exactly the thinking or pathway that many large companies are trying to focus on. The essence is how employees feel about the company itself and whether there are any circumstances that prevent them from concentrating on work.

At this point comes the next term - well-being. It is closely related to motivation. An employee will never be motivated if he or she does not have inner balance. If a person is knocked out of his mental status, then all the assigned tasks will be done carelessly, as well

thoughts will not be straightly directed to the assignment. In Table 2 there are listed well-being definitions, which are partly covered by the definitions of motivation.

Table 2.

Definitions for well-being

Author	Definition for well-being
Tchiki (2017)	Well-being is the experience of health, happiness, and prosperity. It includes having good mental health, high life satisfaction, a sense of meaning or purpose, and ability to manage stress.
Merriam-Webster Dictionary	Well-being is the state of being happy, healthy, or prosperous.
Ryan & Deci (2001)	Well-being focuses on meaning and self-realization in terms of the degree to which a person is fully functioning.

Sources: Compiled by the author on sources mentioned in the table

Well-being itself is not a reflection of enjoyment but also having the ability to overcome difficulties and uncertainty. (Cuadra & Florenzano, 2003) Person not always have to be super positive and smiling to have his inner well-being status stable. The focus on employee well-being is especially important during COVID-19 pandemic as people are working remotely and need to focus on more than one thing at a time. Each little thing that happens at home can upset the balance and ruin the desire to work. These can be inappropriate working conditions, noise from others, or, conversely, being alone and not being able to talk to anyone. If the person's well-being is distracted and not balanced, then the level of motivation falls. To realize this, many methods have been developed over the years to achieve results, but many of them do not work during COVID-19 because they are more prone to work in the office area than at home. If before pandemic it was necessary to have personal connections, work environments, office areas and available benefits as coffee or snacks, then during pandemic these factors have been cut and changed (Ways Employee Well-being Affects 2019). That is why many things are now being restructured and taken out or transformed.

There are several well-being types for employees which we can observe during pandemic. First is physical well-being giving you the energy by switching off the work, stretching, doing some physical activity. Next one is mental and emotional well-being. The main idea is to think of how person treats himself and colleagues around. Next one is financial well-being that helps to meet the needs for everyday life by financial aspects and stability. And the last one is social well-being that especially is important during COVID-19

when you are in isolation and reduction of human contacts (Improving Employee Well-Being, 2020).

As previous case study has shown the salary is not even the dominant motivator in developed countries. A salary can only motivate for a short time if a person needs financial boost. People are already starting to get used to receiving the same amount every month, so in many cases, they do not try so hard anymore. It has been proven that bigger motivator is a bonus or recognition from other colleagues or direct employer. This was acknowledged as a good motivator by 94% of respondents in the United States (Salary & Motivation, 2019). It only proves that it is important to get some recognition for job done. If the same thing happens every month, then sooner or later the employee gets into a routine and does not try so hard anymore. That is why many companies, such as McDonald's, set "monthly employees title" every month or pay extra bonuses to the best employees. (Crawford, 2015) By doing that, the work done by the employee is significant and highly valued and that also boosts well-being status. Even a weekly meeting with the manager or a feedback from the manager stating the job results or some evaluation might be as a motivational factor to get the satisfaction at work.

1.2 Advantages and disadvantages for working remotely and their impact on employees' motivation during pandemic

Even before COVID-19 pandemic there were groups of people doing teleworking also known as the remote work. The beginning can be traced back to 1979, when company called IBM experimentally allowed 5 of their employees to work remotely. In the following years more companies have tried to use this approach however the remote work was not recognized as appropriate work method (The History of Remote Work, n.d.). There were several obstacles that companies faced such as slow or no internet connection, computers with limited programming as well people using desktop computers without possibilities to take them to home. In Western Europe and in the USA in 80ies and 90ies appeared some trends and opportunities for such approach while employers in ex-Soviet Union countries, like in Latvia, did not use this work option at all. In those times the ideology of work habit was joint work, controlling each other, having limited independence and trust (Sergejevs, n.d.).

In the course of time there were some industries that allowed part of their employees to work remotely. These were mainly IT professionals not requiring office space, students working part-time, or direct salespeople, who were visiting the customers and did not spend the full day in the office. (Anderson, Kaplan & Vega, 2015)

However, before the start of COVID-19, only a few could have imagined that so much of the office's daily routine would be transferred remotely. According to the latest research done during pandemic in the USA, about 44% of the world's population has started working from home during pandemic. (Lister, 2020) This means that about half of the world's population spends every day at home isolated from the surrounding society. From a health perspective, it is a good point keeping distance and avoiding direct face-to-face communication. According to global health guidelines the percent of the people working from home should be even higher.

However, from the business perspective, not all companies have figured out yet how to motivate people during this period or provide with the necessary office equipment and guidelines. This is also proved by the statistics conducted during the pandemic, that in developed countries such as the USA and Sweden, labour productivity has decreased by up to 60%. In countries with low income and low GDP below 12 000 Int\$ it has even dropped up to 80% (World economic forum, 2020). This only proves that even though people start to get used to remote work, companies are starting to look for the best solutions to improve the quality of work from home. Most likely those people who have successfully adapted to work at home could not have problems in case if any redundancies happen. That is why 2020 was turning point for changing ideology about the remote work.

The timeline of the remote work could be divided in 3 parts (Fogarty, Frantz, Hirschfeld, Keating & Lafont n.d.):

1. Pre-COVID stage
2. COVID stage
3. Post-COVID stage.

The pre-COVID stage refers to the period before pandemic. This meant that employees and companies could choose remote work, if required, based on work responsibilities and roles. Employees choosing this work approach were highly motivated as high-skilled ones in the certain area. They were trusted by their employer based on job quality and set targets. Usually, employees in the EU enjoyed high degrees of autonomy and were hired to do knowledge-intensive activities which could not be accomplished by everyday office clerk (Milasi, Gonzalez-Vazquez & Fernandez-Macias, 2020). Remote work was considered as a bonus and motivator itself. Well-being status for those employees was quite stable. In that stage people had the wish to have such a work structure but mostly it was not accepted by the employer as an added value.

The second stage is COVID stage which happens during pandemic. At this period, a massive stage of transformation has happened to remote work. As mentioned above 44% of employees in all age groups, living conditions and departments started to work from home. (Lister, 2020) This stage has undergone many changes in different fields starting from economic results, employee motivation and well-being as well ideology and methods used for remote work. It was hard to predict the impact and duration of pandemic on daily activities and business environment thus many companies who had some experience before with remote work were initially not prepared for. (Gao, 2020) Based on that it is crucial to understand the ways how to motivate employees and what are the biggest advantages and disadvantages from teleworking. Later in the text, more deep dive analyses will be done for this stage dividing it into smaller parts.

Post-COVID stage development is still unclear, but many specialists believe that even after the pandemic many companies will continue to use remote work in a certain way, as employees will finally get used to it. More than 20% of employees could work 3-5 days a week at home as efficiently as they could do if working from the office. In that way 3 to 4 times more people will be working from home then before pandemic (Lund, Madgavkar, Manyika & Smit, 2020) Respectively there will be no necessity for office space as it requires extra spot, extra electricity, office rents and other office expenses, like equipment, stationary. (Wrycza & Maslankowski 2020)

Looking closer to COVID stage it is possible to divide it into three parts. Each of these parts had or still needs a different kind of motivation approach to encourage and assist employees because people's emotions and well-being has changed during pandemic period. This is a reason why it has been so difficult for HR employees to develop methods that can help constantly. The first period was the part of misunderstanding and adjustment where everyone tried to get used to the new rules. Companies had to find ways to move the entire business virtually and employees had to understand how it was possible to work from home. Various alternatives were developed for conducting meetings from home, technical solutions found to replace the programs, communication tools. Evaluation possibilities as well regulations were developed, which counted the worked hours and most documents became electronic. The employees and companies faster understood this necessity and the new requirements, more efficient, were adapted to continue full functioning. Elder people who were not knowledgeable about digital skills and new technologies took those changes with uncertainty. It was the first time when HR departments had to make special guidelines for employee well-being as many of them were under the stress of doing something wrong or

making mistake (Wang & Yukun 2020). This, in turn, led to many jobs being postponed at first because there was no real knowledge or know how to manage the situation.

The second part of COVID stage was summertime of 2020 when people finally understood how to work from home and got used to all the new conditions. However, with the advent of warm weather, the level of motivation of many employees also began to decline, as people who worked from home tried to do fewer tasks enjoying outside. Various companies even had the opportunity to return to the offices, but people were reluctant to use it because they preferred working from home. This meant that companies again had to look for new ways to motivate their employees, as previously established guidelines were no longer relevant. Because COVID-19 restrictions were not so strict people thought more about relaxation than working.

The last phase began with the outbreak of the second wave of COVID-19. The timeline of office working restrictions changed from country to country, but mostly the timeframe is around November 2020. In many places, severe restrictions were imposed, that resulted in isolation. Nobody could meet their bigger family or friends which led to everyday routine, pessimism and negligence. People began to complain more about the surrounding regulations, which also led to worse inner well-being. Taking this into account companies were again creating new rules to motivate their employees for quality work. The vaccination process could start either the new stage or it could finally end post COVID stage.

The approach of the remote work during COVID-19 has underlined many advantages and at the same time disadvantages. On the list there are many tangible things, like equipment and environment all the way to emotional ones, like isolation, depression, uncertainty. The main advantages of the remote work could be listed as follows (Ipsen, Van Veldhoven, Kirchner & Hansen 2021):

- Employees keep full pay and benefits.
- Possibility to spend more time with family.
- Extension of the company's operational hours, if required.
- Greater pool of potential talent (almost no geographical limitations) for employers.
- Less stress level working from home conditions.

All these advantages, plus some more, like saving time spent to and from the job, give employees more freedom, but by allowing more freedom, employees are more likely to be less motivated. It depends on each person's personality and his time management skills. If there are no set specific working hours, having bad time management skills, the employee

could treat the work responsibilities with negligence therefore excellent self-discipline skills are required (Mendoza, 2020).

The most evaluated advantage about working from home is the time spent with the family. On the one hand, it is a plus spending more time with your loved ones, as before pandemic there were many, especially, female employees who were complaining on the family and job life balance. Thereby the remote work could be considered as one of the motivational reasons. But on the other hand, spending too much time with only family members in the same premises can lead to conflicts and other disagreements. A woman having 3 school age kids at home and a husband who also works remotely from the same room may feel destructed and overwhelmed managing the family needs and at the same time trying fully to devote herself to work. That is why going to work sometimes might be like a pleasant change to meet other people and talk to them that leads to cons of remote work. The biggest disadvantages for working remotely are (Ipsen, Van Veldhoven, Kirchner & Hansen 2021):

- Some employees may feel overlooked and isolated.
- Harder to build team spirit, peer-to-peer connections and to manage people.
- Less motivation than at office.
- Difficulties to supervise and evaluate work.
- Less active lifestyle, overweight problems.
- Every day seems like the same routine.

In addition to the above, there is another downside to the fact that employees may not be sufficiently motivated. Working from home financially reflects on monthly bills for such items as electricity, heating. For some people it could even be extra internet bill, if they did not have any connection at home before. All those expenses are finalizing in additional costs. It may not affect the employees' motivation so much, but at the end it can undermine well-being. (Janza, 2020) Employees are also missing the previously used in-person meetings with colleagues, during which people discuss what jobs they have done, get recognition from others. Humans miss the non-verbal communication, touches, short coffee breaks, smiles and stories not related to work.

One of the aspects that affects well-being are the working conditions the company is providing. This includes the usage of the equipment and technical solutions. There are also questions about proper lighting and furniture that would allow the employee to spend daily 8 hours at the computer. Before COVID-19 pandemic employees had access to special

ergonomic chairs that allowed them to work comfortably, but now people mainly have to use sofas or kitchen chairs, which in long term could cause different health problems related to back, neck and eyes. That is why working from home is not the best way for companies to save money. Only working under the right conditions can be considered successful approach in the long term. There are initiated several proceedings against employers in Latvia neglecting these demands during remote work conditions. (Valsts darba inspekcija, 2020)

Overall, COVID-19 pandemic surprised people unprepared, and work from home was something new and unprecedented so far. However, after all these difficulties, there is a strong possibility that many companies will continue to operate in this mode if they see sufficient benefits. As a result, certain group of employees will create their own home offices, new business approaches that would allow to run business online, so working on sofas will no longer be so relevant.

1.3 Studies done on employee motivation and well-being during COVID-19

COVID-19 virus has left significant reflections and changes to humans' live, daily activities and working habits. Many organizations and industries have started to investigate consequences and made studies in order deeper evaluate the process and its results. In this way, trying to better understand what the situation is now, as well imagining where employees' motivation and well-being could go in the future.

Referring to the study done at one of Latvian leading internet service provider TET in telecommunications, technology area 95% from office employees are working from home during COVID-19. The organization was considering this approach already before pandemic. According to HR and Environment department director Ingrida Rone "Before pandemic it was considered as an option but starting with COVID-19 restrictions it became as a standard, as the restrictions worked as an accelerant for implementing faster changes in wider range". In survey done at this organization 83% of the respondents would like to continue to work at least partly from home after the end of pandemic. To motivate their employees TET is considering the option that employees of the age range 26-35 could be offered the possibility to work from other countries outside Latvia therefore ensuring the employees well-being and care of their motivation (Haka, 2021).

In contrast to Latvia, different results have been observed in Armenia. In a survey run for 100 employees, 52% would like to work only full-time from the office and just 12% would be willing to continue working from home after the end of the pandemic. As working conditions and the environment change, also employees' view on some topic could be different. If in the Baltic States the tendency is that part time working from home after the

pandemic is accepted by the employees, then in other countries these figures are completely different. As the main reasons for willingness to return to work, 70% of respondents in Armenia mention the desire to meet their colleagues, socialize and solve work problems face to face. Those reasons are observed in various other studies and theories around the world. Wages and various additional prizes are mentioned as the biggest motivators for working during the pandemic, which means that people are not so much worried about different motivational factors as their own direct benefit. It is also interesting to note that many employers in Armenia have used other approaches during pandemic. Working hours have been reduced but at the same time maximizing employees' capacity and given tasks. This ideology is not particularly noticeable in other researches (Tovmasyan & Minasyan 2020).

Another study done in India about employees' motivation during pandemic was conducted for 613 working professionals from multi-national organizations. The findings showed that 50% of the respondents think that the work from home during pandemic has increased their productivity, while 26.7% believe that this approach has declined the work productivity. 56.7% of the respondents have mentioned that one of the main motivational factors during lockdown is the time management (Seema, Prettysha & Jayashankar, 2020). The results of the survey in India reflect rather interesting trend comparing to Europe and North America. If in Europe the tendency is that the work productivity working from home slightly decreases during pandemic, then the survey results in India show the increase. According to that working from home not always is the reason why the work productivity declines.

2. Employee motivation during pandemic based on Unilever sample

2.1 Unilever background and guidelines for employees' support during COVID-19

Unilever was established in 1929 when Dutch margarine brand Unie and British soap maker Lever Brothers companies decided to merge. There was created the company that was already recognized in two European markets. In the course of time the company developed, and Unilever began to buy and build various other brands that were popular. In 2021, the company already employs 149,000 people and manages more than 400 brands in 190 countries. The 4 main fields the company is focused on are Personal Care, Foods, Refreshment and Home Care offering consumers both local jewels and globally recognizable brands such as Rexona, Dove, Lipton, Magnum and Domestos. The company's main purpose is to make sustainable living commonplace that is why in the past 50 years Unilever buys products only from Fairtrade suppliers who grow their products only from environmentally

friendly raw materials. In 2020, the company's revenue is estimated at around 50.7 billion euros which puts it in 110 position in the world according to Forbes (Unilever global n.d.).

Unilever has focused on their employees' well-being from the beginnings of the company almost 100 years ago, so they have made special guidelines for their HR specialists during the timeframe to follow. The main idea what global HR team wants to deliver is that they want to provide friendly environment anywhere where Unilever employees work. Their focus is on supporting people's physical, mental and emotional well-being and trying to make the best version of everyone. The company wants every employee to be proud of their workplace being Unilever one of the leading companies when it comes to employee well-being (Employee wellbeing n.d.). The guidelines are developed each year by the global HR department working with a variety of professional experts in various fields. The global information is then sent to each region, where it is later slightly modified depending on the specifics of each location and working conditions. In this way, providing a global quality that is tailored to every individual's needs.

Already before COVID-19 Unilever was one of the leading companies in the world that took care of the well-being of its employees. Even before the pandemic started their motto was "Every U counts" thus showing that the greatest value of a company is its employees. They believe that everyone is unique and there is no only one approach how to work. However, with the advent of the virus, Unilever raised its standards. Everything was quickly transferred from offices to personal homes. Even during the summer of 2020, when the first wave of the virus had passed, Unilever was one of the few companies that did not open its offices and continued to work remotely.

To motivate employees during all 3 COVID phases of the remote work, special seminars, with global and local professionals were organized every week to help employees in different areas. The list of the supportive tools is quite long, including such activities as mindfulness seminars, local psychologist seminars, yoga classes, meeting free days, degreed pathways for well-being and remote work, local doctor support, well-being application headspace, life well-being webinars, employee assistance line. To make employees more active during the remote work in the first COVID stage when the employees did not know how to adjust to the new lifestyle, Unilever made special campaign called "Road to Tokyo" during which the employees used special App where they filled in and updated their sportive daily activities such as running, cycling and many more to get rewards. As employees showed big interest in that it lasted only for 1 month as people received the target and got the rewards.

In 2021 the company also made special “Mental Health Champions” trainings where everyone who is struggling with mental health problems could reach out for help from different specialists. Unilever is also always motivating employees to take a vacation if they feel tired and exhausted. (HR guidelines Unilever, 2020) Doing this the company is encouraging the employees to recharge their well-being status and mental balance and avoid burn-out.

Each year global HR team also makes special surveys where employees all around the world can answer about their well-being and motivation in the company and what should be done in the future. In that way there is the possibility to understand the current situation in the company and what should be improved by HR department in the future. When the first vaccine against COVID-19 appeared, Unilever started to explain the pros and cons of each vaccine, thus encouraging staff to be vaccinated. However, at the same time not making it mandatory and allowing everyone to assess their own desire to receive it.

From the company's point of view, the development and application of motivation and support mechanisms costs large amount of funds and investments. That is not particularly cost-effective in the short term. Instead, the money could be spent on new hardware, equipment or various other improvements that would bring more profit. However, the company understands that not investing in the employees would result in the long run. Motivated person has higher inner drive to complete the set targets. If other companies during COVID-19 have overcome significant losses either in the number of Customers, employees or profit, then Unilever's goal was not to lose its shares in the market and maintain similar profits as before the pandemic. Working remotely in 2020 sales grow increased by 1.6% and free cash flow went up by 1.5 billion euro. Only negative aspect from last year is that total turnover decreased by 2.4% (Strong full-year results, 2021).

2.2 Survey analysing Unilever's Baltic employee motivation during COVID-19 pandemic and comparison to the previous results

Counting in the previous chapter the ways and methods how Unilever is motivating the employees the author has run the survey to analyse the chosen methodology and outcome according to Unilever guidelines regarding the motivation. (Table 3.) Following the survey responses, the main outcomes will be analysed and compared to 2020 and 2019 surveys conducted by Unilever on employee motivation and well-being in this way understanding whether there have been any differences in the thinking and attitude of employees in the last 2 years and whether COVID-19 pandemic has affected it. The concluding part in empirical analyses will be the semi-structured interview with Unilever HR department manager

Anastasija Danu-Zubule to finalize the survey results and get the feedback to the missing answers resulting from the replies given to the survey. Combing survey results with the interview will give the possibility to evaluate the situation in Unilever regarding well-being and motivation both from the Management side as well from the employees' perspective thus creating a complete picture. (Figure 1.)

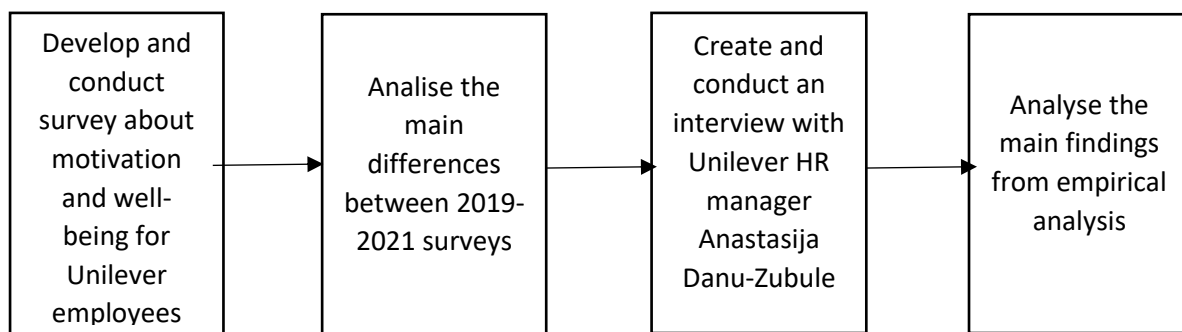


Figure 1. Methodology for empirical analysis about Unilever

Source: author's materials

As Unilever adheres to strict COVID-19 restrictions and there is no possibility to meet Unilever employees live, the author decided to construct online survey. In this way, the information was gathered without any possible health risks in all 3 Baltic States. Unilever had run similar surveys in the past, so the employees were aware of such type of questionnaire and filling it online did not take too much of their working time. The survey was conducted in March 2021 around the Baltic employees representing all departments, including sales teams, marketing, CCD, supply chains and other functions.

The survey questions were based on the raised issues and concerns about employees' motivation mentioned in the theoretical part of the thesis as well Unilever's guidelines and approaches during COVID-19 pandemic period mentioned in the previous chapter. Based on the theoretical part the survey was constructed in 3 main parts: overall questions about the motivation, well-being status during the pandemic, advantages and disadvantages of the remote work.

In total out of 124 Baltic employees that were addressed by the survey, the author has got 71 reply that is 57% from all Baltic employees in different age groups (starting from 18 up to 65), genders and functionalities. The survey was run in 2 languages (English and Russian) to help the respondents clearly understand the topic and the questions.

The main target of the survey was to understand whether the used approaches and methods by Unilever as the one of the leading companies positioning themselves as the

leaders in employee motivation and well-being are effective and useful and what are the main differences between employee's evaluation of their motivation before and during the pandemic period. (Appendix B)

In the survey 80,3% of respondents have replied and agreed that Unilever is one of the leading companies in the world when it comes to employee motivation. (Figure 2.) Only 5.6% consider that Unilever is not doing their best to be in this top tier segment. The rest of the respondents did not have any opinion on this question. If we analyse the data according to the age groups there is no difference in the opinion about this overall evaluation. Still 9% more male than female respondents have replied that Unilever is one of the leading organizations about employees' motivation.

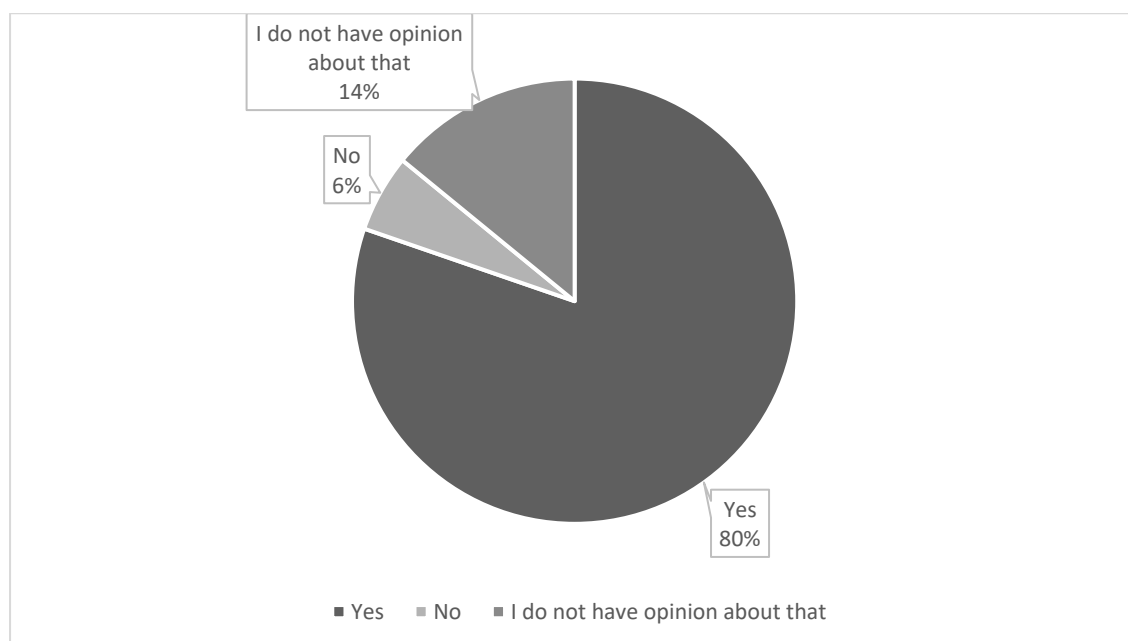


Figure 2. % of people replying about Unilever as leading company in motivation

Source: author's material

In overall the employees very positively evaluate their company doing their best to keep the employees' well-being and motivation during difficult pandemic period. This evaluation appears also in the question about overall motivation where we can see that in 10 points' scale the average answer is 8. In general, out of 71 replies 71,9% of the respondents feel very motivated.

However, digging in the details of the replies the less motivated are employees of the younger age (18-35). This could be explained by the fact that those employees do not have so deep company connection and culture as well there might be different motivating factors. The same trend is permeated throughout the following question about how pandemic has changed

your motivational level. Younger employees are saying that they are less motivated during pandemic than before. The same tendency refers more to female replies than male.

Overall looking at main motivation factors during COVID-19 pandemic the main ones for Unilever employees are work stability, salary and purpose of your work. 53.5% from all correspondents mentioned work stability as important motivator, followed by salary 50.7% and purpose of the job - 38%. If we look more closely to gender and age difference, then for women it is more important to have the purpose of the work than for men. However, the biggest differences are in the age range where the younger employees have more motivation for salary and bonuses while at the same time for older employees more motivational factors are work stability and company culture. (Figure 3.) That only shows that for younger employees much better work extrinsic motivators, which give some material value and are easily visible to others, however for the elder employees more important are intrinsic motivators, which are not so outward.

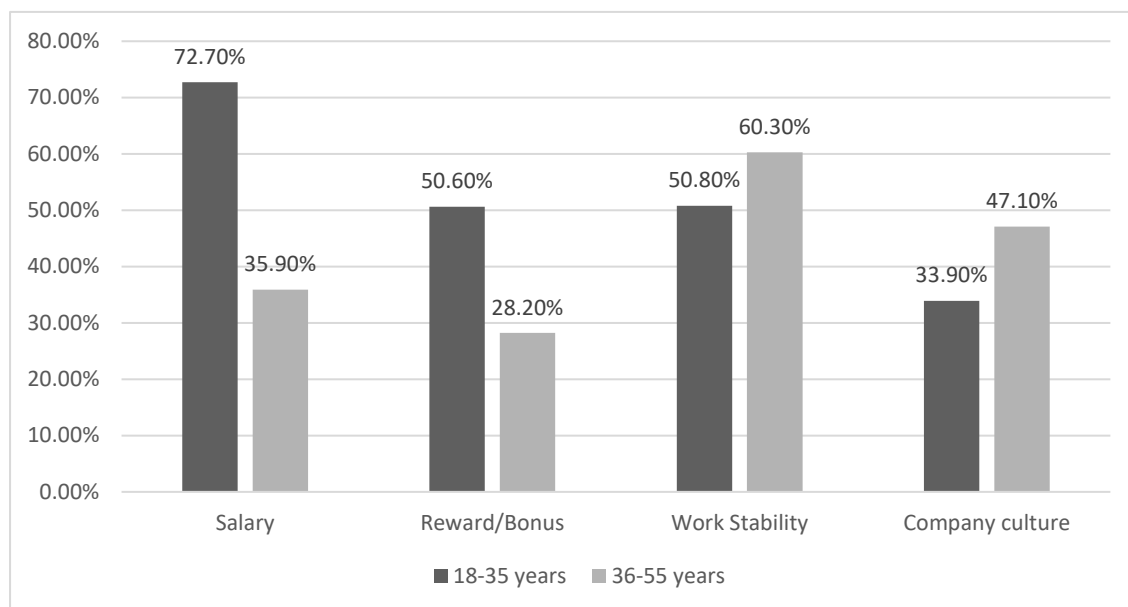


Figure 3. Motivational factors during COVID-19 for different age groups

Source: author's material

What is interesting is the fact that 73.2% of the respondents believe that by increasing their salary it would automatically also increase their level of motivation, which slightly disputes the theory that the salary is not the right motivator in the long run. That could be explained by the fact that many employees do not think long term but are looking at what would be the best at a given moment. The biggest difference in this question is between the sexes, where 80% of women believe that by increasing their salary it will also increase their motivation, where in the case of men they are only 60%.

When it comes to well-being part of the survey it is possible to observe that the pandemic did not have as much of an impact on Unilever's employees as it might seem at first. Only around 55% of employees have agreed that pandemic has changed their well-being and at this point the recognition is to be commended to HR professionals who have been able to translate negative thoughts into positive ones. This is also reflected in the fact that around 80% believe that Unilever has done enough to achieve high level of well-being. However, in general, well-being status has a sufficiently large effect on motivation, as 70.5% admit that as internal emotions get worse, the desire to work also goes down. It stands out most in the younger age groups from 18-25 and from 26-35, where the total figure is 87%. That could be explained by less life experience and inability to separate their emotions from job. From the services offered by Unilever, most employees directly use Mindfulness seminars, which help to organize their thoughts and distinguish unimportant things from important ones. These seminars are helpful to get rid of all the unnecessary thoughts and stress.

In the last part of survey, 93% of all respondents believe that Unilever does the most to ensure work from home in this way, providing all the necessary equipment (monitors, laptop holders, keyboards and chairs) for safe and comfortable work. The biggest problems at the beginning of switching to telework were for people in the age group of 45 to 65, because there were various technical problems they faced or were afraid to solve. 31.6% of respondents initially had a small emotional rollercoaster. This was due to the fact that they did not know what would happen in the future, as well working from home was something new and unprecedented. As a global company, Unilever had some experience with teleworking before the pandemic, but this was reflected in the small number of employees. Part of the colleagues worked from different offices in Baltics or even Eastern Europe. The biggest problems for remote work until April 2021 employees noted as less active lifestyle 42.3%, loneliness and inability to meet colleagues 36.6%, as well as every day being the same 31%. All these aspects can definitely be explained by the fact that there is a pandemic in all 3 countries, as a result of which all gyms, supermarkets as well other entertainment places are closed.

In terms of the biggest benefits that Unilever employees evaluate during remote work are more flexible working time 57.7%, ability to work from any other place with internet connection having no geographical limitations 47.9% and saving time to and from job 50.7%. In addition, one of the biggest benefits of working from home for women is the opportunity to spend more time with the family. One of the reasons for this could be that the company has

many new mothers who would not normally be able to spend so much time with their children. So they have certainly benefited from this pandemic.

The most interesting results are for the question about how workers would like to continue working after the pandemic is over. 67.6% of respondents would like to switch to a mode where half of the week is spent working from home and half of the office. And only 16.2% would like to return to the old model, in which all employees work from the office all week. In this way, it is possible to observe how the pandemic has changed the perception of what the work environment should look like. Although people feel loneliness and inability to meet colleagues on a daily basis, they also see the advantages in working from home and are not so interested in returning to the old model. Therefore, in the future, many companies will minimize their office spaces, as some employees will work remotely on daily basis. This way the company is saving on office rent, which can be invested in various other company-related projects.

Table 3.

Summary of survey about Unilever motivation and well-being.

Survey questions for Unilever employees	Percentage of respondents
Unilever is one of the leading companies when it comes to motivation	80.3%
I feel motivated during COVID-19 pandemic	71.9%
Main motivators during pandemic	Work stability 53.5% Salary 50.7% Purpose of work 38%
Pandemic have changed my well-being status	55%
My well-being affects my motivation	70.5%
Biggest disadvantages for remote work	Sedentary lifestyle 42% Loneliness 36.6% Every day routine 31%
Biggest advantages for remote work	No place limitations 58% Time saved 50.7% Flexible schedule 47.8%
I would like to continue working half time for home after pandemic ends	67.6%

Source: author's materials

After analyzing this year's results, the question arises how do the respondents have replied before COVID-19 pandemic. Are there significant differences that pandemic has made to employees' attitude and feelings or the company has managed to maintain the same level of motivation? In order to find it out it is necessary to compare the results with similar Unilever surveys done in the previous years. The author has used the results of surveys from

2019 and 2020 to understand the changes during these 3 years.(Figure 4.) The questions and results of previous years do not refer so much to the motivating factor as such, but rather to the role of Unilever as a whole in the minds of employees. However, there are many similarities that can be taken into account when using these data. First and foremost, results were also obtained from all three countries, from different departments, thus ensuring full community coverage. Secondly, the number of responses received was similar to the survey discussed above. If in 2021 survey there were 71 answers, then in 2020 they are 62 and in 2019 - 82 responses. In the surveys of 2019 and 2020 it is not possible to distinguish the opinion between gender and age groups as it was not required to specify. Therefore, it is not possible to separate individual groups of people only focus on full results.

First of all, evaluating well-being status of Unilever employees within last three years we can see that the company is doing enough to leverage the position. If before COVID-19 pandemic 78% of the respondents considered that the Unilever is doing enough to ensure their well-being than in 2020 it was already 79% and in 2021 the number goes up to 80%. We can underline that the methods and schemes Unilever is applying successfully work under different circumstances and scenarios. However there is observed the problem that many employees are not able to balance their work and personal life. Either there could be underlined too much workload and burn out or the other tendency is that employees are not able to spend fully their capacity, attitude and motivation to achieve the higher set targets. If before pandemic 66% of the employees were able to balance their work and personal life then in 2021 the number was already 61% and most probably at the end of 2021 the tendency could show even the smaller number. Working from home it is more difficult to separate the job from the personal life. This is one of the main criteria to which HR specialists should put more focus on and think of the structure that should motivate the employees and keep the set targets and results.

If talking about the last 2 years under the shadow of COVID pandemic we can see the improvement in the motivation and attitude of the employees. If in 2020 82% of the employees considered that Unilever is doing a good work to motivate the employees during COVID-19 pandemic then already in 2021 this number is 95,1%. It certifies that the employees who were unbelievers and sceptically driven about the process and their capability to manage the job under this period within the last year have learned and used to work under the new model and approaches and have become again more motivated.

The motivation level itself during pandemic years has stated more or less the same. If in 2020 85% of the employees agreed that they are motivated then in 2021 this number is

80%. It could be explained by the fact that during these past 2 years there have been personnel changes.

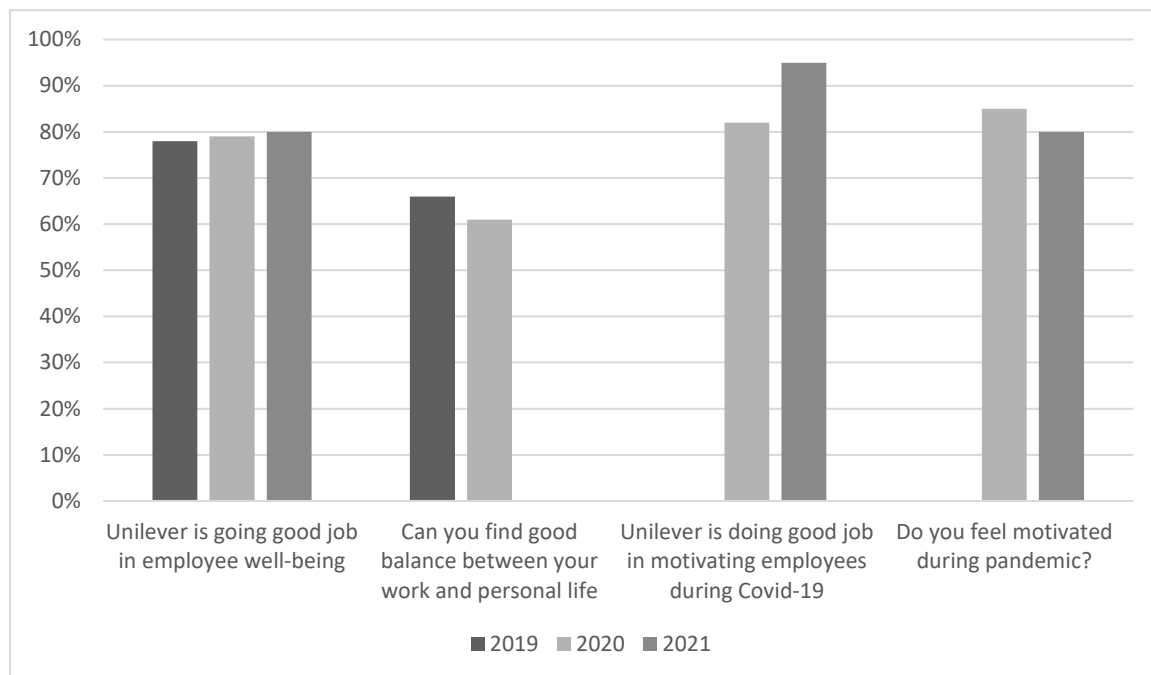


Figure 4. Unilever employees survey results from 2019 until 2021

Source: Unilever surveys and author's materials

Overall there is no significant change when it comes to employees' motivation and well-being in Unilever in last 3 years. Therefore in order to get more clarity and understanding how exactly Unilever maintains this quite good result HR Baltics manager was invited for the interview.

2.3 Main conclusions from the interview with Unilever HR Baltics Manager

Unilever Baltics HR manager Anastasija Danu-Zubule is in her position for 6 years therefore she has experienced many changes and transitions within this period. To compile all the analysed results in empirical part and make final conclusions the idea was to conduct the interview with her to align her position and view. (Appendix C)

HR manager confirmed that Unilever's one of the main strategies is to motivate its employees. "We are the company with purpose and we need people with purpose to live and deliver our commitments to all stakeholders that we have". This confirms that the ideology is not working only in written format but also is important in real life. Referring to the results of the survey HR manager also admits that she has noticed that the results of employees' motivation are not getting worse. Of course, admitting that every employee might have some bad days. As one of the factors of this good result she mentions that the main idea is to

prioritize the employees as the first ones and by doing this not only by words but also actions. Every year the company is investing millions not only to motivate the employees but also educating the employees how to be in the balance with themselves. There is no difference between the genders, age range as well position and the department in which you work in. Everyone gets the same package of benefits and the same approach. In this way each employee can find the methods or benefits that work the most. Anastasija also adds that it is important that during pandemic no one has been fired or there has been any salary decrease. It gives the required work stability and assurance. Speaking about well-being Anastasija mentions that "it is the foundation for purposeful and fulfilled life" therefore trying to allow the employees reach their full potential. To achieve the goal Baltics HR team is mainly focusing on 4 areas.

Firstly, it is sticking together by making many virtual calls at least once a week and different activities to make employees feel not so alone and at least have some virtual townhalls.

Secondly giving all the mental support if it is required by offering different psychologist mindfulness and other sessions.

Thirdly it is physical aspect as the employees are mainly spending time at home. Unilever is trying to do at least basic stuff to make employees do some physical activities. These are different yoga, stretching courses or other competitions.

And last but not the least is learning where the employees are encouraged to use different learning platforms while staying at home and developing new skills.

When it comes to the achievements HR Manager is proud the most, it is the sticking together part. She agrees that the virtual network helps at least a bit to understand and feel the current situation and feelings in the company. Even such a simple question as how you are feeling can improve someone's day as well helps HR department to understand the most important focus. When talking about the remote work Unilever has tried to ensure the most necessary equipment to ensure the comfortable working conditions. As well Anastasija admits that there is no intention to return to the same routine as was before pandemic. It is supposed that the offices will look more like collaboration hubs rather than the individual focus time places. Employees will be allowed to choose whether you want to work from home or the office. The main advice that she gave to other HR professionals is to learn impactful initiatives that address both current and future needs of the employees.

According to the information obtained, the main aspects that Unilever uses to improve their employee motivation and well-being are:

- Make close contact with your employees. Create weekly meetings not only on work topics but also socializing and giving updates on the situation in the company.
- Ensure job stability and a sense of security so that employees do not feel redundant in the case business results decline.
- Offer a variety of learning opportunities so that employees have the possibility to learn new skills during pandemic and develop themselves.
- Focus more on the well-being of employees and mental status by creating seminars with psychology professionals.
- Create various competitions (learning, outdoors, photo) that would motivate employees to get more involved.

Comparing the results of Unilever regarding motivation and well-being with other case studies done, there could be found similarities as well differences. As in TET study, where 83% wanted to work part-time from home after pandemic, the biggest part of Unilever employees, 67.6%, would like to use this work model. That underlines that people in the Baltic States have the same approach to the work conditions for the future. The difference could be noticed comparing to the Armenian case study, where the bulk of respondents, 52%, still would like to work from the office. However, there is one common thing in both case studies. Either on the sample of Unilever as well Armenian case, one of the biggest disadvantages should be mentioned the inability to socialize and lack of the team spirit. There could be mentioned also the similarities and differences between Unilever and India case where in the case of India 50% of the respondents mentioned that they feel more motivated than before pandemic, whereas in Unilever case only 8% have admitted that they are more motivated to work. The main advantage in both surveys comes up the time management. Overall, as in each case study there could be dominating different disadvantages and advantages, each organization should follow their own guidelines, employee feedback and thinking.

Conclusion

COVID-19 pandemic has changed people's perceptions of work conditions, employees' needs and flexibility to accept new rules and regulations. Two years ago, only few could imagine that in 2021, 44% of the world's population would work or study remotely from their home offices and manage business and daily routine tasks online. (Lister, 2020) Companies, together with HR specialists, have redesigned previous motivation guidelines to make them suitable for remote work. Much more importance is also attached to the well-being of employees. Being at home every day may cause person to be more emotionally tired therefore more attention need to be set for all 4 well-being types - physical, mental and emotional, financial and social (Improving Employee Well-Being, 2020).

To accomplish the aim of the thesis which was to discover the factors that motivate employees working remotely during pandemic the author has researched various scientific papers and previously conducted case studies on motivation and well-being in different countries. Based on that there was provided the theoretical information about employees' motivation and well-being as well underlined the advantages and disadvantages of the remote work. The author looked at various cases studies done before to better understand how well this topic is researched. Further the survey with 71 of Baltic employees and interview with Unilever HR manager was conducted to understand the factors that motivate Unilever employees during COVID-19 pandemic and analyse the results. The gathered data and replies were compared to Unilever annual satisfaction survey results from pre-COVID stage to this year results to see how remote work effects employees this year. The main findings were analysed and compared to other case studies done before.

Referring to the theoretical part of the thesis not all implementations of motivational factors will work identically for every employee. As the employee's age, financial situation and family situation change, the main motivators also follow this criteria. If for younger employees, who are still without a large family, the main concern is the salary and various bonuses, then when maturing, the most important motivators for a person are job stability and security in order to be able to supply the family. This is especially true at the time of COVID-19, when many employees are unsure about their future in the company and job opportunities.

Empirical analyses has underlined that in case of Unilever motivation and well-being is very important aspect when talking about employees' involment. The main strategies and aspects that Unilever has successfully applied to improve their employees' motivation and

well-being, based on the survey, are close contact to the employees, ensuring job stability, offering a variety of learning opportunities and focusing on the well-being of employees and mental status also creating various competitions to make every day work more interesting.

Teleworking has both advantages and disadvantages that affects employees' motivation. Referring to the survey run in the company Unilever there are certain areas that could be pointed out. The biggest advantage of the remote work is possibility to save time for going to and back from the work 50.7% as well no geographical limitations regarding workspace 58%. The biggest disadvantage of the remote work is disability to build the team spirit 36.6% and less active lifestyle 42%. Unilever employees that have filled in the survey on motivation and well-being in March 2021, 67.6 % of them have replied that half of the week they would like to work from home and the rest of the time from the office.

Overall, in 21. century the employees' motivation and well-being has become important to deliver the set targets by the organization. Many companies have realized that employees should be treated more like assets than tools, and investment into employee motivation in the long run is quite beneficial. COVID-19 has shown a new direction in this segment underlining online work possibility and its benefits therefore motivational factors and methods should be adapting to this new model. To better understand how by using different online technologies to achieve the same effect in the motivation industry as before the pandemic.

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Appendix A

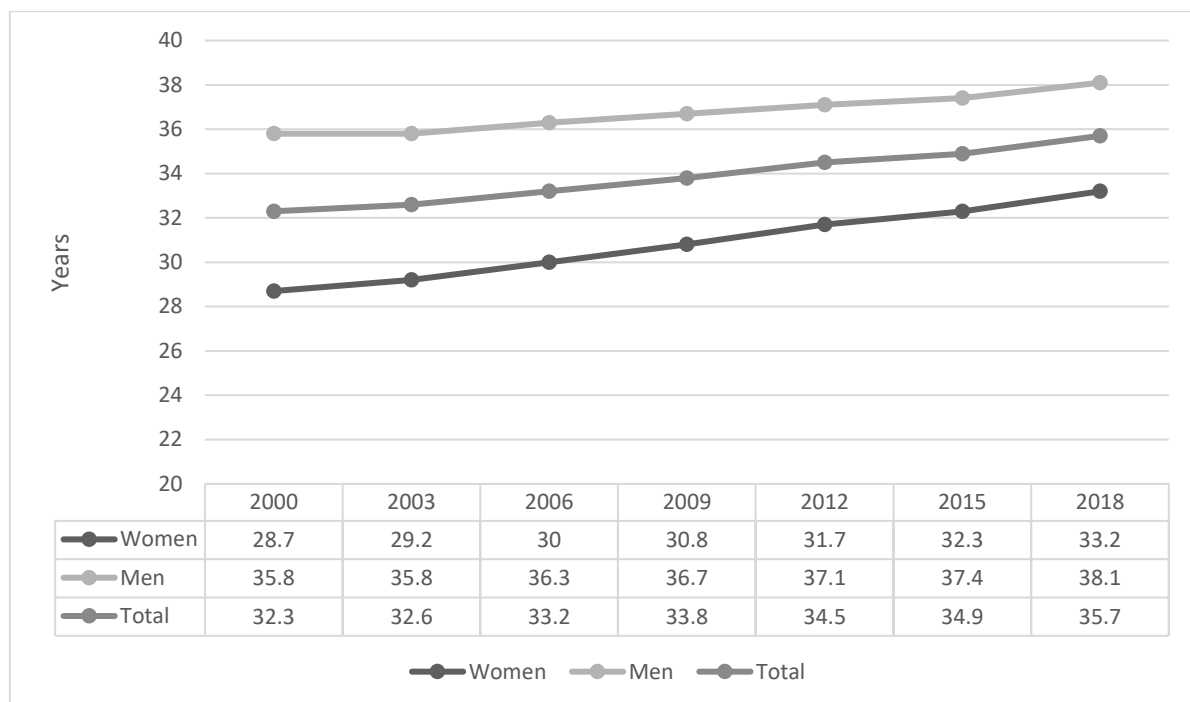


Figure 3. Expected duration of working life, 2000-2019, EU-27 (years)

Source: Eurostat

Appendix B

Survey questions and answers for Unilever employees

1. Please indicate your gender
 - Female (49 responses)
 - Male (22 responses)

2. How old are you?
 - 18-25 (6 responses)
 - 26-35 (29 responses)
 - 36-45 (26 responses)
 - 46-55 (9 responses)
 - 56-65 (1response)
 - 65+ (0 responses)

3. In which department do you work at Unilever?
 - Marketing (8 responses)
 - Sales teams in Baltics (40 responses)
 - CCD (3 responses)
 - Supply chain (6 responses)

- HR department (5 responses)
 - Other option (9 responses)
4. How long have you been working at Unilever?
- 0-1 year (10 responses)
 - 1-2 years (11 responses)
 - 2-4 years (21 responses)
 - 4-6 years (8 responses)
 - 6-8 years (5 responses)
 - 8-10 years (6 responses)
 - 10+ years (10 responses)
5. Would you say that Unilever is one of the leading companies in the world when it comes to employee motivation?
- Yes (57 responses from which 38 were women and 19 were men)
 - No (4 responses from which 3 were women and 1 was men)
 - I do not have opinion about that (10 responses are women and 2 were men)
6. How motivated are you to work during pandemic?
(From 1-not motivated to 10-very motivated)
- 1/10-(0 responses)
 - 2/20-(0 responses)
 - 3/10-(2 responses from both were women)
 - 4/10- (0 responses)
 - 5/10- (4 responses from which 3 were women and 1 were men)
 - 6/10- (7 responses from which 4 were women and 3 were men)
 - 7/10- (7 responses from which 4 were women and 3 were men)
 - 8/10- (20 responses from 14 were women and 6 were men)
 - 9/10- (19 responses from 13 were women and 6 were men)
 - 10/10- (12 responses from 9 were women and 3 were men)
7. Do you feel less or more motivated to during pandemic then before?
- Less motivated (21 responses from which 15 were women and 6 were men)
 - More motivated (6 responses from which 2 were women and 4 were men)
 - The same (44 responses from which 32 were womwn and 12 were men)
8. What factor or factors motivates you the most during COVID-19 pandemic
- Salary (36 responses from which 27 were women and 9 were men)
 - Reward/Bonus (23 responses from which 18 were women and 5 were men)
 - Colleagues recognition for your work (22 responses from which 17 were women and 5 were men)
 - Different competitions (2 responses from which 1 was woman and 1 was man)
 - Work stability (38 responses from which 29 were womwn and 9 were men)
 - Benefits e.g. Health insurance (16 responses from which 13 were women and 3 were men)

- Purpose of your work (27 responses from which 20 were women and 7 were men)
 - Possibility to get promotion (10 responses from which 6 were women and 4 were men)
 - Line manager (18 responses from which 10 were women and 8 were men)
 - Company culture (27 responses from which 18 were women and 9 were men)
 - Other motivator (7 responses from which 2 were women and 5 were men)
9. Do you think that Unilever is doing good job to motivate their employees during pandemic?
- Yes (65 responses from which 44 were women and 5 were men)
 - No (6 responses from which 5 were women and 1 was man)
10. Would you agree that employee would be more motivated by raising their salary?
- Yes (52 responses from which 39 were women and 13 were men)
 - No (0 responses)
 - Yes, but only for short time period (19 responses from which 10 were women and 9 were men)
11. How much Covid-19 pandemic has affected your well-being status?
(From 1-not affected until 10-affected a lot)
- 1/10-(6 responses from which 5 were women and 1 was man)
 - 2/10-(3 responses from which 2 were women and 1 was man)
 - 3/10-(8 responses from which 5 were women and 3 were man)
 - 4/10-(3 responses from which 3 were from women)
 - 5/10- (14 responses from which 10 were from women and 4 from men)
 - 6/10- (8 responses from which 6 were from women and 2 from men)
 - 7/10- (14 responses from which 9 were from women and 5 from men)
 - 8/10- (10 responses from which 7 were from women and 3 from men)
 - 9/10- (4 responses from which 2 were from women and 2 from men)
 - 10/10- (1 response from man)
12. How much your well-being status reflects to your motivation level?
(From 1-not affected until 10-affected a lot)
- 1/10- (2 responses from which both were women)
 - 2/10- (2 responses from which 1 was woman and 1 was man)
 - 3/10- (3 responses from which all 3 were from women)
 - 4/10- (0 responses)
 - 5/10- (9 responses from which 5 were women and 4 were men)
 - 6/10- (5 responses from which 3 were women and 2 were men)
 - 7/10- (9 responses from which 7 were women and 2 were men)
 - 8/10- (19 responses from which 13 were women and 6 were men)
 - 9/10- (12 responses from which 7 were women and 5 were men)
 - 10/10- (10 responses from which 8 were women and 2 were men)

13. How well Unilever has tried to assure good well-being level for you at work?

(From 1-Unilever does nothing until 10-Unilever do their best)

- 1/10- (0 responses)
- 2/10- (0 responses)
- 3/10- (1 response from man)
- 4/10- (1 response from woman)
- 5/10- (6 responses from which 5 were from women and 1 from man)
- 6/10- (4 responses from which 3 were from women and 1 from man)
- 7/10- (11 responses from which 8 were from women and 3 from men)
- 8/10- (20 responses from which 13 were from women and 7 from men)
- 9/10- (13 responses from which 9 were from women and 4 from men)
- 10/10- (15 responses from which 10 were from women and 5 from men)

14. Have you used any services provided by Unilever to maintain your well-being during Covid-19?

- Yes (37 responses from which 25 were women and 12 were men)
- No (27 responses from which 17 were women and 10 were men)
- I have not heard about any of the services (7 responses all were women)

15. If you answered „Yes” then which ones?

- Mindfulness seminars (23 responses from which 15 were women and 8 were men)
- Local doctor support (9 responses from which 8 were women and 1 was man)
- Degreed pathways about well-being (12 responses from which 4 were women and 8 were men)
- Local psychologist seminar (11 responses from which 8 were women and 3 were men)
- Wellbeing applications(Headspace) (8responses from which 4 were women and 4 were men)
- Employee Assistance Line (2 responses 1 from woman and 1 from man)
- LIVE wellbeing seminars (7 responses from 5 were womwn and 2 were men)
- Yoga class (8 responses from which 5 were women and 3 were men)
- Other option (1 response from woman)

16. If you answered „No” then why?

- Do not have enough time (18 responses from which 13 were women and 5 were men)
- No need for extra help (16 responses from which 12 were women and 4 were men)
- I do not understand how to use them properly (2 responses both from women)
- Not interested (10 responses from which 7 were women and 3 were men)
- Other reason (5 responses from 4 were women and 1 was man)

17. Does Unilever provide you with all necessary equipment to do remote work?

- Yes (66 responses from which 44 were women and 22 were men)

- No (5 responses all from women)
18. Did you have any problems to get used to remote work?
- Yes (15 responses from which 10 were women and 5 were men)
 - No (56 responses from which 39 were women and 17 were men)
19. If you answered „Yes” then what kind of problems
- Technical problems (5 responses all from women)
 - Feeling that you do not understand how to work (2 responses 1 from woman and 1 from man)
 - Afraid to make mistake (2 responses both from women)
 - Emotional rollercoaster (6 responses 4 from women and 2 from men)
 - Other problems (6 responses 3 from women and 3 from men)
20. What is the hardest thing or things from working remotely currently?
- Spending whole day with only family (14 responses from which 9 were women and 5 were men)
 - Being lonely and not meeting colleagues (26 responses from which 16 were women and 10 were men)
 - Working conditions (8 responses from which 5 were women and 3 were men)
 - Every day seems like the same routine (22 responses from which 15 were women and 7 were men)
 - You feel overlooked and isolated (10 responses from which 8 were women and 2 were men)
 - Hard to build team or department spirit (16 responses from which 10 were women and 6 were men)
 - You feel less motivated (6 responses from which 4 were women and 2 were men)
 - Less active lifestyle (30 responses from which 20 were women and 10 were men)
 - More difficult to supervise and evaluate work (8 responses from which 6 were women and 2 were men)
 - Bigger electricity and heating bills (5 responses from which 2 were women and 3 were men)
 - I do not have problems working remote work (17 responses from which 12 were women and 5 were men)
 - Something else (6 responses from which 4 were women and 2 were men)
21. Which of these factor or factors you consider as the biggest advantage or advantages for working from home?
- Being able to spend more time with your family (23 responses from which 17 were women and 6 were men)
 - More flexible working time (34 responses from which 23 were women and 11 were men)
 - 41 responses from which 29 were women and 12 were men)

- Being able to do more jobs at home (15 responses from which 13 were women and 2 were men)
 - Can work from anywhere where is internet connection (41 responses from which 29 were women and 12 were men)
 - Saving time to and from job (36 responses from which 23 were women and 13 were men)
 - Have more freedom (19 responses from which 10 were women and 9 were men)
 - Less stress (12 responses from which 8 were women and 4 were men)
 - There is no advantages for remote work (6 responses from which 5 were women and 1 was man)
 - Other advantage (1 response from woman)
22. After pandemic ends, would you prefer to work from home or from the office
- From home (5 responses from which 3 were women and 2 were men)
 - From office (11 responses from which 8 were women and 3 were men)
 - Half week from home and half week from the office (46 responses from which 32 were women and 12 were men)
 - Other option (6 responses from which 3 were women and 3 were men)

Appendix C

Interview questions for Unilever Baltic HR manager Anastasija Danu-Zubule

1. What was Unilever's attitude towards employee motivation before the pandemic and how has it changed this year?
2. During this year, have you had a feeling that your employees' motivation has dropped? Maybe some research has been done?
3. According to the results of the survey, about 80% of employees believe that Unilever is one of the leading companies in employee motivation. What do you think is the key to success?
4. Many employees consider job stability and a secure monthly salary to be the main motivators during a pandemic. Before the pandemic, were these factors also the main factors that motivated the workers?
5. Are there different motivators depending on age and gender?
6. Unilever's main focus is on employee well-being, why?
7. What are the key strategies for ensuring that more than 100 Unilever employees are well-being on a daily basis during a pandemic? If before the pandemic it was possible to meet colleagues in the offices and the opportunity to help was much easier, then how to do it now through the screen?

8. Which of the current services do you consider to be the most successful and why?
9. Did Unilever create special training for people to better understand how to work from home?
10. What technical equipment was provided to all Unilever employees to work successfully from home?
11. Has Unilever developed a different approach to motivating employees who work from home and those who are with customers during a pandemic?
12. Many employees consider a less active lifestyle as one of the main disadvantages of working from home. How do you think this could be improved?
13. However, as one of the biggest benefits of working from home, many Unilever employees are calling for time savings and better planning. How could this be transferred back to the office after the end of the pandemic?
14. After the end of the pandemic, what are Unilever's views on what the workplace might look like in the future? Will employees return to the offices or continue working from home or maybe half week from office and half from home?
15. What do you think would be the main things that HR professionals should focus on in the future to successfully motivate their colleagues?

Resümee

Töötajate motivatsioon ja heaolu COVID-19 pandeemia ajal Unileveri näitel

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Töö eesmärk oli uurida heaolu tegureid, mis motiveerivad kaugtööl olevaid töötajaid Unileveris. Autor uuris motivatsiooni kohta teaduslikku kirjandust ja võttis kokku varasemalt eri riikides tehtud uuringud. 71 Unilever Baltikumi töötajaga viidi läbi küsitlus, mille tulemusi hiljem võrreldi varasemate aastatega, et leida suurim erinevus COVID ja COVID-eelse perioodiga. Personalijuhi Anastasija Danu-Zubulega viidi läbi intervjuu, et autori eelnevaid tulemusi kinnitada ning firmas olevaid motivatsioonitegureid lahti selgitada. Kogutud andmete põhjal viidi läbi analüüs töötajate motivatsiooni ja heaolu kohta Unileveri näitel.

Töö põhijäreldusteks võib välja tuua, et tööandjate poolt loodud töötingimused on esmatahtsad – alates ergonomilistest toolidest ja laudadest, arvutitest, õigest valgustusest, lõpetades erinevate motivaatoritega. Just sellepärast on paljud personalijuhid koostanud uusi virtuaalseid lähenemisi, et inimesi motiveerida ja neis jälle põnevust tekitada. Erinevaid veebipõhiseid koolitusi ja kursusi on koostatud, et töötajad saaksid uue töörežiimiga kohaneda. Unilever korraldab iganädalasi virtuaalseid koosolekuid ja töötubasid, et töötajatel oleks kasvõi võimalus teistega suhelda. Samuti ei tohi kõrvale jätta töötajate heaolu ja vaimset tervist, kuna COVID-19-ga on tööga seoses palju raskusi ilmnenud.

Kuigi pandeemia saab millalgi läbi, siis enamus firmad ei kavatse tagasi minna vana töörežiimi peale. Kaugtöö jääb võimaluseks ka peale COVID-19 pandeemia lõppu ning töötajatel on võimalus töötada kas täiesti või osaliselt kodust. Seega, pandeemia ajal välja töötatud motivatsioonipakette hakatakse tulevikus ka kasutama. Firmadel, kes võtsid COVID-19 pandeemiat kui väljakutset enda tööd efektiivsemaks muuta ja oskusi parandada, on kindel eelis nende ees, kes seda ei teinud.

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ON EXAMPLE OF UNILEVER,

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