



**THE REPUBLIC OF TÜRKİYE
SOCIAL SCIENCES UNIVERSITY OF ANKARA
THE GRADUATE SCHOOL OF SOCIAL SCIENCES**

**FACTORS THAT AFFECT THE ADAPTATION TO REMOTE WORK:
AN ANALYSIS OF BANKING SECTOR IN TÜRKİYE**

Master's Thesis

Ecenur Alper

Master of Science in Applied Social Research

November 2023



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ÖZET

Bu araştırmanın temelini, özellikle Covid-19 pandemisinin etkisiyle geleneksel çalışma düzeninden uzaktan çalışmaya kitlesel geçiş sürecinde Türkiye'de bankacılık sektöründeki beyaz yakalı çalışanların adaptasyonunu etkileyen faktörler oluşturmaktadır. Bu çalışmanın kavramsal ve teorik yaklaşımı, Blauner'ın yabancılaşıma kavramına, feminist teoriye ve sembolik etkileşimciliğe dayanmaktadır. Bu teoriler ışığında, Covid-19 pandemisi bağlamında uzaktan çalışma olgusunun Türkiye'de bankacılık sektöründeki beyaz yakalı çalışanların gözünden anlaşılması amaçlanmıştır.

Veri toplama süreci, açıklayıcı sıralı karma yöntem araştırma tasarımına dayanmaktadır. Buna göre süreç, Türk bankalarında uzaktan çalışan 152 beyaz yakalı çalışanın katıldığı nicel veri toplama ile başlamış ve ardından 11 katılımcının yer aldığı nitel veri toplama ile devam etmiştir. 152 katılımcının 91'i kadın ve 61'i erkektir. Nitel veri toplama sürecindeki 11 katılımcının ise sekizi kadın ve üçü erkektir.

Araştırmanın bulguları, karşılaşılan zorluklara rağmen katılımcıların genel olarak uzaktan çalışmayı tatmin edici ve avantajlı bulduğunu ve dezavantajlarına yönelik baş etme mekanizmaları ve stratejiler geliştirmeye çalıştıklarını göstermiştir. Adaptasyon sürecinde hane dinamikleri, iş üzerindeki özerklik kaybı ve iş arkadaşları ve yöneticiler ile iletişim örüntüleri etkili faktörler olarak belirlenmiştir. Fiziksel sağlıktaki, beslenme alışkanlıklarındaki ve uyku düzenindeki değişiklikler ile stresle başa çıkmada zorluk yaşamının da adaptasyonu etkileyen faktörler arasında yer aldığı tespit edilmiştir. Katılımcılar, işe gidip gelme süresinden kazanılan zamanı, çalışma alanını düzenlemede esnekliği ve aileye ayrılan zamanın artmasını başlıca avantajlar olarak belirtmiştir. İş ve yaşam arasındaki sınırların bulanıklaşması, dikkat dağınıklığı, sağlık sorunları ve düzensiz çalışma saatleri ise zorluklar arasında yer almıştır.

Değişen sosyal düzen ve iş dinamikleriyle gelecekte uzaktan çalışmanın yaygınlaşacağı öngörülmektedir. Uzaktan çalışmaya adaptasyonu etkileyen faktörlerin anlaşılması ve bu faktörlere yönelik mekanizmaların geliştirilmesi önem arz etmektedir.

Anahtar kelimeler: uzaktan çalışma, Covid-19 pandemisi, toplumsal cinsiyet, yabancılaşıma, iş-yaşam dengesi

Kasım 2023

ABSTRACT

The basis of this research is the factors affecting the adaptation of white-collar employees in the banking sector in Türkiye during the widespread transition from traditional work arrangements to remote work due to the impact of the Covid-19 pandemic. The conceptual and theoretical approach of this study is based on Blauner's concept of alienation, feminist theory, and symbolic interactionism, which together provide a consolidated understanding of the remote work phenomenon within the Covid-19 pandemic context from the perspective of white-collar remote workers employed in the banking sector in Türkiye.

The data collection process followed an explanatory sequential mixed methods research design, starting with quantitative data collection process with the participation of 152 white-collar employees working remotely in Turkish banks and then continuing with the qualitative data collection with 11 participants. Of the 152 participants, 91 were female and 61 were male. Among the 11 participants in the qualitative data collection process, there were eight females and three males.

Findings pointed out that despite difficulties, participants generally found remote work satisfactory, valuing its advantages and trying to develop coping mechanisms and strategies for the disadvantages. Household dynamics, loss of autonomy on the work, and communication patterns with the colleagues and senior managers were identified as influential factors in the adaptation process. In addition, it has been concluded through the research findings that changes in physical health, eating habits and sleeping patterns, and difficulty in coping with stress are among the factors affecting adaptation. Participants appreciated reduced commute time, flexible workspace arrangement, increased family time, and comfort in remote work. However, challenges included blurring work-life boundaries, distractions, health issues, and irregular working hours.

Remote work may become more common in the future due to changing social order and work dynamics. It is crucial to understand the factors affecting adaptation to remote working and to develop mechanisms for these factors.

Keywords: remote work, Covid-19 pandemic, gender, alienation, work-life balance

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1. INTRODUCTION

This chapter consists of three sections. In the first section, the research problem is summarized by referring to the objective of and the need for this research. The second section covers the research questions, hypotheses and added value of this research when contributing to the existing literature. The last section gives a brief outline of the thesis structure.

1.1. Research Problem and Objective of The Research

Neoliberalism, technological and industrial developments, digital transformation, and societal changes stemming from disastrous events (i.e., pandemic, earthquake, war) have remarkable impacts on the nature of work (Donnelly & Proctor-Thomson, 2015; Green et al., 2020; International Labor Organization, 2020a; Klowden & Lim, 2021; Koval, 2023).

Flexible working models were introduced through the impacts of neoliberal system in the late 20th century and digital technologies which were improved in line with the industrial and technological accelerations. That is to say; these changes led the workforce employed in certain sectors to gain flexibility in their work in terms of place and time to work. As a result, availability at the office between 9:00-17:00, which is known as the business as usual, left its place to being available everywhere and 24/7 (Hardill & Green, 2003, p. 215).

Remote work, as its nature and characteristics that provide spatial and temporal flexibility to employees by enabling the use of information and communication technologies (ICTs), is categorized under the flexible working models (Xie et al., 2018, p. 96). The definition of the International Labor Organization (2020b) for remote work is to perform the work in an environment that is different than the usual workplace.

The workforce within some countries (i.e., Latvia, Portugal, and the United States of America) in a number of sectors like ICT and marketing has been experiencing remote work model for more than 10 years (Baudot & Kelly, 2020; Cekuls et al., 2017). However, remote working was not very common in Türkiye when compared to other countries until before the Covid-19 outbreak. As a result of the health and safety measures taken at the beginning of the Covid-19 pandemic period, many sectors in almost all countries, including Türkiye, were obliged to coordinate their organizational and operational structures again and shift their workforce to the remote work model from working at the office (“Business as unusual”, 2020).

Since the technology and pandemic have shifted employees to work remotely, some substantial challenges have come into existence regarding adaptation to new way of working in a very short time. As of 2020, the workforce who has the opportunity to work from home has increased to 54% through the impact of the pandemic, which was 28% in 2011 (World Economic Forum, 2020, p. 16). Such an increase has been under the investigation lens of many social researchers who desire to interpret the impacts of this change on employees as well as aspects of social life other than work, such as personal well-being and family relations (Isac et al., 2021; Şener & Abunasser, 2020; Toran et al., 2021). These studies pointed out both the negative and positive sides of remote working at a personal and societal level.

Yet, despite the negative aspects, challenges, and obstacles, remote work might become a permanent form of working in the medium or longer term through the impacts of industrial developments and widespread utilization of ICTs. It is expected that there would be an increase among the workforce that works remotely (International Labor Organization, 2020b). Therefore, getting more prepared by developing effective strategies and implementing measures towards management of a successful transition to remote work practices has a cruciality in adapting to remote work in a comfortable way. However, the process of adaptation to remote work may have varying meanings for companies, remote workers, and household members of the remote workers. In that sense, the significance of remote work policies that can prevent the negative impacts and provide effective working conditions should be considered (Oz & Crooks, 2020). To develop such policies, the way remote workers are affected by certain factors has to be identified clearly. Otherwise, the process of adaptation to working remotely would be very distressing for employees as well as the people whom employees live together, which stands as a serious issue.

Recent studies have started putting emphasis on the changing work and employment patterns that have emerged through these changes (Al-Habaibeh et al., 2021; Baudot & Kelly, 2020; Cekuls et al., 2017; Isac et al., 2021; Mas-Machuca et al., 2016; Matli, 2020; Muralidhar et al., 2020; Şener & Abunasser, 2020; Toran et al., 2021). However, there are few empirical studies regarding the way the workforce is dependent on certain driving forces such as socio-demographic characteristics (i.e., gender, age, marital status), employment practices, corporate relations with colleagues and senior managers, autonomy on the workload, digital developments, and industrial attempts during the adaptation to remote work process (Al-

Habaibeh et al., 2021; Cijan et al., 2019; Isac et al., 2021; Toran et al., 2021). Therefore, this research attempts to point out the factors that affect the adaptation of employees to remote work.

There are some sectoral differences in the adoption of remote work and finance industry is one of the sectors that have a larger share in remote employees (World Economic Forum, 2020). The banking sector in Türkiye has been one of the sectors experiencing remote working during the Covid-19 pandemic. In fact, banking sector has always been a substantial service sector for the investigation of impacts of technological improvements and digital transformation within itself (Dangolani, 2011; Nikolaidou et al., 2001). Employees that work in banks have also been affected by this transition. White-collar employees in the banking and finance industry have followed progressive trends through the developments in information technology and the indications of automation. One of the recent steps these employees have acquired is the transition to working remotely due to national Covid-19 restrictions (i.e., compulsory lockdown, closure of cafes, restaurants, schools and many other social areas, encouragement to stay at home unless going out is necessary) from March 2020 through June 2021. With this transition, the banking sector has been involved among service sectors that are the pioneer in remote work.

Remote work can bring motivational outcomes to the employees, such as reducing commuting expenses, greater freedom, increased flexibility, increased productivity, less stress, greater job satisfaction, and control of working hours as well as personal schedule (Jones, 2010, p. 169). On the other hand, remote work can bring professional and personal obstacles (Bell, 2012, p. 2). For personal obstacles, the feeling of loneliness and isolation, lower levels of well-being, and depression can be given as examples (Grant et al., 2013, p. 530; Jones, 2010, p. 170; Oz & Crooks, 2020, p. 7). Tendency to overwork, lack of sufficient feedback from supervisors, and lower levels of work commitment are defined in these studies as the professional challenges in remote work. All negative and positive factors affect the adaptation process of employees who work remotely.

Under the light of this information, the objective of this research is to interpret and analyze remote work as a new way of working style from the perspective of white-collar employees who have been working in banking sector in Türkiye. The essential focus is on the adaptation process of employees to the new working style based on their experiences and interpretations during the pandemic period especially when the lockdowns were applied at the national level. The research utilizes the approach of symbolic interactionists and feminist theorists. As stated

earlier, adaptation process may have different outcomes for companies, remote workers, and the members in the household of the remote workers. In this regard, the research emphasizes meanings and attributions attached to remote work practice, home, and office. Additionally, it focuses on the way gender relations at home are affected during the transition to remote work. With the adoption of such approaches, the research attempts to contribute to the literature on industrial psychology, sociology of work and organization, sociology of family, and sociology of gender.

1.2. Research Questions and Added Value of The Study

Existing literature on the impacts of the remote work concept on employees, which are already mentioned in the previous section, mostly addresses the problem of change in the work-life balance of employees who work remotely by focusing on job satisfaction, commitment, and productivity of remote workers. They analyze factors such as demographic characteristics, job-related characteristics, and cultural differences in order to see whether there are differences in the work-life balance of employees depending on these factors (Baudot & Kelly, 2020; Cekuls et al., 2017; Mas-Machuca et al., 2016; Muralidhar et al., 2020).

This research aspires to contribute to the above-mentioned analyses on the literature and analyze the factors from the viewpoint of adaptation to remote work as a new way of working by focusing on workers' experiences and interpretations.

In this context, research questions are determined as follows:

- What are the factors affecting the adaptation to remote work of the workforce in the banking sector in Türkiye?
- How does the adaptation process of employees to remote work vary by the demographic characteristics, personal attributions, and work-related factors?
- How can the symbolic interaction approach and feminist theory contribute to the understanding of the dynamics of remote work in the banking sector?
- What kind of recommendations can be given to ensure that employees can better adapt to remote work?

It is assumed that there are some differences among employees in terms of adaptation to and satisfaction from remote work depending on a number of variables which can be grouped under three titles; demographic characteristics (i.e., age, gender, marital status, number of children, household composition), personal characteristics (i.e., work-life balance, social

environment) and work-related characteristics (i.e., working hours, work experiences, work motivation, work commitment, position level at work). Hypotheses of the research are developed based on three variable groups. By this way, positive and negative aspects of remote work have been interpreted from the viewpoint of employees while their adaptation process to remote work is analyzed and compared with regard to the variables. Hypotheses of this research are listed below:

- H_{1A}: Those who live with their families face more difficulties in adaptation to remote work when compared to those who live alone.
- “H_{1B}: Women can adapt to the remote work more difficult than men.”
- “H_{1C}: Single remote workers can adapt to the remote work easier than those who are married.”
- “H_{1D}: As the number of years worked at the bank increases, the adaptation process becomes easier.”
- “H_{1E}: As the number of hours that a remote worker spends on her/his work increases, the adaptation process becomes more difficult.”
- “H_{1F}: As the number of hours that a remote worker spends on her/his work increases, her/his sleeping pattern is affected.”
- “H_{1G}: As the number of hours that a remote worker spends on her/his work increases, her/his diet and eating habits are affected.”
- “H_{1H}: As the number of hours that a remote worker spends on her/his work increases, s/he faces difficulties to cope with stress.”

Since there are few studies regarding adaptation to remote work, literature review about work-life balance during remote work period has been acquired as the indicative references together with the previous studies that put emphasis on adaptation to remote work.

The research questions are approached from the concept of alienation while the theoretical framework of the research is established through the examination of symbolic interaction and feminist theories together with the theory of “risk society”. For Marx, the density within the division of labor as a result of technological developments can make the workers experience alienation (Bozkurt, 2014, p. 195). Blauner agreed and made additions to this approach of Marx (Parlak, 2016, p. 67). Blauner came up with four dimensions of alienation shaped by technology, which are powerlessness, meaninglessness, social alienation/isolation, and self-estrangement (Blauner, 1964, pp. 16-34).

In the following years, many scholars emphasized the studies of Blauner from the perspective of remote workers by focusing on a number of variables such as work-life balance, job satisfaction, job insecurity, and loss of autonomy (Cijan et al., 2019; Doberstein & Charbonneau, 2022; Grant et al., 2013; Jones, 2010; Kakkar et al., 2022; Kozhina & Vinokurov, 2020; Maruyama et al., 2009; Matli, 2020; Mehta, 2022; Oz & Crooks, 2020; Richter, 2020).

Apart from the work-related variables argued within the scope of the term alienation, it is also significant to examine the non-work daily life practices and experiences of the remote workers to gain deep understanding of their adaptation processes. In this regard, symbolic interactionism is adopted for the research to interpret the value and meaning attributed by the remote workers to the practice of remote work. Furthermore, some studies found that intertwining of work-related roles and home-related roles with each other as a result of the transition to remote work is influential on the gender-based interactions within the family (Warmuth, & Glockentöger, 2018, p. 77). For that reason, feminist theory is also embraced to examine the differences among males and females to adaptation to remote work.

Other than symbolic interaction and feminist theories, it is also remarkable to consider the theory of “risk society” at macro level. The theory was first elaborated by Ulrich Beck in 1986 (Beck, 1992). As cited in *The Risk Society and Beyond*, risk society is a set of social, economic, political, and cultural conditions affected by the uncertainties as well as challenges occurred in the society through technological developments (Adam et al., 2000, p. 5). This definition also implies a transformation process in which social relations, structures, and institutions have been reshaped, and have become more complex and fragmented.

In his book named *Risk Society: Towards a New Modernity*, Beck (1992) claims that a new social structure, called the risk society, came into existence with the outcomes of industrialization and development of industrial societies. Individuals living in the risk society feel the sense of being under risk psychologically, socially, technologically, financially, and politically (Alkın, 2017, p. 36). The reason behind this feeling is explained as the fact that societies embraced and started to apply the scientific, technological, social, and economic innovations that were brought by the industrialization without questioning and analyzing properly (Çuhacı, 2012, p. 138).

There is no doubt that Türkiye has been experiencing a transition to adopting remote work as a new model of working in some sectors. However, the preparedness of the sectors in Türkiye is open to questioning since the transition was affected by an unintended global crisis, namely

the Covid-19 pandemic. Prior to the pandemic, remote work used to be performed by many employees in many sectors. Yet, no organization in the world had not encountered a transition to remote work in these large quantities before the pandemic period (Owl Labs & Global Workplace Analytics, 2020). In this context, this new way of working is considered to be an outcome of both technological developments and the pandemic.

Following the pandemic, other disasters such as the war in Ukraine and the earthquake in south-eastern Türkiye have led more employees to alternate their working model to remote work in order to perform their work when they are far from the disaster area where their workplaces are located (Koval, 2023). In short, it can be concluded that remote work can be recognized as a component of the risk society since it is a practice that is introduced to the nature of work as a result of industrial and technological advancements, and societies were obliged to adopt this practice due to societal changes stemming from disastrous events.

In a social world where there are uncertainties about the way employees can fit into the remote work practice in the best way possible, it is necessary to identify the negative potential impacts in order to reduce them; and, reinforce the positive aspects to achieve better outputs in adaptation remote work. Furthermore, when the adaptation process to remote work is managed in a proper through the analysis of negative and positive impacts, it can be also possible to improve other social institutions, relations, and structures in a contributing way.

The mixed methods approach is adopted as the research methodology by considering the research questions together with the theoretical and conceptual framework of the research. Mixed method approach was necessary in this research since it is aimed at analyzing adaptation to remote work from the perspective of white-collar employees working in banking sector in Türkiye based on their experiences and interpretations. The research is designed to have two steps for the data collection process, structured survey and semi-structured in-depth interview respectively, which is defined as explanatory sequential mixed methods research design (Toraman, 2021, p. 17). Data collection process was completed via online communication platforms between February 2021 and October 2021. White-collar employees who work remotely in the banking sector in Türkiye define the research population. However, the size of the population could not be identified since there is not any data providing such information in Türkiye. The sample for the quantitative data collection process was determined through snowball sampling method, which is under non-probability sampling method and considered to be one of the best sampling methods in times of the population size and distribution are

uncertain (Babbie, 2016, p. 188). The sample of qualitative data, on the other hand, consisted of those who are estimated to provide more insights for the research questions and who voluntarily chose to take part in the second step of the research after the survey. In this regard, purposive sampling method was adopted on the second phase of the explanatory sequential mixed methods research design.

After the realization of this research with its findings and discussion points in line with the sociological key notions, it is aimed at making contributions to the literature in terms of push and pull factors that affect employees' adaptation to remote work from a perspective of industrial psychology, sociology of work and organization, sociology of family, and sociology of gender.

Although remote work is not a new phenomenon, adaptation to remote work has not been paid attention in the academic research in a comprehensive way until recent years. For instance, some empirical studies reveal the impacts of remote working on employees' lives, such as the diminish in work-life balance, while some point out the increasing or decreasing productivity of employees through remote work (Baudot & Kelly, 2020; Cekuls et al., 2017; Muralidhar et al., 2020). These studies have made remarkable contributions; however, their focuses were restricted and insufficient to discuss the adaptation level of employees to remote work by considering the impacts of personal experiences and interpretations together with interpersonal relations. For that matter, the scarcity in academic literature regarding adaptation to remote work as a new way of working in Türkiye from the perspective of experiences, interpretations, and relations of remote workers makes the research more valuable.

Remote work can become widespread in other sectors and become a permanent working style (Alon et al., 2020). Studies state that the new way of work is expected to bring personal, social, economic implications and outcomes on individuals as well as societies (Cekuls et al., 2017, p. 96). Even, policies have been developed and suggested to be developed in consideration of remote work in some countries. Therefore, being aware of and prepared for the possible outcomes of remote work on personal, social, and economic aspects is crucial for both employers and employees in certain respects (Monteiro et al., 2019).

As mentioned earlier, the research aims at finding the motivational factors that increase the level of adaptability and accelerate the adaptation process. Namely, the research presents both descriptive findings for present-day conditions and visionary indications for the future of remote work which could be a guide during the transition to remote work period for certain

employees and occupations. In this regard, findings of the research are estimated to contribute to not only academic literature but also the workforce in the banking sector in practice.

1.3. Thesis Report Structure

In this chapter of the thesis report, a brief introduction is given by mentioning the research problem, objective of and the need for this research, the research questions, hypotheses, theoretical and conceptual framework, methodology, and added value of this research.

The second chapter provides details about the historical perspective of the changing nature of work throughout the history. Historical periods, especially industrial and information era (namely Industry 3.0 and Industry 4.0) together with the widespread impacts of neoliberalism, digital transformation practices, and their impacts on the nature of work, are mentioned in the Chapter 2. Following the information on the nature of work throughout the historical periods, the chapter continues by mentioning the literature on the remote work practice at global context, in Türkiye, within the banking sector in Türkiye through a descent perspective.

In Chapter 3, conceptual and theoretical framework of the research is explained. Accordingly, the chapter defines and discusses the Blauner's concept of alienation and its four dimensions shaped by technology. After this discussion, the chapter refers to symbolic interaction and feminist theories, and the way they can be interlinked with the adaptation to the remote work process.

Chapter 4 explains the methodological approach adopted for the research. In this regard, the mixed methods approach and the rationale for adopting the mixed methods for this research are described. The chapter also provides information about the data collection process; namely research population and sample, selection of the participants, data collection tools utilized, and participants that have taken part in the research.

Findings of the research and discussion are addressed in Chapter 5. As a part of the findings of the research, descriptive analyses are provided in the first place by focusing on the demographic data and work-related characteristics. Then, the chapter continues with the hypotheses testing through the SPSS analyses, in which bivariate correlation and chi-square tests are utilized. Findings are evaluated in line with the conceptual and theoretical perspectives that are adopted within the research.

The last chapter, Chapter 6, includes a conclusion that summarizes the research objective, findings and discussion of the research through the integration of conceptual and theoretical perspectives together with the limitations faced during the study. The chapter also provides some estimations about the transition and adaptation to remote work process by mentioning the recent studies published at global context.

Data collection tools utilized within the scope of the research are given in Annex 1 and Annex 2. The Ethics Committee Approval of the research can be found in Annex 3.



2. HISTORICAL OVERVIEW

Employment and work life practices have been under great influence of industrial and technological developments throughout the history. This chapter of the research examines the historical periods by putting a greater emphasis on the industrial and information era (namely Industry 3.0 and Industry 4.0) together with the widespread impacts of neoliberalism, digital transformation practices, and their impacts on the nature of work. The target of providing a historical overview of the industrial developments is to explain the way the nature of work has been shaped and the way remote work has become widespread through such developments. Therefore, considering the historical development of working practices is significant within the scope of the research.

2.1. Pre-Industrial Era

During pre-industrial times, the organization of work was based on the one fundamental need of individuals, food. Hunting and gathering were the main activities to access food (Nolan & Lenski, 2009, pp. 78-79). There was no indication of production for food; rather, the hunter and gatherer communities used to consume the food that existed in nature. The division of labor was based on physical characteristics such as gender and age among the family members. While men and the youth used to do hunting and more outside activities, women and children were the actors of gathering and in-house works (Aytan, 2021, p. 987; Volti, 2012, p. 22). Basic tools and equipment with stones started to be used in the pre-industrial era, which is regarded as the simple technological attempts for the time (Nolan & Lenski, 2009, p. 79).

In the following centuries, people shifted from being consumers to being producers by leaving hunting and gathering activities and embracing agriculture. Together with the adoption of agricultural activities during this era, settled life and the ability to produce surplus products came into existence (Aytan, 2021, p. 981).

Throughout these years, a shift from the use of basic tools and equipment to the processing of soil and metals had also occurred, and communities established the very first small workshops at their houses (Nolan & Lenski, 2009, pp. 120-121). At the same time, the communities started living together to protect their territory from external risks, which led to the social environment to become more crowded, complex, and diverse. However, the

organization of work did not change at all and was still dependent on age- and gender-based division of labor among the kinships (Nolan & Lenski, 2009, p. 108; Volti, 2012, p. 34).

2.2. Industrial Revolution

Until the 18th century, main production practices have been reshaped from handicraft activities to works with more mechanical methods (Mathur et al., 2022, p. 1390). Moreover, communities have evolved under the impact of innovations that occurred in the production processes, such as steam power (Berktaş & Oraklıbel, 2021; Küçükcalay, 1997, p. 60). As the use of water and steam power became widespread through technological developments, the world experienced a transformational period, from petty handicraft workshops to industrial activities. This transformational period, followed by the pre-industrial era, is defined as the Industrial Revolution.

The period starting from the second half of the 18th century and going through the mid-19th century is the first phase of the Industrial Revolution, also called as Industry 1.0. In line with the introduction of industrialization, the basic organization of work gained more and more significance (Yankın, 2019, p.3). Working places were removed from small handicraft workshops to the factories while the organization of work changed from families to diversely employed high numbers of people earning salaries (Kravchenko & Kyzymenko, 2019, p. 122; Volti, 2012, p. 36).

Workers were committed to following the working hours and being at the factories on time as their shifts required (Mathur et al., 2022, p. 1394). Basically, a necessity to be present at the workplace at a certain time was the main principle for the employees of Industry 1.0. Other working conditions such as the working environment and working hours were not in favor of the workers. They were obliged to work in loud factories around 14-16 hours a day (Kranzberg & Hannan, 2021). With these working conditions, the objective of the factory owners was to increase production with maximum efficiency and minimum cost. Such factors led workers to experience high rates of exploitation and turnover.

Another notable social impact of Industry 1.0, as Burnette (2008) interpreted, was the fact that women and children found a place in the labor market and were employed in the factories together with male workers. This change has significance in terms of reducing the invisible unpaid household labor of women for the first time, even though women suffered from high rates of the gender pay gap.

The years throughout the end of the 19th century was the years that industry gained acceleration with further developments in technology. The period followed by the first industrial revolution is called as the Industry 2.0, which gained popularity through its specific characteristics such as the usage of electrical power, assembly line, and mass production (Volti, 2012).

Production systems were improved to enable mass production with innovative solutions and mechanization. New developments also necessitated a re-evaluation of the organization and nature of work in order to maintain the production with maximum efficiency and minimum cost. In the new technology, work tasks were separated, simplified, and distributed among workers by parts of the product. The seek for new skill sets in the workforce as well as for a hierarchical system among the workers came up for the first time through Industry 2.0 (Nolan & Lenski, 2009, p. 198).

As Kranzberg and Hannan (2021) stated, broken down production tasks were given to unskilled or semi-skilled workers since machines also took over the requirement of skilled workers. On the other hand, there was a need for managerial control over the pace of work performed over the moving assembly line. The changes made in the organizational structure on the basis of a hierarchical system are elaborated under the term “scientific management”, which was introduced by Frederick W. Taylor in late 1800s (Volti, 2012, pp. 56-58). Through the scientific management method, manual and mental labor practices were separated from each other. Accordingly, senior managers were employed to monitor, supervise and manage the production processes (Nolan & Lenski, 2009, p. 198). In addition, determining the best conditions for workers to perform their tasks was among the responsibilities of senior managers. Under this scientific management system, Taylor also introduced compulsory breaks from work and provided trainings for workers as well as their basic needs at work such as water.

The main objective was to ensure that production was managed in a better way with more effective division of labor. By this way, the quality of end-products could be kept high with reduced need of human labor effort. Eventually, Taylor managed to increase the efficiency of production. Furthermore, he brought a new approach to the organizational structure at work, which divides the workforce into two; as those who use their manual skills and those who use their mental skills, namely the blue-collar workers and white-collar employees, respectively.

Another breakthrough development followed by the attempts of Taylor was the introduction of a moving assembly line system in 1914, which is called Fordism (Volti, 2012, p. 59). Priorly,

factories had stationary assembly lines where products used to be produced as a whole together with their non-standardized and non-interchangeable parts. The production volume was low whereas the products themselves had high quality with high costs.

Despite the application of Taylor's scientific management method, there was still an increasing turnover among the workers, and there was not any guarantee that workers will be present at work on the next day. In this context, the ideology of Fordism was leaning toward finding a solution to the high rates of absenteeism, turnover, and worker dissatisfaction. Factory owners were obliged to have a kind of bargaining with workers as a result of the increased labor unionization. This led to an increase in the workers' salaries who worked in the factories impacted by Fordism. Furthermore, Fordist factories provided additional benefits to the workers, such as housing and furniture support (Volti, 2012, pp. 59-61).

Overall, the most striking changes within the first two phases of the industrial revolution for the organizational structure occurred in the periods when (i) people started working in factories with unsatisfactory conditions, (ii) Taylor put into practice the scientific management method, and (iii) moving assembly line system was introduced.

2.3. Information Era

While the statements above summarize the significant impacts of the first and second industrial revolutions related to the research, Industry 3.0 and Industry 4.0 brought even more influential outcomes on the nature of work.

During the period that mass production was dominant through the development of moving assembly lines, employment was based on a full-time working arrangement, and the workforce was open to experiencing high exploitation and turnover in spite of various methods that were mentioned earlier. As a response to the high rates of exploitation and turnover, the necessity for more flexible working models came into existence in the organization of work during the neoliberal period (Alper & Yavuz, 2020).

The impacts of neoliberalism enabled flexibility in employment through the introduction of part-time working as opposed to full-time work (Bal & Dóci, 2018, p. 93; Crowley & Hodson, 2014; Vallas, 1999, p. 68). Nevertheless, the new nature of work that has been transformed into flexible working under the influence of neoliberalism had similar targets to the previous attempts in terms of increasing productivity and profit (Alper & Yavuz, 2020).

Throughout similar periods, technological and industrial developments with the introduction of computers into human life have been greatly influential in transition to the flexible working models throughout the 20th century. Industry 3.0 had been introduced as a result of high automation, computerization, and utilization of the Internet in the manufacturing processes (Mathur et al., 2022, p. 1390; Shamim et al., 2016, p. 5309). It brought digital applications to social life, including the nature of work. To illustrate, the use of digital means of communication, mainly computers, in both public and private social spheres became widespread during this era.

Computers at work reduced the need for manual labor performed by workers, and a majority of the manual labor need was replaced with automated systems. Additionally, the term “information era” gained popularity since accessing information became even easier and more possible via various digital tools under these circumstances (Nolan & Lenski, 2009, p. 201).

All the above-mentioned advancements led to a digital transformation that has been experienced in the early 21st century. It can be said that the world has been in a transformation process from the industrial age to the information age.

Many scholars elaborated the dominance of the ICTs as an organizational form at global context. Manuel Castells (1996), in his book named *The Rise of the Network Society*, argues that the world has been restructured as a result of technological and industrial developments. He approaches this dramatic change by using the term of "Network Society", which describes the fact that all countries have become globally interdependent to each other during the information era. In other words, there is a relationship between the development of the ICTs and networks. Castells recognizes the significance of technology in shaping the network society. He discusses the role of ICTs, especially the Internet, in facilitating the formation and functioning of global networks.

He also addresses the implications of technology for social organization within the network society. These networks, which can be social, economic, cultural, or technological, not only affect the process of information age but also are affected by this process. For Castells (1996), the reason behind that is the fact that networks are decentralized and flexible and they enable the flow of information across the societies. Reflections of these components of the network society on the nature of work can be summarized as greater empowerment and autonomy of

workers in their work as a result of the ability to connect with diverse networks and collaborate across geographical boundaries, decentralization and flexibility.

Similar to Manuel Castells, Richard Sennett (1998), in his book named *The Corrosion of Character: The Personal Consequences of Work in the New Capitalism*, addresses the changing nature of work and its impact on individuals and societies. By this book, he delves into the shift from the traditional employment structures of the "old capitalism" to the more flexible and contingent arrangements of the "new capitalism".

He came up with some new perspectives that have been brought by the changing nature of work such as increased job insecurity as a result of short-term contracts, temporary employment, and a lack of long-term commitments between employers and employees. For these new temporary commitments, individuals started facing uncertainty about the continuity of their employment and this uncertainty can contribute to stress and anxiety, impacting individuals' overall well-being. Another essential theme that Sennett (1998) mentions in his book is the erosion of the character. Accordingly, individuals used to have long-term relationships with their employers in the old capitalism, which could contribute to more a stable sense of identity in relation to the work. In contrast, the new capitalism emphasizes the flexibility and short-term arrangements, which may result in a fragmented and less cohesive work identity.

Sennett (1998) also discusses the way the changing nature of work affects personal relationships, both within and outside the workplace. The emphasis on short-term commitments and flexibility can hinder the development of strong social ties among colleagues, making it challenging to establish a sense of community in the workplace. Additionally, the instability of employment may impact individuals' ability to maintain consistent personal relationships in their non-work life.

The information age presented state-of-the-art technologies such as computerization, cloud technology, the internet of things, artificial intelligence, robotic technologies, and automation in production processes (Bakırtaş & Ustaömer, 2019, p. 4). The introduction of such new technologies has opened a new era in industry, named Industry 4.0. Schwab (2016) discusses the difference between Industry 3.0 and Industry 4.0 from the perspective of speed, scope, and impacts on the production systems (p. 11). Accordingly, the innovations brought by the Industry 4.0 have been rising a lot faster than the Industry 3.0 outcomes.

Under the impact of this transformation, the ICTs, together with the Internet connection, enabled the working environment to be flexible and independent from temporal and spatial requirements (Öcal & Altıntaş, 2018). Teleworking and remote work are also the result of this transformation. In fact, Yankın (2019) summarizes one of the most striking impacts of digitalization as the creation of a digital working space that is independent of the particular workplace but dependent on mobile devices and digital tools, namely remote work (as cited in Alper & Yavuz, 2020).

2.4. Remote Work Practice

As defined in Chapter 1, remote work is working from a different space other than the usual workplace by using means of technology such as laptops, tablets, and mobile phones that were introduced through digitalization to communicate with business-related people and perform their occupations (International Labor Organization 2020b; Matli, 2020, pp. 1238-1239). Remote work can bring many opportunities as well as burdens for the employees who experience this working model. For example, remote workers may experience the pressure of being under strict surveillance and monitoring through the intense utilization of ICTs, or they may tend to work overtime because of the blurring boundaries between work and non-work life, both of which can make them demotivated and stressful (Cijan et al., 2019, p. 3; Jones, 2010, p. 170). Apart from these, being socially isolated from the physical working environment and colleagues may lead workers to feel lonely (Oz & Crooks, 2020, p. 2). Woodcock (2016) has pointed out that the notion of exploitation has also been transformed from psychical exploitation to mental exploitation with the transition to remote work (p. 55). Such circumstances experienced by the workers led the researchers to discuss the impacts of remote work, mostly from a work-life balance perspective.

Work-life balance can be described as the management of work obligations and personal or family-related responsibilities in an equilibrium way (Lockwood, 2003, p. 3). There is a variety of opinions regarding the impact of technology on work-life balance (Cijan et al., 2019, p. 6). On the one hand, technological advancements allow employees to work in a more flexible way, which can create more self-control in the managing their work life and non-work life. The control over working hours has been pointed out as one of the most significant aspects of balancing work and life (Maruyama et al., 2009, p. 85). Those who have self-control in determining their working hours are more likely to achieve work-life balance. On the other hand, this flexibility can result in increasing working hours, some of which have moved to

home, out of the office, and blurring boundaries of working life and social life. Home has always been considered as a private place where individuals could recover themselves from the work-related issues (Grant et al., 2013, p. 530). However, the home has become a semi-public place in which work and home activities are combined together during the Covid-19 pandemic period (Barbarosoğlu & Şişman, 2020, p. 35).

Work-life balance is a crucial issue in adaptation to remote work because the future of work is estimated to be in demand at very high levels. To be more precise, the working structure is estimated to change from 9:00-17:00 to 24/7, which may make it even more difficult to find the balance between working life and non-working life (Hardill & Green, 2003, p. 215).

The change in the working hours will probably require self-management and organization competencies both at work and in social life (Prifti et al., 2017, p. 53). In fact, there are new skills and competencies in demand in the changing nature of work (Freddi, 2018, p. 402). Some of these skills are related to the work directly, while others are defined as social skills which can contribute to both social life and work life. Future of Jobs 2020 Report has revealed different skill groups that have gained importance in the new nature of work (World Economic Forum, 2020). Some of these skill groups can reflect to the adaptation to remote work. For example, self-management, management and communication of activities, leadership and social influence, resilience, stress tolerance, flexibility, emotional intelligence, persuasion, and technology use and development could be involved in the required social skills of the remote workers (World Economic Forum, 2020, p. 36). In addition, social skills such as collaboration, negotiation, teamwork, time management, team leadership, and critical thinking have also become more significant in the new working context (Prifti et al., 2017, p. 53; Shamim et al., 2016, p. 5311). In that sense, reskilling or upskilling necessity has become more visible within remote work.

Remote work as a new way of working has required new types of resilience, one of which is related to employee physical and mental health (World Economic Forum, 2020, p. 16). The well-being of employees is a significant aspect of remote work, and it is found that remote workers are linked with lower levels of well-being (Grant et al., 2013, p. 530). The reason for this link is explained through physiological health disorders which may stem from sitting in front of a digital device for long hours without sufficient breaks while working remotely (Sang et al., 2010, as cited in Grant et al., 2013, p. 530).

Together with the physiological health problems, the psychological impacts of remote work on well-being have also been argued by scholars (Cijan et al., 2019; Derks & Bakker, 2014, p. 415; Grant et al., 2013, p. 530; Kossek et al., 2006, p. 363). It is pointed out that if the workload, work stress, and the feeling of loneliness increase, then blood pressure would also increase among remote workers when compared to those working in the office (Grant et al., 2013, p. 530). Similarly, a lack of control over working hours during remote work can also lead to increasing stress levels and eventually increasing blood pressure (Jääskeläinen, 2015, as cited in Cijan et al., 2019 p. 6). Furthermore, one study shows that since remote workers stay connected to work through technological devices even when it is not working time, they may not find sufficient time to mentally recover themselves from work-related issues, which will eventually lead to lower levels of well-being (Derks & Bakker, 2014, p. 415). Lastly, another study states that females who work remotely suffer from depression less than male remote workers and employees working in the office. The motive behind this is the fact that remote work provides increasing flexibility, autonomy and well-being to females more than males. (Kossek et al., 2006, p. 363).

The increased workload is also found to be influential on adaptation to remote work (Bell, 2012, p. 6). Accordingly, an appropriate amount of workload can enable remote workers balancing work and social life in a better way. Furthermore, Bell (2012) discussed that employee health, productivity, and level of commitment are negatively affected by increased workload and overwork.

Job satisfaction is another influential factor in the adaptation to remote work. Job satisfaction is defined as the feelings and perceptions of an employee towards her/his job, working conditions, wage, status at work, relationship with co-workers, behavior of employers, supervision by employers, and so on (Cijan et al., 2019, p. 5). Employees with higher levels of job satisfaction are the ones who develop positive perceptions regarding their jobs. It is found that there is a higher level of job satisfaction among remote workers when compared to those working in the office (Madsen, 2011). This finding can be associated with lower levels of stress, and flexibility of and control over working hours (Grant et al., 2013, p. 528). On the other hand, job satisfaction may decrease among remote workers because of the demolished boundaries between work and home, which could end in inadequate leisure time to relax and recover (Allvin et al., 2011).

Apart from the factors mentioned above, the establishment or maintenance of a sense of community, active collaboration, and effective communication among the whole workforce can actually make a significant difference in terms of increasing commitment to work and adaptation to the new working arrangements (World Economic Forum, 2020, p. 18). To be more precise, companies that have already established a sense of community, collaboration, and communication are one step ahead regarding commitment and adaptation than the companies that have not established those.

Face-to-face communications have been replaced with virtualized communications through online applications (i.e., Microsoft Teams, Zoom) in remote work (Oz & Crooks, 2020, p. 2). When face-to-face communication and mediated communication are compared, the former is found to offer more opportunities than the latter. It is stated that sharing a mutual space, in which effective communication is sustained, social relationships are improved, and more information exchange is practiced, is one of the greatest advantages of face-to-face meetings (Oz & Crooks, 2020, p. 7). Shortly, face-to-face meetings provide better communication than virtual ones, which may cause a lower level of work commitment due to inadequate collaboration and communication opportunities. Therefore, informing and including workers in organizational activities can be a good practice for creating a community among the employees (Jones, 2010, p. 171). Providing sufficient opportunities for remote workers to have face-to-face social interaction by counting them in company events is also a helpful way of increasing work commitment and developing a sense of community. Eventually, this could lead to a higher possibility of successful adaptation to remote work.

Other than that, long virtual meetings are found to be one of the biggest obstacles that are stated by remote workers. Instead of long virtual meetings, remote workers prefer face-to-face long meetings or short virtual meetings (Oz & Crooks, 2020, p. 3). Therefore, having long meetings can decrease the level of work commitment while preventing adaptation.

As a positive impact, it is found that communication through chat messages or other online applications is less disruptive in comparison with face-to-face communication (Oz & Crooks, 2020, p. 3). The reason behind this finding derives from the fact that the receiver-side of the message has control over the communication. The receiver can decide the time to respond to messages because s/he can determine the urgency of current issues from the messages. This determination mechanism in messaging does not exist in face-to-face communication; therefore, messaging provides the recipient with a sense of comfort and control over the

situation. The comfort and control over work-related issues are regarded as affecting positively the adaptation process.

It is stated earlier that the degree of freedom and control, which is also known as the autonomy, of remote workers on their work, is influential on the adaptation to remote work. Just as with work-life balance, there are different opinions regarding job autonomy and technology, too. Some state that technological improvements have led to an increasing job autonomy among employees, while others mention that job autonomy has decreased and been controlled by managers via information and communication technologies (Cijan et al., 2019, p. 7). Nevertheless, studies show that as the feeling of autonomy increases, remote workers feel motivated because of the freedom and flexibility that they have over their work (Jones, 2010, p. 169). Under these circumstances, one can expect that feeling of autonomy is directly proportional to the successful adaptation to remote work.

Studies point out that supervisor support has a positive impact on the job satisfaction of those working remotely (Oz & Crooks, 2020, p. 3). Effective and frequent communication with managers can decrease the negative outcomes of remote work on employees. The leadership and management styles of managers are noteworthy aspects because their styles can shape the commitment to the company, job satisfaction of remote workers, and their adaptation processes (Shamim et al., 2016, p. 5312). To ensure a better adaptation to remote work, managers are recommended to introduce expectations and goals to remote workers explicitly, monitor remote worker performances frequently based on feedback and evaluation processes, ensure a trustworthy environment, develop a strong communication link, and enable coaching, mentoring, and development to remote workers (Bell, 2012, p. 6; Jones, 2010, p. 170). Mentoring by managers or supervisors, especially for newly hired employees, is found to be an essential factor within this context of remote work (Shamim et al., 2016, p. 5312).

As it can be understood from the studies mentioned above, there are many influential factors that shape the remote work experience of employees. However, not all individuals can suit this new working type in the same way due to varying social and corporate characteristics. These characteristics include but are not limited to autonomy on work-related issues such as working hours and workload, job satisfaction, well-being, and relationship with colleagues and senior managers. In this regard, it is important to note that adaptation to remote work can be dependent not only on the variables mentioned above but also on the socio-demographic characteristics such as age, gender, marital status, and number of children of the individuals.

In her research about the impacts of remote working on working mothers, Karaca (2019) discussed that women face more difficulties and conflicts while trying to manage their professional and private lives when compared to men (p. 21). The intersectionality of certain factors, such as being married and being a parent, can be influential on the way women and men experience remote work is also elaborated by some scholars (Karaca, 2019, pp. 23-26; Kıcıır, 2015, pp. 33-34). The reasons behind this difference that stems from these socio-demographic characteristics are argued with an emphasis on the traditional gender-based division of labor. Until the neoliberalist era, the female representation in the labor market was really low. With neoliberalism, women started working; however, their roles at home did not leave them at all. They were responsible for performing their occupation while fulfilling their duties deriving from the gender-based division of labor at home at the same time (Doble & Supriya, 2010).

Apart from gender, marital status, and number of children, studies find out a generational variance among workers in terms of adaptation to remote work (Favero & Heath, 2012, p. 337). Accordingly, younger remote workers may experience lower rates of work-life balance than the elderly. This means that younger individuals who are at the beginning of their career experience more difficulties when trying to balance their work life and non-work life, which may affect their adaptation process to remote work in a negative way.

2.4.1. Impacts of Covid-19 Pandemic on Transition to Remote Work

The Covid-19 pandemic has changed and reshaped various social institutions, including economy, education, work, and so on. Through the unintended consequences of the pandemic in 2020, the majority of white-collar employees started working remotely in Türkiye. For that time, remote working was not an option for many of white-collar; rather, it was a necessity for ensuring health and safety. A report published by Owl Labs and Global Workplace Analytics (2020) emphasizes that the shift to remote work during the pandemic period might have been the biggest transition in remote work to date. That is to say, no sector or organization in the world had not faced with making their workforce work remotely in these large quantities before.

The employees had to perform their occupations by working from home without any in-person face-to-face interaction with their colleagues, which was not a familiar practice for many of them since they had not experienced working from home before. Suddenly, face-to-face work meetings have turned into online interactions through virtual conference platforms such as

Zoom, Skype, and Teams (Oz & Crooks, 2020, p. 2). The lack of social interaction and physical mobility resulted in potential mental health and well-being obstacles.

Increase in the workload and working hours, as well as difficulties in managing time and work-life balance, have been also influential in the embracing remote work practices (Matli, 2020; Owl Labs & Global Workplace Analytics, 2020; Richter, 2020). Furthermore, these studies show that employees faced digital difficulties due to insufficient technological infrastructure at their homes. All these conditions affected workers and their performance in terms of productivity in a negative way when adopting the new form of working. However, the challenges that remote workers confronted were not limited to adaptation to remote work. There are a number of studies in the literature showing that some employees had to bear the burden of taking care of their dependents at home (i.e., children, elderly, and disabled family members) while working at the same time (World Economic Forum, 2020, p. 16). Many public areas institutions such as schools, nurseries, universities, restaurants, and cafes were locked down as a result of the pandemic (Al-Habaibeh et al., 2021). This closure led to the boundaries between work life and family life blur during the pandemic period.

The findings of the report published by Klowden and Lim (2021) highlighted that there has been an increase in terms of productivity and satisfaction. However, the workload has also increased together with these factors. Lower social interaction with colleagues as a result of the shift to remote work is another finding of the report. The level of surveillance within the nature of work has increased in line with remote work. When compared to the employees with children, those that do not have children were working more productively. (Klowden & Lim, 2021). Apart from that, the same research also points out that there is a difference between women and men in terms of working hours and workload. Women are found to be working longer hours while men have more workload. The research findings conclude that there has been a net increase in remote work preference and work-life flexibility. However, respondents also mention the lack of social interaction when compared to working in the office.

Previous studies on remote work practices that had been initialized before Covid-19 point out that working from home is a good way of working since it brings benefits in terms of not only employee well-being and performance but also positive outcomes at the organizational level, such as undisrupted productivity and continuation of works (Green et al., 2020, p. 5). However, societies have experienced remote work very sudden and without any preparedness in times of disastrous events or crises. Company infrastructures may not be ready for such a

transition due to a lack of organizational and managerial arrangements as well as technological preparedness. Still, if it is approached and managed sufficiently, remote work is estimated to be more widespread and a new way of “business as usual” for some sectors.

2.4.2. Türkiye Context and Transition to Remote Work

As specified in the 11th Development Plan of Türkiye that covers the years between 2018 and 2023, digitalization through industrial and technological developments has led to a transition in many sectors, the nature of work and occupations (Turkish Presidency of Strategy and Budget, 2019). Such transition would bring a variety of changes with itself, such as communication types in the team works, management of the projects, and flexible and remote working. In this regard, the Plan commits to organizing upskilling trainings and awareness-raising activities as well as conducting studies to measure the effects of digitalization on the nature of work and occupations.

Of these changes introduced through digitalization, remote work had not been experienced by the workforce in Türkiye until recent years. With the dramatic entrance of the Covid-19 pandemic into life, the Turkish Government had to implement many preventive measures to reduce the spread of the virus. One of these measures was enabling the applicable occupation groups to work from their homes to the possible extent.

Transition to working from home in Türkiye also happened very rapidly without any legislative regulations in the national context until 2021. On 10 March 2021, a regulation was published on the Turkish Official Gazette regarding remote workers and their employers (Turkish Presidency Administrative Affairs – General Directorate of Law and Legislation, 2021). Accordingly, the details of the remote work terms and conditions are to be determined by the agreement between the employer and the remote worker. Other than the Item 12 that concerns occupational health and safety of the employee, the regulation does not include any requirement to commit by the employer. Rather, the regulation gives the responsibility of determining the terms and conditions of working to the employers. The fact that there is no clear description of terms and conditions may create an exploitation risk for remote workers due to certain factors, which were identified through the studies on remote working (Barbarosoğlu & Şişman, 2020; Cijan et al., 2019; Derks and Bakker, 2014; Grant et al., 2013; Hardill & Green, 2003; Jones, 2010; Kossek et al., 2006; Maruyama et al., 2009; Oz & Crooks, 2020; Prifti et al., 2017; Shamim et al., 2016). These factors include difficulties in determining boundaries between work and non-work life, the feeling of being socially isolated, losing the

feeling of autonomy over the work due to strict control of the employer, irregular working hours, and overtime working.

The number of remote workers in Türkiye cannot be accurately calculated since there is not any legal requirement to report whether the employees in a workplace work remotely or not. According to the most recent and accurate data that could be accessed, which is May 2021, the number of remote workers constitutes of the 3% of all the workforce in Türkiye (“Eurostat verileri: Türkiye’de evden çalışma oranı yüzde 3”, 2021). Other than that, Eurostat Regional Yearbook Report for 2022 only states that the number of employees working from home have increased in the European region, which also covers Türkiye, since the beginning of the Covid-19 pandemic restrictions. The report also provides an insight into the proportion of remote workers in all European region. Accordingly, 13.5% of all the workforce in the European region has been working remotely as of 2021. The rate increases in the western and northern European countries whereas it shows a less than 5% representation in other countries located in the east and south. In this regard, it is assumed that Türkiye is among the countries where remote workers constitute less than 5% of all the workforce in Türkiye.

As a response to the impacts of Covid-19 on the working life such as increased job insecurity, union organizations have undertaken important duties in terms of showing a collective reflex to protect labor rights (Firouzi-Naeim & Rahimzadeh, 2020). Unionization, which had changed the employee-worker relations in the Fordist era as mentioned previously, has started increasing among many sectors in Türkiye (Gökçe, 2021). In terms of remote working, International Labor Organization (2020b) emphasizes the significant role of union organization to provide roadmaps, methods, solutions, and coping mechanisms against the problems experienced and/or estimated to be experienced by the remote workers.

In 2021, the Ministry of Family, Labor, and Social Services published a guide for remote workers, named “Guide of Remote Working During the Covid-19 Period”. The guide mainly covers the definition of remote work, its advantages and disadvantages, recommendations to reduce the impacts of disadvantages, measures related to ergonomic posture when working, and requirements of working in a safe environment. In this regard, an awareness was tried to be raised among workers regarding the way they could get adapted to remote work.

Although remote working has not been a very common phenomenon in Türkiye, the changing conditions (i.e., digital transformation at work) as well as unprecedented global crises (i.e., the Covid-19 pandemic) accelerated the transition to this flexibility.

2.4.3. General Trends in Turkish Banking Sector from the Remote Work Perspective

Every sector shows some differences in terms of their way of experiencing the developments brought by technology. Similarly, technological developments may not create the same flexibility in terms of time and space for workers in different sectors. Even there are differences among workers who are in the same sector. Therefore, the necessity to limit the research on a specific sector with a specific type of workers has occurred in this research.

The Future of Jobs 2020 Report specifies that the finance sector is one of the sectors that have a larger share of employees who work remotely (World Economic Forum, 2020, p. 16). The same report points out the great increase in the online white-collar workforce. Under these circumstances, the study has focused on the white-collar remote workers in the banking sector in Türkiye.

Studies show that there are differences regarding the work-life balance depending on the sector (Gür, 2016; Öztan & Doğan, 2015; Topgül, 2016). A study conducted to analyse the work-life balance of white-collar workers in the automotive sector points out that male workers face more difficulties in balancing their work and life when compared to female workers (Gür, 2016, p. 56). On the other hand, there are also studies showing that female workers in certain sectors, such as academy and banking sector, find it more difficult to maintain a balance between work and life (Topgül, 2016, p. 226; Öztan and Doğan, 2015, p. 209).

Similar to work-life balance, unionization practices show a variety among different sectors (Gökçe, 2021; Yolvermez, 2022). Accordingly, the tendency to be unionized has increased among the workers of automotive, food and tobacco sectors whereas it decreased among the workers of banking sector (Altay 2020; Gökçe, 2021). In fact, the unionization rate decreased up to 34% in 2022, which was around 93% in 2009 (Yıldız, 2022).

Considering these differences among sectors, the necessity of focusing on one specific sector is evident in order to interpret the practices on work-life balance as well as adaptation to remote work more accurately.

Studies conducted on the financial industry pointed out that structural changes within the banking sector strictly depend on technological innovation (Casolaro & Gobbi, 2007, p. 70). The banking sector is one of the leading sectors where digitalization is experienced in Türkiye (Bakırtaş & Ustaömer, 2019, p. 22). As already stated, it is a pioneering service sector that

enables researchers to investigate the impacts of technology on the sector. In the global context, it has experienced certain changes with the introduction of neoliberalism and through technology since the 1980s (Pirainen, 2017).

In the following years, mobile banking has come forth and has been positively influential on the economic development of banks (Anyasi & Otubu, 2009). A report published by the Banks Association of Türkiye (Türkiye Bankalar Birliği) in 2022 states that infrastructural developments in the Internet and the widespread utilization of the means of ICTs created a great opportunity to deliver financial services through digital channels. In line with this opportunity, Turkish banks developed digital strategies for both their workforce and users.

Such changes resulted in significant impacts on the way of working of white-collar employees that work in banks (Dangolani, 2011; Nikolaidou et al., 2001). Banking sector has been one of the sectors experiencing remote working in Türkiye during the Covid-19 pandemic. In recent years, these employees have been experiencing the impacts of working remotely with the impacts of the Covid-19 pandemic as well as advanced technology in the finance industry (World Economic Forum, 2020, p. 16).

3. CONCEPTUAL AND THEORETICAL FRAMEWORK

This chapter provides detailed information about the conceptual and theoretical basis of the research under two subsections. The first section describes and discusses the conceptual framework by referring to the concept of “alienation” together with the existing arguments on the literature. In the second section, theoretical discussions are elaborated from the perspective of symbolic interactionism, feminism, and “risk society” with regards to the research question.

3.1. Conceptual Framework

Many arguments have been developed in social sciences regarding the issues that affect the labor practices, experiences, and relations. Within these arguments, the particular impacts of contextual conditions have been evaluated. After the Industrial Revolution, workers suffered from extensively bad working conditions such as long working hours and loud working environments (Kranzberg & Hannan, 2021). In that context, exploitation and turnover came into existence among the workforce at the factories. Following such circumstances, scientific management method and moving assembly line type of production were applied in the workplaces. As the technology occupied a wider place in the industry, the impacts of it on the labor experiences gained more and more significance among scholars. The concept of alienation is also one of the conceptual approaches examined and discussed in sociology.

The term “alienation” is a sense of detachment or estrangement from oneself, others, and the objects (Marx, 1986). In the context of social sciences, it is mostly approached as a personal experience in which people lose their control over their own work, the products they produce and the production process. Individuals that experience the alienation are dominated and controlled by the works or products that they create. Eventually, they become alienated from themselves and the society (Holloway, 2010, pp. 43-45; Marx, 1986).

The concept of alienation was first elaborated by Hegel in the beginning of the 19th century (Doğan, 2008). For Hegel, alienation is a process of individuals’ discovering their mind or spirit through an internal experience independently from external factors (Doğan, 2008, p. 39). However, Marx criticized the approach of Hegel since it does not quite fit the modern usage of the alienation concept (Doğan, 2008, p. 11). Firstly, Marx approached the concept from a capitalist point of view by focusing on only the labor practices rather than all individuals. Moreover, Marx sees it as a negative phenomenon and a result of conflicts while Hegel evaluates alienation process in a positive way (Doğan, 2008, p. 11). In addition to this

difference, Marx discussed the alienation as a concept which is affected from both external and internal factors. Alienated workers do not have the feeling of control, creativity, satisfaction, and autonomy over their work (Fulcher & Scott, 2011, p. 28). The loss of such feelings reflects other aspects of social life. In this context, autonomy and control are the mutual key concepts of this research and Marx's assessment of the concept of alienation.

Marx estimated that the extensive division of labor brought by the technology make the workers alienated in many ways (Bozkurt, 2014, p. 195). In fact, there are four dimensions of alienation for Marx: (i) alienation from the product, (ii) alienation from the process, (iii) alienation from the human being, and (iv) alienation from others/society (Holloway, 2010, pp. 43-45; Marx, 1986). The more the worker is estranged from the product, the more likely that s/he experiences other three dimensions.

Following Hegel and Marx, sociological theorists have had varying approaches to this concept throughout the years. Merton (1968) and Blauner (1964) agreed with Marx in his approach regarding the way technology leads to alienation of workers. Similar to Marx, Merton argued that the division of labor into smaller parts with developments in production technologies is one of the main sources of alienation (Sunar, 2018, p. 166). Blauner, on the other hand, supported Marxist approach in terms of the relation between technology and alienation. There are also similarities between Marx and Blauner with regards to the definition of alienation. Alienation is affected by both subjective and objective circumstances that the worker experience at work (Blauner, 1964, p. 15).

However, he brought a new aspect to these discussions. In his book named *Alienation and Freedom* published in 1964, he emphasized that type of the technology adopted or implemented in a specific sector determines the level of the alienation (Parlak, 2016, p. 67). In other words, technological advancements across different sectors affect the level and type of alienation that the workers experience. Based on this assumption, Blauner defined four dimensions of alienation shaped by technology, which are explained below (Blauner, 1964, pp. 16-34):

- **Powerlessness:** The term refers to the feeling of the loss of control over work as a result of the manipulation of other persons or systems (i.e., technology).
- **Meaninglessness:** It occurs when an individual experiences the lack of understanding about her/his roles within a community or an organization and lack of sense of purpose in delivering her/his tasks in a functional way.

- **Social alienation/isolation:** When an individual cannot identify herself/himself as a member of the community or organization, s/he feels excluded rather than the feeling of belonging to the community or organization.
- **Self-estrangement:** The self-esteem of a self-estranged individual becomes damaged, and s/he feels the lack of involvement together with fulfillment at work.

Although Blauner focused on the blue-collar workers in his research on alienation, some aspects of his statements can be applicable to the remote workers in this research, who are employed as the white-collar workforce in banking sector in Türkiye and have practiced remote work during the Covid-19 pandemic period. Mehta (2022) embraced a similar approach in his study that he investigated the relationship between work from home isolation throughout the pandemic, loss of task identity and job insecurity of remote workers in the ICT sector in India from the alienation point of view. There are also other studies that examined the relationship between job satisfaction, utilization of ICTs, job insecurity, Covid-19 pandemic, and alienation (Doberstein & Charbonneau, 2022; Kakkar et al., 2022; Kozhina & Vinokurov, 2020).

Remote work might cause changes in the sense of freedom and autonomy of the remote workers on work-related practices such as working hours, work schedules and the workload (Cijan et al., 2019, pp. 6-7; Jones, 2010, p. 169; Maruyama et al., 2009, p. 85; Matli, 2020; Owl Labs & Global Workplace Analytics, 2020; Richter, 2020). In such case, remote workers may experience alienation and particularly feel powerless.

Other than these, due to the physical isolation from colleagues and the traditional workplace environment -namely the office-, some studies found that employees might feel alienated when practicing remote work (Oz & Crooks, 2020, p. 2). Being away from co-workers without in-person contacts and shared physical space, might result in feeling of loneliness and less social support as well as interaction with colleagues (Grant et al., 2013, p. 530). Research conducted by Klowden and Lim (2021) found that the social interaction levels of remote workers with their colleagues decreased as a result of the shift to remote work. The research also pointed out that the level of surveillance within the nature of work has increased in line with remote work when compared to working in the office. Such findings can be evaluated from the perspective of alienation since it affects the perceptions, approaches, and feelings of remote workers. Remote workers suffering from loneliness together with the lack of social support and social interaction might feel socially alienated or isolated.

Also, remote workers who are employed in the companies that did not build a sense of community may face difficulties in establishing commitment to their work (Jones, 2010, p. 171; World Economic Forum, 2020, p. 18). Eventually, this might be a leading indicator for remote workers experiencing alienation. In addition to the sense of community in the companies, supervisor support can affect the alienation practice of the remote workers. As stated earlier, communicating with managers on a regularly basis can decrease the likelihood of adverse impacts of remote work on employees, one of which might be alienation (Oz & Crooks, 2020, p. 3).

When all these aspects are taken into account together with Blauner's approach, it is possible to state that remote workers are likely to experience alienation, with a stronger possibility of experiencing powerlessness and social isolation dimensions.

3.2. Theoretical Framework

The research desires to receive interpretations from both work and non-work daily life practices of the remote workers. In this context, the research is approached from a sociological theory in which the personal daily life experiences are examined. Symbolic interactionism has emerged as a critique of sociological theories that focus on societies as a whole and disregard the individual behavior such as functionalism (Blumer, 1986). For symbolic interactionists, the main focus should be on the actions, attitude and behavior of individuals and their interaction as well as communication with others (Blumer, 1986). In this regard, symbolic interactionism puts more emphasis on the subjective meaning rather than the objective structure within the society (Carter & Fuller, 2015).

This research examines the way remote workers perceive and interpret the sudden shift to remote work during pandemic period. Through the examination of perceptions, factors that affect the adaptation to remote work process are determined. In this regard, the research established certain themes based on the meanings and symbols that are connected to remote work such as the working environment at home, virtual communication tools utilized for work, and being physically distant from colleagues. Additionally, social interaction and relationship of remote workers with their colleagues, families, and friends are examined in order to investigate the way the remote workers re-build, establish or sustain their social ties with these individuals. At the final stage, the research identifies the way these symbols affect the adaptation process of the workers to remote work.

A workplace is a social unit where workers come together under a corporate and collective values and goals. Being present at the office at a certain period of time has been defined as the business as usual (Hardill & Green, 2003, p. 215). However, remote work has separated the workers from their workplaces. Instead, remote workers started working from home alone, with their families or friends.

Individuals' attaching value to the place where they work is related to the meaning as well as the expressions of that workplace for the individual (Solak, 2017, p. 20). Through the value and meaning, individuals can build a sense of comfort within that particular place together with the sense of belonging (Sancar & Severcan, 2010, p. 298, as cited in Solak, 2017, p. 21). Yet, this new practice that the remote workers experience makes them away from their colleagues and necessitate them to perform a mediated communication with their colleagues from their homes via digital tools and applications. Eventually, the meaning of both home and office changes for remote workers.

Considering all these, it is possible to say that the value and meaning attributed by the remote workers to the practice of working from home as their new office rather than their usual workplace and using virtual communication tools in order to work collaboratively with colleagues who are physically isolated from them can be a significant outcome in examining these remote workers' adaptation to remote work.

In addition to the symbolic interactionism, feminist theories should also be considered when analyzing the adaptation to remote work. Feminist theories put emphasis on inequalities deriving from the relationship between gender norms, power dynamics, and social structures. The objective is to achieve and ensure gender equality by questioning gender stereotypes causing discrimination and conflicts. Traditional gender-based division of labor is one of the leading indicators that affect inequalities.

Feminist theories show a variety among themselves depending on their approach towards describing the reasons of gender inequality and solutions to ensure gender equality. It is important to note that two feminist theories, namely radical feminism and Marxist feminism, are more likely to be interlinked with this research that interprets the impact of remote work practice on gender equality. These theories are highlighted below with a brief description and their relationship with the remote work practice.

The arguments of the radical feminists rely on the criticism of patriarchy that hinders gender equality. Accordingly, patriarchy creates an unequal environment in both public (i.e., labor market) and private (home) spheres of social life, where women are subordinated by men (Jóhannsdóttir, 2009, p. 2). One of the results of the patriarchy is the fact that women's unpaid labor at home such as cleaning, cooking, and taking care of children attributed to the women as a result of traditional gender roles becomes and remains invisible. Therefore, radical feminism aims at eliminating male dominance and traditional gender roles within the society. Similar to the radical feminism, Marxist feminism supports the ideology that emphasizes women's unpaid labor at home should be visible and in fact have an economic value (Darling et al., 2023, p. 6; Murtola & Vallelly, 2023, p. 1). For Marxist feminists, this is the only way to achieve gender equality.

Apart from the unpaid labor at home, both theories believe that women also face discrimination at work (Darling et al., 2023; Murtola & Vallelly, 2023). As stated in Chapter 2, Industry 1.0 led women to be employed in the factories together with men (Burnette, 2008). Hence, for the first time, women found an opportunity to take place in the labor market where their labor had a tangible and monetary meaning unlike the invisible labor of domestic duties such as cleaning, cooking, and taking care of children. However, women experienced a double-burden due to their commitments deriving from the traditional gender-based division of labor at home and their paid labor efforts at work (Wimbauer, 2012, as cited in Warmuth & Glockentöger, 2018, p. 77). They were confronting more obstacles in balancing their work and home lives when compared to male workers, who have been always regarded as the main breadwinner of the family (Warmuth, & Glockentöger, 2018, p. 72).

Throughout the industrial developments, female workers have continued to face difficulties depending on the contextual conditions. On the other hand, flexible working arrangements increased the rate of women that participate in the labor market (Kocacık & Gökkaya, 2005, p. 199). When the remote work practice was introduced, remote workers started performing both work and home duties at home in an intertwined way (Barbarosoğlu & Şişman, 2020, p. 35). In this context, the home turned into a semi-public space from a private one (Grant et al., 2013, p. 530). The blurring boundaries of work-related roles and home-related roles affect the gender-based interactions within the family (Warmuth, & Glockentöger, 2018, p. 77). Some studies pointed out the difficulties that remote female workers face when trying to find a balance between work and private life due to childcaring and other domestic responsibilities (Johnson et al., 2007, p. 157; Rudnicka et al., 2020).

Moreover, the lack of balance between family and work is found to be one of the significant driving sources of stress among workers (Bulgurcu-Gürel, 2016; Efeoğlu & Özgen, 2007). When the gender aspect is included in these studies, it is seen that women experience higher rates of stress due to more conflicts between family and work relations whereas men can develop a better harmony between work and family (Ammons, 2013). Such stress and conflict of female workers derive from certain domestic responsibilities that are traditionally attributed to women such as taking care of children and home-related duties. Stress is one of the leading indicators that may affect the adaptation process of remote workers (Cijan et al., 2019; Grant et al., 2013; Jones, 2010). In fact, Ammons (2013) found that stress not only affects the family relations but also creates a pressure on women. Accordingly, women feel that they need to prove their colleagues that they are working well to fulfill their work-related responsibilities when working from home.

Covid-19 pandemic brought another discussion to women's remote work experiences from feminist perspective. Toran et al. (2021) found in their study that parents faced conflicts in relations with their children while working at home and they had to re-adjust their programs and daily routines for their children during the lockdown (p. 21). The study also points out the fact that some mothers could not focus on their work properly since they had to take care of their children, who used to be taken care by grandmothers or babysitters (p. 31). Since the lockdowns hindered the outsourcing certain domestic services such as babysitting or cleaning the house, all home-related duties were left to the household members, mainly women due to the traditional gender-based division of labor. This resulted in negative social behaviors at home (i.e., being stressful and aggressive, feeling alone, having anxiety, shouting at each other), which may have reflected to the working practice as well (Toran et al., 2021, pp. 33-34).

On the contrary, there are also studies emphasizing the fact that remote work can offer women who take on childcare and other family responsibilities the opportunity to balance work and home life (Karaca, 2019, p. 124; Toktaş, 2020, p. 51). Even, female remote workers who are also mothers are found to be enjoying working from home since they can spend more time with their children (Toran et al., 2021, p. 26).

Remote work can result in the reconstruction of the roles and responsibility distribution within the families (Arntz et al., 2020). Accordingly, domestic duties such as cleaning, cooking, and caregiving can be more equally distributed among male and female members of the families in a dissociated way of traditional gender roles. Günay and Torgalöz (2020) estimated in their

study that the labor force participation rate of women may increase if remote work becomes a more common way of working (p. 407).



4. METHODOLOGY

In this chapter of the thesis, the design of the methodological approach of the research is explained. The statements about the methodological design are followed by a detailed description of the research population, data collection methods, and process, participants that have taken part in the research, and analysis of the collected data.

4.1. Methodological Approach

Transitions in the nature of work through global crises affect several social dimensions. To be able to cover those dimensions in a comprehensive way, adopting mixed methods is considered to be more useful for this research. Mixed methods can be basically defined as the combination of quantitative and qualitative methods in research (Azorin & Cameron, 2010, p. 95). Compared to other methodological approaches, mixed methods can provide a broader perspective for the research question.

For the studies on sociology and social psychology, existing arguments on the literature emphasize that application of mixed methods is more useful than adopting a monomethod (Brannen, 2017; Creswell, 2014; Pluye & Hong, 2014; Small, 2011). The reason behind this emphasis is explained by Creswell (2014) through the comparison of quantitative and qualitative methods separately. Accordingly, quantitative methods can only provide numerical data which can feed the research in terms of showing intergroup differences and similarities. However, it cannot provide detailed information about the life experiences of the participants in line with the research question. On the other hand, qualitative methods create the research data in text form and may cause a lack of descriptive strength in addressing the research question. Small (2011) discusses that mixed methods can be beneficial in either confirming or complementing the data that were collected through one of the monomethod (i.e., quantitative or qualitative method) with the data gathered through another method (pp. 63-66). By using only one of these methods in social science studies like this research, it might be more difficult to reach a more comprehensive understanding and a clearer conclusion about the research question.

Creswell (1999) comes up with a systematic approach to determine whether the usage of mixed methods would be useful in a study or not. Accordingly, a researcher in social sciences is recommended to consider the following steps:

- Identifying whether mixed methods approach needs to be used in the research or not,

- Determining the feasibility of adopting mixed methods in the research,
- Listing both qualitative and quantitative research questions,
- Reviewing and deciding the best types of data collection for the research,
- Assessment of the implementation strategy for each method,
- Establishing a visual model for the data collection process,
- Identification of the way the collected data will be analyzed,
- Assessment of the criteria for evaluating the study, and
- Development of a plan for the study.

Apart from its advantageous side, adopting mixed methods is also discussed with its disadvantages such as requirement to save more time for the research and facing the difficulty of fitting page and word limitations when writing an essay. However, a few of the disadvantages are relevant to this research.

Data collection process is determined as explanatory sequential mixed methods research design, which begins with quantitative data collection at the first stage and continues with qualitative data collection (Toraman, 2021, p. 17). Explanatory sequential research design allows researchers to utilize the purposeful sampling characteristic during the qualitative data collection phase instead of random sampling (Draucker et al., 2020, 1139). By this way, the sample of qualitative data collection process could be selected from those who were estimated to provide more insights for the research questions based on the preliminary findings of the survey and who voluntarily chose to take part in the second step of the research after the survey.

The rationale for adopting the mixed methods for this research can be explained with the above-mentioned perspectives. The steps defined above were tried to be followed throughout the research process. The details about the path followed are as follows:

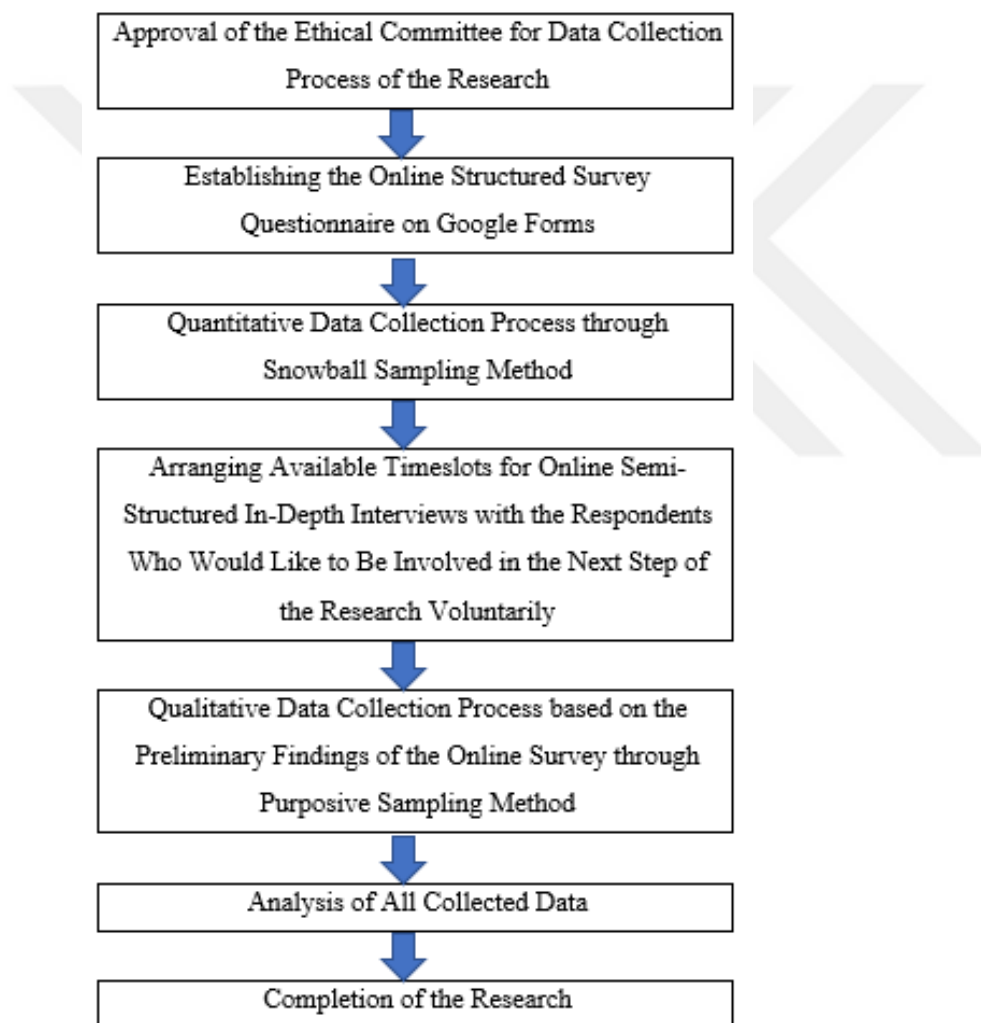
- **Identifying whether mixed methods approach needs to be used in the research or not:** In order to decide whether mixed methods approach is needed for this research, existing literature on similar sociological subjects was reviewed at the beginning of the research process. As stated previously, it was interpreted that monomethod studies remained limited in terms of covering the research question in a complete way (Brannen, 2017; Creswell, 2014; Pluye & Hong, 2014; Small, 2011). Therefore, the decision was to adopt mixed methods to be able to provide information to the research through the combination of personal experiences and statistical data.

- **Determining the feasibility of adopting mixed methods in the research:** Considering the timeline of the research period, it was seen that adopting mixed methods would not create a burden on the research. Similarly, other disadvantages of mixed methods that may negatively affect the feasibility of the research were taken into account, and it was concluded that there would not be any reverse impact on the feasibility.
- **Listing both qualitative and quantitative research questions:** The questionnaires and argument subjects of similar studies on the literature were reviewed (Bell, 2012; Bloom et al., 2015; Cijan et al., 2019; Grant et al., 2013; Hardill & Green, 2003; Jones, 2010; Karaca, 2019; Kıcıır, 2015; Oz & Crooks, 2020). Based on the review outcomes, a comprehensive question list was prepared to utilize during both qualitative and quantitative data collection processes of the research. The list was shortened by a selection of the relevant questions for each data collection method in line with the research questions and variables of the research.
- **Reviewing and deciding the best types of data collection for the research:** The best types of data collection were also reviewed when preparing the question list based on the questionnaires of similar studies on existing literature. Accordingly, mostly adopted methods in remote work studies are surveys, focus group meetings, and in-depth interviews (Bell, 2012; Bloom et al., 2015; Cijan et al., 2019; Grant et al., 2013; Hardill & Green, 2003; Jones, 2010; Karaca, 2019; Kıcıır, 2015; Oz & Crooks, 2020). Among these methods, surveys and in-depth interviews were chosen for this research since this research aims at identifying the factors that shape the individuals' adaptation processes from a personal perspective.
- **Assessment of the implementation strategy for each method:** Existing studies show a difference in the way of data collection method implementation (Al-Habaibeh et al., 2021; Karaca, 2019; Kıcıır, 2015; Oz & Crooks, 2020). For example, Karaca (2019) and Kıcıır (2015) conducted their research through face-to-face interaction, while Oz and Crooks (2020) and Al-Habaibeh et al. (2021) collected data via digital communication tools. For quantitative data collection of this research, an online structured survey questionnaire was prepared in order to reach a high number of respondents, which is regarded as the advantageous aspects of online data collection processes. Qualitative data were also collected through the utilization of digital communication platforms (i.e., Zoom, Teams, WhatsApp) in order to minimize the health risks related to coronavirus transmission during the time of the pandemic period. Moreover, as Akçapar and Çalışan

(2022) pointed out, using digital communication tools in qualitative data collection methods can bring positive impacts in terms of cost and time saving in the research process as well as minimizing health risks for respondents and the researcher (p. 13). The results of this research show that the majority of the respondents reside in İstanbul, Türkiye. In this context, another advantage of online data collection is concluded as being cost-effective when reaching a higher number of respondents at the same time.

- **Establishing a visual model for the data collection process:** The data collection process model is visualized in the figure below:

Figure 4-1: The Visual Model for the Data Collection Process



- **Identification of the way the collected data will be analyzed:** The survey results were analyzed via the 26th version of a statistical analysis program named IBM SPSS (International Business Machines Statistical Package for the Social Sciences). In the SPSS program, bivariate correlation and chi-square tests are utilized. For the in-depth

interviews, the analysis method was based on finding mutual themes and patterns among the participants deriving from their certain characteristics and personal experiences.

- **Assessment of the criteria for evaluating the study:** Babbie (2016) points out that exploratory research can be useful in evaluating a new practice just as an adaptation to remote work in Türkiye, particularly in the banking sector (p. 90). Also, he upholds that it is among the best approaches that can be adopted in studies that aim at presenting a clearer perception. After having completed the steps to be followed throughout the data collection and analysis process, the study was decided to be evaluated from an exploratory research design perspective.
- **Development of a plan for the study:** Eventually, a study plan was developed to follow during the research lifecycle. The plan stood as a tracker in which each step, from the processes before data collecting (i.e., preparation of a comprehensive question list, receiving the Ethical Committee approval) to the finalization of the study report, was defined with a proper timeline allocated.

4.2. Data Collection Process

This section provides information about the research population, selection of the participants, data collection methods and process, and participants that have taken part in the research.

4.2.1. Formation of The Research Group

According to a report that was published by the Banks Association of Türkiye (Türkiye Bankalar Birliği) in June 2020, there were 54 banks in Türkiye with a total number of 187,490 employees as of 2020. %51 of all employees were females, and %78 of all employees had a higher education degree (Türkiye Bankalar Birliği, 2020). White-collar employees who work remotely in the banking sector in Türkiye define the research population. However, the size of the population could not be identified since there is not any data providing such information in Türkiye.

The sample for the quantitative data collection process was determined through snowball sampling method, which is under non-probability sampling method and considered to be one of the best sampling methods in times of the population size is uncertain (Babbie, 2016, p. 188). It is also important to note that the quantitative data tool and research findings are not capable to be generalized to the research population since the sample is not large enough to represent

the population (Salkind & Frey, 2020, p. 296). In this regard, non-parametric tests are utilized in the analysis instead of parametric tests.

The sample of qualitative data, on the other hand, consisted of those who were estimated to provide more insights for the research questions and who voluntarily chose to take part in the second step of the research after the survey. In this regard, purposive sampling method was adopted.

4.2.2. Data Collection Methods

As a first step of the data collection process, an online structured survey was conducted via Google Forms for the white-collar employees working remotely in Turkish banks. The aim was to explore intergroup relations, similarities, and differences among the employees based on certain dependent variables, which are:

- Demographic characteristics (i.e., age, gender, educational level, marital status, number of children, city of residence, household composition),
- Personal characteristics (i.e., work-life balance, psychological and physical well-being, social environment),
- Work-related characteristics (i.e., working hours, workload, work experiences, work motivation, productivity, work program, work commitment, position level at work, relationship with colleagues and senior managers/supervisors), and
- House-related characteristics (i.e., division of labor and responsibilities for the accomplishment of domestic works such as cooking, cleaning, taking care of children).

The survey questionnaire was composed of two parts; demographic questions (i.e., age, gender, marital status, socioeconomic status, educational level, number of children) in the first part; and an “adaptation to the remote work inventory” in the second part. In some studies, scholars benefitted from current inventories and models, but they modified the models on the basis of their main focus. For instance, Prasad et al. (2020) conducted their research and collected data about remote workers by using the reformulated version of the model developed by Anderson et al. (2015). Similarly, Cekuls et al. (2017) used the theoretical model which was formed by Solomon G. Nyaanga in 2012. Similar to those studies, a particular inventory was adopted and modified for this research based on internationally and nationally reliable and available research inventories as well as research subjects (Bell, 2012; Bloom et al., 2015; Cijan et al., 2019; Grant et al., 2013; Hardill & Green, 2003; Jones, 2010; Karaca, 2019; Kıcıır, 2015;

Oz & Crooks, 2020). The inventory was developed to consist of survey questions on 5- point Likert scale. The online survey questionnaire is provided in Annex 1.

Following the completion of the online structured survey, data collection process continued with the qualitative data collection. In order to prepare the qualitative research questions, a descriptive analysis of the survey results was carried out. By this way, subject matters that needed to be emphasized during the qualitative data collection could be determined based on the preliminary findings of the survey results. A semi-structured in-depth interview form was established, which is provided in Annex 2 together with the consent form. The interview questions focused on but not limited to the following topics:

- Demographic characteristics (i.e., age, gender, educational level, marital status, number of children, household composition),
- Personal characteristics (i.e., changes in the work and non-work life daily practices with transition to remote work, relationship with partner/ family/ friends),
- Work-related characteristics (i.e., workload, working program, productivity, relationship with colleagues and senior managers/supervisors), and
- House-related characteristics (i.e., division of labor and responsibilities for the accomplishment of domestic works such as cooking, cleaning, taking care of children).

4.2.3. Data Collection Process

As stated earlier, the survey questionnaire was made online via Google Forms, and it was open to participation between 08 February 2021 and 30 June 2021, which reflected the earlier stages of the transition to remote work process under the impact of the Covid-19 pandemic. During that period, a total of 152 white-collar employees working remotely in Turkish banks participated in the online survey.

In the next phase of the data collection process, semi-structured in-depth interviews were conducted with 11 remote workers in banks between 03 August 2021 and 26 October 2021. The aim was to gather more detailed information about the life experiences of employees during remote work period by taking into consideration the preliminary findings of the online survey questionnaire. Interviews were held via online meetings and communication applications, namely Zoom, Teams, and WhatsApp.

After the completion of all surveys and in-depth interviews, all data were collected together for a consolidated analysis. The quantitative data collected through the survey questionnaire

were analyzed via the IBM SPSS (namely through bivariate correlation and chi-square tests). while qualitative research data were analyzed based on the thematic approach where mutual themes were determined in line with the responses of the interviewees regarding their adaptation process to working remotely.

The following tables provide brief information about the participants of the online survey as well as in-depth interview.

Table 4-1: Information about the Participants Attended to the Online Survey (N=152)

Variables	Information about the Participants	Variables	Information about the Participants
Gender	<i>Female: 91 participants</i> <i>Male: 61 participants</i>	Place of residence	<i>İstanbul: 134 participants</i> <i>Other: 18 participants</i>
Age	<i>Mean age: 35 years</i> <i>Minimum and maximum age: 24 and 50 years</i>	Bank type	<i>Public bank: 40 participants</i> <i>Private bank: 112 participants</i>
Marital status	<i>Single: 74 participants</i> <i>Married: 78 participants</i>	Occupational status/type at the bank	<i>Senior manager: 7 participants</i> <i>Mid-senior manager: 52 participants</i> <i>Permanent employee: 85 participants</i> <i>Contracted employee: 5 participants</i> <i>Other: 3 participants</i>
Educational level	<i>High school degree: 1 participant</i> <i>Bachelor's degree: 96 participants</i> <i>Master's degree: 55 participants</i>	Number of years within the current bank	<i>Mean: 8,08 years</i> <i>1-5 years: 53 participants</i> <i>6-10 years: 48 participants</i> <i>11-15 years: 41 participants</i> <i>16 years and over: 10 participants</i>
Remote work practice	<i>Work fully remote: 88</i> <i>Work partially remote and partially from office: 64</i>	Number of days that participants work remotely (including the weekends)	<i>1 day - 5 days: 14 participants</i> <i>6-10 days: 17 participants</i> <i>11-15 days: 29 participants</i> <i>16-20 days: 40 participants</i> <i>21 days and over: 52 participants</i>

Table 4-2: The Participant List of the In-Depth Interviews (N=11)

No.	Gender	Age	Marital status	Number of children	Educational level	Place of residence	Bank type	Years within the current bank	Remote work practice
1	Female	27	Single	0	Bachelor's degree	İstanbul	Private	3 years	Fully remote
2	Male	32	Married	0	Master's degree	İzmir	Private	10 years	Partially remote
3	Male	29	Single	0	Master's degree	İstanbul	Private	1 year	Partially remote
4	Female	34	Single	0	Bachelor's degree	Ankara	Public	4 years	Partially remote
5	Female	42	Married	1	Master's degree	İstanbul	Private	20 years	Partially remote
6	Female	38	Married	2	Master's degree	Eskişehir	Private	9 years	Fully remote
7	Female	43	Married	2	Master's degree	İstanbul	Private	11 years	Partially remote
8	Female	26	Single	0	Bachelor's degree	İstanbul	Public	1.5 years	Partially remote
9	Male	26	Single	0	Bachelor's degree	İstanbul	Public	2 years	Partially remote
10	Female	28	Single	0	Bachelor's degree	İstanbul	Private	Less than a year	Fully remote
11	Female	39	Single	1	Master's degree	Ankara	Private	8 years	Partially remote

5. FINDINGS OF THE RESEARCH AND DISCUSSION

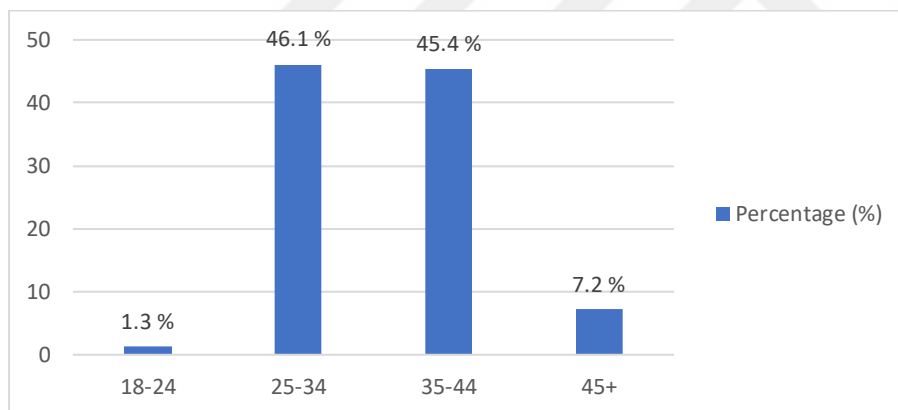
5.1. Descriptive Analysis of The Participants

The data collection process of the research consisted of two phases as per the explanatory sequential research design. As stated in the previous chapter, the first phase included an online structured survey questionnaire whereas semi-structured in-depth interviews were conducted in the second phase. A total of 152 participants filled out the questionnaire and 11 interviewees participated in the in-depth interviews. In the following tables and figures, the descriptive data of the participants are provided together with the findings of the interviews.

5.1.1. Analysis of The Demographic Data

Majority of the participants is involved in the age groups of 25-34 and 35-44. The participation rate of those between 18 and 24 and those older than 45 years is quite lower when compared to other age groups.

Figure 5-1: Age Distribution of the Participants (N=152)



The participant profile of the research mainly consists of more women than men and more married than single. The number of participants with a bachelor's degree is higher than those with a high school, master's, or PhD degree.

Participants that have one child or two children remain as minority within the research. Rather, most of the participants do not have any child. The city of residence of almost all participants except 18 of them is noted as İstanbul.

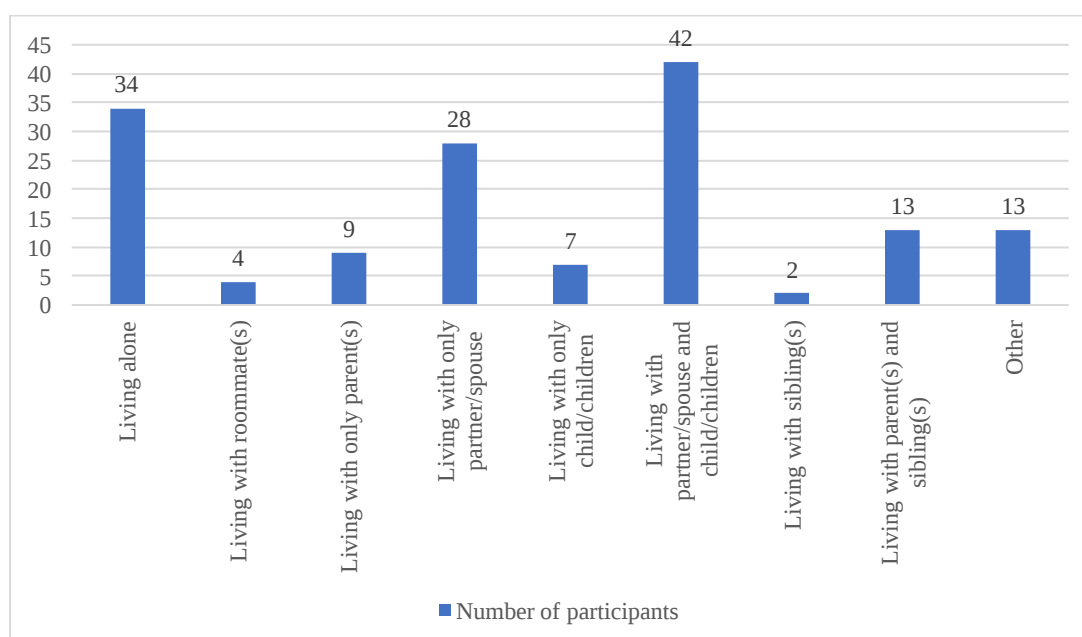
The participants were asked about their household composition and house conditions. Accordingly, 34 participants live alone while the remaining lives together with at least one person and at most four people. More than half of the participants who live together with at

least one person and at most four people mentioned that they share house with their spouses/partners and children or only with their spouses/partners. Generally, participants live in a house with three rooms, one of which is utilized as a working room.

Table 5-1: Socio-Demographic Descriptive Data of the Participants (N=152)

Variables	Statistics	Variables	Statistics
Gender	<i>Female: 91</i> <i>Male: 61</i>	Marital status	<i>Single: 74</i> <i>Married: 78</i>
Educational level	<i>High school: 1</i> <i>Bachelor's degree: 96</i> <i>Master's degree: 55</i> <i>PhD degree: 0</i>	City of residence	<i>İstanbul: 134</i> <i>Other: 18</i>
Number of children	<i>No child: 93</i> <i>1 child: 40</i> <i>2 children: 19</i>	Number of people in the place of residence	<i>1 person: 34</i> <i>2 people: 44</i> <i>3 people: 39</i> <i>4 people: 31</i> <i>5 people: 4</i>
Number of rooms in the house	<i>1 room: 6</i> <i>2 rooms: 26</i> <i>3 rooms: 56</i> <i>4 rooms: 42</i> <i>5 or more rooms: 22</i>	Number of working rooms in the house	<i>No room: 17</i> <i>1 room: 77</i> <i>2 rooms: 50</i> <i>3 rooms: 6</i> <i>4 rooms: 1</i>

Figure 5-2: Household Composition of the Participants (N=152)



When the general satisfaction level is analyzed via bivariate correlation test in the SPSS based on the household composition of the participants, which is the first hypothesis (H_{1A}) developed within this research, it is seen that there is no significant relationship between overall satisfaction and household composition as can be seen from the table below:

Table 5-2: Bivariate Correlation Test for Satisfaction Level * Household Composition

		Household Composition	Satisfaction Level
Household Composition	Pearson Correlation	1	-,042
	Sig. (2-tailed)		,609
	N	152	152
Satisfaction Level	Pearson Correlation	-,042	1
	Sig. (2-tailed)	,609	
	N	152	152

The analysis does not enable the null hypothesis to be rejected because the significance level is more than alpha ($p = 0,609 > 0,05$). It can be said that the adaptation of the remote workers in banking sector in Türkiye is not dependent on household composition. Nonetheless, qualitative data findings point out that there are still some differences in terms of adaptation to remote work processes and decision about continuing to work remotely in the future depending on the household composition. For example, interview results point out that those living alone and share the house with their friends enjoy either working remotely or hybrid working rather than going back to the office permanently. There are a number of reasons behind this choice, which are expressed by the interviewees who live alone or and share the house with their friends:

“I have many friends who come to visit me from other provinces. They usually used to come at the weekend and return before the weekday. But now that I am at home, if they have the availability, they can stay with me at home on the weekdays, too. We can spend time during the whole week. Working from home is also good in that respect.” (Male, 26, Public Bank Employee)

“As a person who loves sleeping, I feel like I cannot find the happiness of sleeping a little more time in the morning in anything else. When I go to the office, I set an alarm two hours earlier than when I work at home. Because the shuttle comes to pick me up around 7.40. On days when we work from home, I am still asleep at that hour. I usually get up at 8.30 and have breakfast and start working. On the other hand, for example, when you are at

home, there is time to wash the clothes, they dry in the daytime sun, and they are ready to be collected in the evening in a clean and dry way. Otherwise, it feels like cruelty to come from work very tired and do laundry in the evening. While working from home, the day belongs to us completely to cook, to clean, to wash the clothes, to shop.” (Female, 26, Public Bank Employee)

“I created a small area for exercising at home during the pandemic period. There is bench press, dumbbell and so on. At the home office days, I do a routine sport, then I take a quick shower, prepare my breakfast, and open my computer to work. Sometimes, if I went to bed late for work or personal reasons and could not wake up early, I can do my exercise into the lunch break. This is such a beautiful thing for me. Because exercise, just like my works, is on my to-do list, and if I do not tick it that day, I do not really feel well psychologically and physically. It is nice to be able to use the breaks for personal work during home office. If we work from the office, I cannot say “I am going to the gym during the lunch break and come back later”. Even if the gym is next to the bank, I cannot manage the time. It would not be comfortable as at home. When working at the office, I have to do the exercise very early in the morning or postpone it until the evening. Being able to use our breaks like this is a good practice and I love it.” (Male, 29, Private Bank Employee)

The replies of three interviewees can be interpreted in the light of symbolic interaction theory. Accordingly, after the transition to remote work, interviewees redefined the meaning of “work” as a daily activity in which they can spend time with friends, sleep more, do exercise, and do housework at the same time when working.

On the other hand, those who live with their parents or children are found to be more likely to working at the office on a full-time basis or hybrid working rather than fully remote working. Based on the existing literature and the findings of this research, the reason behind this difference is the fact that employees face a conflict when trying to balance their work-related and house-related roles and identities. Some statements of the interviewees, which support the discussion of role and identity conflict when working from home, are listed below:

“I prefer to work at the office. Living with my family is actually the main reason of this. My mother and father are both old. As they were over 65, they could not go out during the lockdowns. We were at home all the time and altogether. We became so dependent to each other, and I have adopted a lifestyle focused on meeting their needs. For example, I set myself the task of keeping track of medication hours. This lasted for a year, and my parents

also showed a very dependent attitude such as "Join your meeting here with us" instead of saying "Stop focusing on us this much and do your job". But, when I joined the meetings with them as per their request, the volume of the Indian TV series that my mother watched or the folk song my father listened to was not turned down and I was disgraced to my colleagues at the meeting. It felt very strange to work at home for my salaried job." (Female, 34, Public Bank Employee)

Interviewees who have children have also experienced similar obstacles when working remotely:

"I am a fan of working from the office. I can work from office in a more organized way. I can hardly focus when I work from home. Especially when schools started to distance education, it was terrible. My daughter is studying the 1st grade. She cannot attend the lesson on her own, and if she does, she cannot listen to the lesson very carefully. Even though we opened her tablet and sat it on her desk in her room, we were constantly hearing warnings from her teacher such as "Sit down, do not stand up". When I heard about them, I stopped working for a while and went to sit next to my daughter during her lessons. Then, I thought this was not the perfect solution. Eventually, my daughter and I sat at the kitchen table with my computer. I worked and she studied by my side. My husband was also working from home. Whoever had a meeting, that one would go to the other room and the other would sit in the kitchen with our daughter. As soon as we hired a tutor for our daughter, I was free to focus only on my work. However, I do not know if I was traumatized or not, I could not work from home with full focus. Eventually, I went back to the office. Perfect ending of my story." (Female, 42, Private Bank Employee)

"I could not work comfortably at home. I work better in an office setting. I should have my own desk, my clothing and work environment which will put me in working mode. I can only work efficiently in that way. I have lots of responsibilities at home about my child. I could not work properly while trying to keep up with all of them. After I went back to the office, I started to work better and went back to my old routine." (Female, 39, Private Bank Employee)

As it can be interpreted from personal experiences, participants face conflicts when they have dependents (i.e., parents or children) at home. Those who do not have any dependents at home can better adapt to remote work since they enjoy home office practice and do not face difficulties related to their roles and responsibilities at home. Feminist theorists discuss that

women experience such conflicts more than men (Ammons, 2013). It is possible to reach a similar conclusion based on the findings of this research since the interviewees who face conflicts are all women.

In the online survey questionnaire, participants were asked to fulfill the questions about the distribution of the house-related duties among household members. Through these questions, it was aimed at measuring the relationship between the house-related duties and work-related duties on adaptation to remote work.

Table 5-3: Distribution of the House-Related Duties among Household Members (N=152)

	Myself	My spouse	Other family members	Paid worker	Nobody
Cooking	63	32	29	24	4
Setting the table for meals	86	25	23	18	0
Cleaning (sweeping the house, dusting etc.)	60	24	20	47	1
Washing the dishes / putting them in the dishwasher	90	29	20	12	1
Laundry	71	30	22	28	1
Ironing	53	19	22	40	18
Shopping for the kitchen needs	103	29	17	1	2
Renovation / repair works	59	30	17	28	18
Helping children with homework	27	15	0	14	96
Spending time with children at home (childcaring, playing, reading a book etc.)	21	12	10	15	94

In the distribution of house-related duties, the analysis is also made based on the gender differences. The following table summarizes the findings by female and male participants:

Table 5-4: Analysis of the Distribution of the House-Related Duties by Gender

	Female Participants	Male Participants
Cooking	<i>Themselves: 44</i> <i>Their husband: 8</i> <i>Paid worker: 14</i> <i>Other: 25</i>	<i>Themselves: 19</i> <i>Their wife: 24</i> <i>Paid worker: 10</i> <i>Other: 8</i>
Setting the table for meals	<i>Themselves: 61</i> <i>Their husband: 5</i> <i>Paid worker: 9</i> <i>Other: 16</i>	<i>Themselves: 25</i> <i>Their wife: 20</i> <i>Paid worker: 9</i> <i>Other: 7</i>
Cleaning (sweeping the house, dusting etc.)	<i>Themselves: 45</i> <i>Their husband: 10</i> <i>Paid worker: 24</i> <i>Other: 12</i>	<i>Themselves: 15</i> <i>Their wife: 14</i> <i>Paid worker: 23</i> <i>Other: 9</i>
Washing the dishes / putting them in the dishwasher	<i>Themselves: 62</i> <i>Their husband: 7</i> <i>Paid worker: 7</i> <i>Other: 15</i>	<i>Themselves: 28</i> <i>Their wife: 22</i> <i>Paid worker: 5</i> <i>Other: 6</i>
Helping children with homework	<i>Themselves: 20</i> <i>Their husband: 8</i> <i>Paid worker: 9</i> <i>Other: 54</i>	<i>Themselves: 7</i> <i>Their wife: 7</i> <i>Paid worker: 5</i> <i>Other: 42</i>
Spending time with children at home (childcaring, playing, reading a book etc.)	<i>Themselves: 16</i> <i>Their husband: 3</i> <i>Paid worker: 10</i> <i>Other: 62</i>	<i>Themselves: 5</i> <i>Their wife: 9</i> <i>Paid worker: 5</i> <i>Other: 42</i>

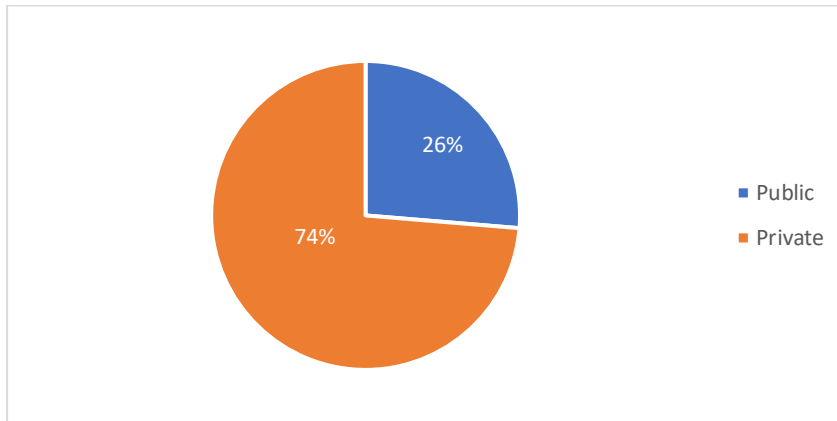
As can be seen from the table, majority of the female participants do the house-related duties by themselves. On the contrary, there is a more balanced distribution by gender in the statements of the male participants.

5.1.2. Analysis of The Work-Related Information

Following the questions on demographic data, the survey questionnaire continues with a number of questions about work-related characteristics such as the bank type that they are working at, the number of the years of the participants in the bank since their employment, occupational status of the participants at the bank, whether they have fully or partially work

remotely, the types of digital devices they use for work and the frequency of usage these devices.

Figure 5-3: Bank Type That the Participants Are Employed (N=152)



The findings show that only one in each four participant is employed in a public bank in Türkiye. Majority of the participants employed in these banks is permanent employees. The average number of the years of the participants in the bank since their employment is found as 8 years.

Almost all participants, have started working remotely as a result of the Covid-19 pandemic. Prior to the pandemic, only three participants had already been practicing remote work. 119 participants reported that transition to remote work was the decision of the bank. Interview results show that starting to work remotely as a decision of the bank rather than the personal choice has had implications on the individuals' adaptation processes. The statements below reflect the perspective of some interviewees regarding transition to remote work through the decision of the bank and as a result of the Covid-19 pandemic. An interviewee who prefers to work from office rather than home emphasized the process as follows:

"I was very disappointed during this transition. We were transformed very quickly to the home office. There were people who left their jobs during the pandemic, they were not replaced by new ones, on the contrary, their workload was given to us. When I was working from home, I always dreamed of going back to the office and everything would be normal. However, even though we have started to return to the office now, we do not have the concept of "regular working hours". We are expected to take our computer and go home and continue to work from home until the work is done. I think this sudden home office transition will leave a permanent mark on our working hours." (Female, 42, Private Bank Employee)

“We started working from home very suddenly. If we would have started working from home in a more controlled and smooth way, where all risks and improvement areas are considered, I would definitely prefer to work from home. It takes two hours for me to go from my house to the office, a total of four hours in the morning and evening. Why would I take this long road when I can work from home? But I expected better facilities from the company. That is disappointing. Now, they already saw that we could work without any additional needs, and they will never improve the existing conditions at home.” (Male, 32, Private Bank Employee)

“Our transition to home office was very abrupt. But, if it was not for the pandemic, we would not have experienced the home office. There were many issues that managers could not calculate or foresee. The most important concern for them was to maintain the work efficiency at home office. They think that “It is home, a place of where they sleep and rest. In this case, when working from home, a person may feel comfortable and be less productive in her/his work.” There were lots of sentences like that. Because of these concerns, our work has been tracked through IT systems very closely during home office.” (Female, 38, Private Bank Employee)

During the qualitative data collection process, it was asked to the participants that if there have been any changes in the social rights or opportunities offered by the bank. As reported by the participants working at the private banks, they have received some additional benefits such as flexibility to work from other cities different than the location of the workplace, digital device and ergonomic working area support (i.e., monitor, keyboard, headset, chair), On the other hand, these additional benefits were not mentioned by the participants who are public bank employees.

Some participants of the private banks also mentioned that the company organizes some online and in-person events to reduce the risk of social isolation among the employees. Online gatherings involve the information sharing about certain subjects varying from sitting posture and meditations to expectations from the company in terms of organizational improvement. In-person events cover the coffee workshops, theaters, happy hours, dinners, and outdoor activities. Participants reported that they enjoy the opportunities provided by their employers. However, some participants mentioned the lack of material support since the workplace expenses are transferred to homes in line with the transition to remote work. According to the statements of the participants, this transition resulted in an increase within the house-related

expenses such as electricity and the Internet connection. However, even though the banks have reduced the operational expenses spent at the workplace, they did not share the accumulated capital with the employees, which is criticized by participants.

By considering these statements of the participants, it is interpreted that private banks put more emphasis on the maintaining social cohesion among the employees as well as providing additional social rights. From the alienation perspective, these practices are evaluated as the applications to prevent social isolation of the remote workers who are employed in the banking sector in Türkiye. By this way, remote workers are able to identify themselves as the members of the community that are involved at the bank, and they do not feel excluded.

It should be noted that the questions did not cover the unionization practices and none of the interviewed participants mentioned union organizations.

Table 5-5: Descriptive Data of the Participants on Work-Related Variables (N=152)

Variables	Statistics
Number of the years in the bank since employment	<i>Less than 2 years: 32</i> <i>3-5 years: 21</i> <i>6-8 years: 27</i> <i>9-11 years: 31</i> <i>12-14 years: 25</i> <i>15-17 years: 8</i> <i>18 years and over: 8</i>
Occupational status at the bank	<i>Contracted employee: 5</i> <i>Permanent employee: 85</i> <i>Mid-senior manager: 52</i> <i>Senior manager: 7</i>
Working remotely before the pandemic or since the beginning of the pandemic	<i>Working remotely before the pandemic: 3</i> <i>Working remotely since the beginning of the pandemic: 149</i>
Working remotely as a decision of the bank or as a result of personal choice	<i>Working remotely as a decision of the bank: 119</i> <i>Working remotely as a result of personal choice: 33</i>
Working fully or partially remote	<i>Fully remote: 87</i> <i>Partially remote: 65</i>

Variables	Statistics
Number of remote working days	1-5 days: 14 6-10 days: 17 11-15 days: 29 16-20 days: 40 21 days and over: 52
Number of hours spent in a day for work when working remotely	1-3 hours: 0 4-6 hours: 8 7-9 hours: 98 10-12 hours: 31 13 hours and over: 15
Description of the working environment when working remotely	I have my own private workroom to work remotely: 45 I use a common room of the house, but there is a private area (desk, chair, etc.) in the room that belongs to me: 54 I use a common area in a common room of the house: 49

There is a balanced distribution among the participants who have been working fully remote and who have been working partially remote. The former has a slightly higher number of participants as can be interpreted from Table 5-5. Furthermore, 92 of these participants stated that they work remotely more than 16 days in a month, which is close to fully remote working.

Turkish Labor Law No. 4857 defines the working hours as a maximum of 45 hours per week. When the participants were asked about the number of hours that they spend in a day for work when working remotely, it is seen that around two thirds of the participants do not have to work overtime whereas 46 participants reported that they work more than 10 hours in the days when they work remotely. Similar to the existing literature, the research findings point out that increased working hours can have an adverse impact on the adaptation to remote work. Some interviewees who complain about the increased working hours as a disadvantage of remote working reported their opinions as follows:

“Since we started working from home, managers expect us to work without questioning whether it is day or night. Working hours are too flexible. I told you that I start working right after I get out of bed. Here is the reason: There are times that we work until 2 or 3 a.m. I fall sleep as soon as I go to bed at night, I hardly wake up in the morning, and both my energy and motivation is low during the next day.” (Female, 27, Private Bank Employee)

“One day at the beginning of the pandemic, at around 3 p.m., an urgent but very comprehensive task was given to me by the manager of another team. Anyway, that evening, I worked overtime for a long time and sent the report at 23:55, but I was so angry that I may have cursed the most in my life that night. Because that man probably thought "It is the lockdown period anyway, she cannot go out, she can work overtime and complete this task". After that, the incident I experienced became so normal that almost every day we worked from home, there has been overtime working for at least an hour per day”. (Female, 34, Public Bank Employee)

54 participants describe their working environment as “a common room of the house with a private area (desk, chair, etc.) that belongs to them”. 49 participants also use a common room of the house, but they do not have a private area. On the other hand, 45 participants have a private working room.

Participants mostly use computers when working remotely. One third of the participants use smartphones together with computers whereas few of them use tablets. Those who state that they never use tablet when working remotely show a majority among other options.

Figure 5-4: Digital Device Usage When Working Remotely (N=152)

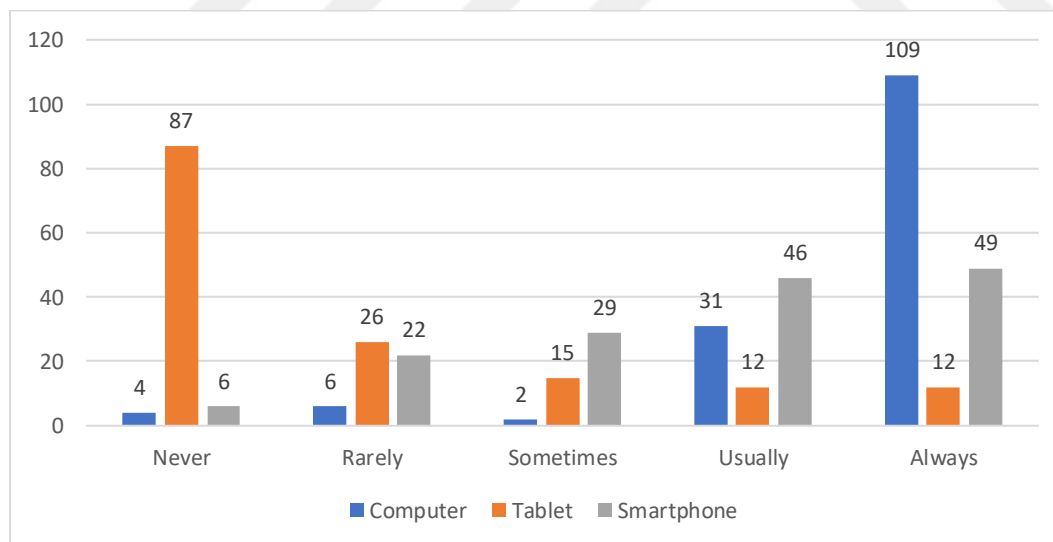


Table 5-6 below summarizes the work-related questions that were asked to the participants based on the 5-Likert scale. Accordingly, 115 participants stated that the time they spend on their job has increased after they started working remotely. Also, 94 participants did not agree with the statement saying that they can arrange their workload by themselves and the workload of 91 participants is arranged by their senior managers or supervisors.

Table 5-6: Likert Scale Survey Questions (N=152)

Since I started working remotely....	I totally disagree	Disagree	Neither agree nor disagree	Agree	I totally agree	I prefer not to reply
I can arrange my working program myself.	18	34	35	42	23	0
My working program has been arranged by my senior managers/ supervisors.	6	43	41	39	23	0
I can arrange my working hours myself.	26	65	22	30	9	0
My working hours have been arranged by my senior managers/ supervisors.	1	30	29	46	45	1
The time I spend on my job has increased.	0	18	18	43	72	1
I can arrange my workload myself.	24	70	29	18	9	2
My workload has been arranged by my senior managers/ supervisors.	1	24	36	57	34	0
My workload has increased.	3	24	35	44	45	1
My physical health has been adversely affected.	21	40	30	38	21	2
My sleep pattern has been negatively affected.	34	60	14	31	11	2
My diet has been adversely affected.	35	64	12	27	14	0
My psychological health has been negatively affected.	22	56	38	22	14	0
I face difficulties when coping with stress.	26	69	29	20	8	0
I feel lonely.	13	16	70	38	14	1
I feel excluded.	20	68	26	34	4	0

Since I started working remotely....	I totally disagree	Disagree	Neither agree nor disagree	Agree	I totally agree	I prefer not to reply
My communication relations with my colleagues have been negatively affected.	36	81	13	20	1	1
My communication relations with my senior managers/supervisors have been negatively affected.	23	73	26	27	2	1
I prefer to work with my colleagues at the office rather than working remotely.	23	70	24	34	1	0
I feel like I am less likely to get promoted.	12	57	26	39	11	7

The replies of the participants, which are given in the table above, can be elaborated in relation with the term “alienation”. As discussed in the Chapter 3, the loss of autonomy on work-related practices such as working hours and the workload can affect the adaptation process of the remote workers. Also, the fact that workload of participants is arranged by their senior managers or supervisors may lead them to feel powerless, which is one of the four dimensions of alienation according to Blauner (1964).

Remote work has not adversely affected the mental and physical health of a high number of participants. For instance, 94 participants did not agree with the statement of *“My sleep pattern has been negatively affected.”*. Similarly, participants whose diet and psychological health have not been negatively affected constitute a bigger population than those whose diet and psychological health have been adversely impacted. Almost two thirds of the participants either disagreed or totally disagreed with other psychological factors such as difficulties when coping with stress and feeling of being excluded when working remotely.

Three questions were asked to the participants to interpret whether their communication relations with their colleagues, senior managers and supervisors have been adversely affected or not. The results show that approximately only one in each six participants agree the fact that their communication relations with their colleagues, senior managers and supervisors have been adversely affected. Remaining participants are found to be disagreeing with those statements. Having good communication relations with colleagues, senior managers and supervisors can ease the process of adaptation to remote work. However, some studies on the literature emphasizes that good communication can be maintained better if it is practiced face-to-face rather than virtually (Oz & Crooks, 2020, p. 7). Participants in the banking sector provide a new aspect to this discussion. Even though remote work necessitates a virtualized communication context, the participants of this research who are employed in the banking sector can maintain good communication relations during their remote work experience. In fact, some interviewees reported that there are certain factors behind this good communication such as the ease of doing work through electronic devices, management team’s efforts to support employees and ensure team spirit, all of which are quoted below from the statements of the interviewees.

“I have no problem communicating with my co-workers or my manager. We have experienced and proved the ease of doing business through electronic devices in our bank. Everything can be run online, and it will certainly be like that from now on.” (Female, 27, Private Bank Employee)

Another female interviewee explained how they stay connected to maintain team spirit through online communication:

“I am very good with both managers and my colleagues. But they saw the risk of losing the team spirit and took some precautions. For example, there is a start-up project we are working on. We are developing an app, and we aim to integrate that app with applications that provide courier services to homes, such as Getir and Yemeksepeti. In this way, we will try to get the couriers a tip directly from the app. It seemed very strange to me at first that the bank supported such a startup venture. I thought this is not a contribution we made to the bank. Then, I asked my manager about the reason, and he said the management wanted to provide an opportunity for the employees to gain experience outside of their work and do this in a teamwork with their colleagues. I received certain trainings and improved myself, and we came up with some ideas by brainstorming with my colleagues without the stress of work. The company supported all of them. I am very pleased obviously.” (Female, 28, Private Bank Employee)

The other interviewee mentioned that they have started organizing online meetings to share their experiences when working remotely during pandemic. She added the ways they developed at the bank to maintain the good communication relations:

“I do a lot of research on working from home experiences of workers. I told this to the others at the first working from home process meetings. I suggested them to create a team to support me and get used to this process together. When I said so, many volunteer colleagues wanted to do research like me. On the other hand, those who heard that I was doing research began to consult me, and they started asking “what should we do for this and that” etc. For example, one of them said, “I forget to take a break, I forget to drink water. Then I get up, my back hurts, my legs are numb. How should I proceed?”. It may sound funny, but, as a solution, we paired up a few friends and added some reminders about having breaks, drinking water, doing exercise etc. to their calendars. They got up for 5-10 minutes every hour and took a walk around the house or stood up and stretched. Then, they made it a kind of habit. By this way, we created a kind of commitment among colleagues.” (Female, 43, Private Bank Employee)

On the other hand, a male interviewee mentioned the difficulty of communicating with his director:

“When I have a question, I tell myself, “Wow, the director should not be disturbed for this question”. This time, I list all my questions and ask them all together at a time. However, the director is so busy that it takes years until s/he replies to my questions. If we were together at the office, I think I could see his/her availability and ask my questions directly, just like in the old days.” (Male, 29, Private Bank Employee)

A female interviewee shared her experiences in communicating with her managers as follows:

“I think I spend more than normal effort to prove myself to the managers when working from home. I always thought that “Out of sight is out of mind”. I am not sure if they find my work satisfactory. When you are face to face, you can understand from the body language of the manager while reading that report, you can understand from his/her facial expressions whether s/he likes it or not. But when I am from afar, I go crazy whether the manager likes it or not.” (Female, 26, Public Bank Employee)

These findings can be elaborated from the perspective of alienation, specifically social alienation/isolation. Blauner (1964) defines the social alienation/isolation as the fact that the worker’s inability to identify herself/himself as a member of the community or organization and feeling of excluded rather than the feeling of belonging to the community or organization. With the development of team spirit and good communication, the risk of alienation can be reduced as can be seen from the findings of this research.

Participants were asked to select the most advantageous and disadvantageous aspects of remote working when compared to working from office. Top five aspects are summarized in the table below:

Table 5-7: Five Most Advantageous and Disadvantageous Aspects of Remote Working When Compared to Working from Office

Advantages of remote working when compared to working from office	Disadvantages of remote working when compared to working from office
Elimination of traffic and transportation problems (132)	The feeling of always working (83)
Freedom in regulating the work environment (88)	Having distractions at home (78)
Increase in the time spent with family and friends (83)	The house ceasing to be a private space (71)

Advantages of remote working when compared to working from office	Disadvantages of remote working when compared to working from office
A comfortable working environment (81)	Health problems (gaining weight, waist/back disorders, neck disorders, sleeping problems, etc.) (66)
More free time for self (76)	Lack of motivation to work (56)
	Irregular working hours (56)

The findings of the interviews support the replies given by the participants in the survey regarding the advantageous aspects of remote working. For example, one female interviewee who lives in İstanbul emphasized the comfort of starting the day without the metrobus traffic:

“The good side of being at home is that you do not have to deal with the disgusting metrobus traffic and crowds of people. You do not get up early in the morning, get dressed and leave.” (Female, 26, Public Bank Employee).

Interviewees also enjoy having a comfortable working environment with freedom. One female participant mentioned this aspect of remote working as follows:

At the beginning of remote working, I would always dress properly and sit in front of the computer. However, I start working as I get out of bed now, with my pajamas. That is a relief.” (Female, 27, Private Bank Employee)

Most of the participants stated that the time they spend on their job has increased after they started working remotely, which can be correlated with the feeling of always working as some interviewees mentioned.

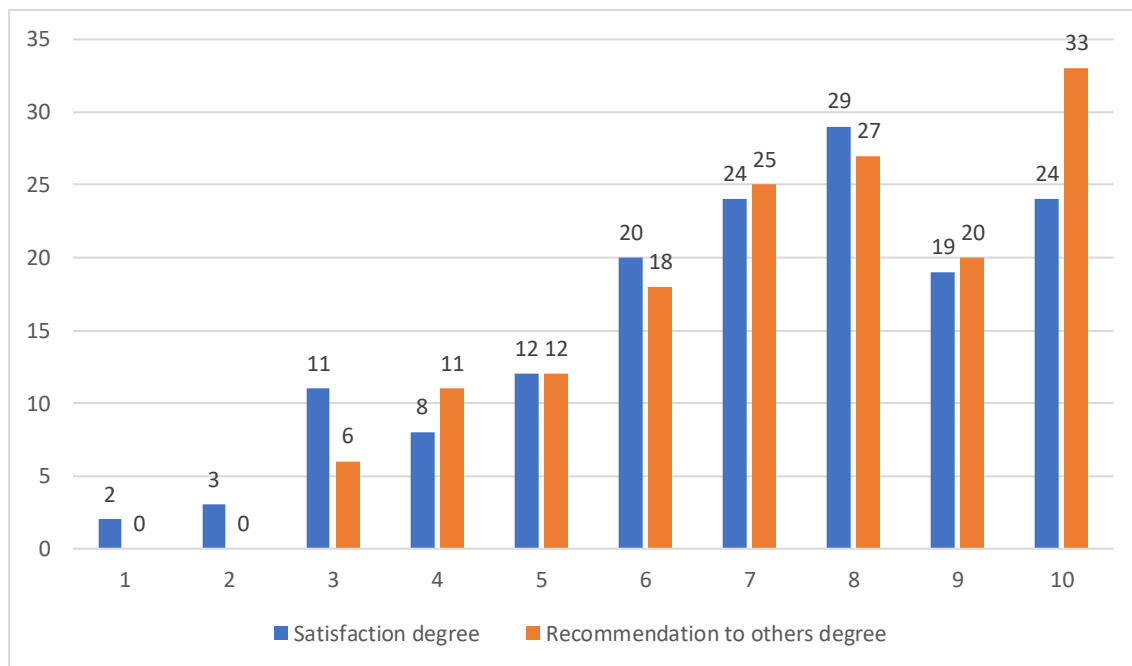
“There was one sentence in the survey. “Feeling like working all the time”. I feel that way. The concepts of lunch break and coffee break are gone after we started working from home. They [managers] expect us to work all the time without leaving the table. They did not say this verbally, but when I am away from my computer more than 30 minutes, I was called and questioned about where I was. However, I have a right to have one-hour lunch break and a total of 30 minutes of coffee break.” (Female, 28, Private Bank Employee)

“I have to work a lot of overtime. The hours that we send and receive e-mail turned into night hours. Because everyone has been suffering from the same situation. Works got very dense, and everyone is busy. We are all trying to get the works done. In fact, there is almost

no colleague in the bank who can open his computer at 8 a.m., work with 100% efficiency, and close her/his computer at 5 p.m.” (Female, 42, Private Bank Employee)

Lastly, the approximate satisfaction level of the participants when working remotely in comparison with working in the office is found to be 7 over 10. Their tendency to recommend working remotely to others is 7,44 over 10 on average, which is slightly higher than their overall satisfaction level of the participants.

Figure 5-5: Satisfaction Degree and Recommendation to Others Degree of the Participants (N=152)



The average satisfaction level can be interpreted as the participants enjoy remote working. The replies given to the preference to work with colleagues at the office rather than working remotely also show that most of the participants enjoy the new way of working even though there are advantages and disadvantages of remote work. The factors that affect their opinions include the time save from the traffic, spatial flexibility, freedom of clothing, sleeping more hours and managing the time for both work and non-work tasks (i.e., exercising).

“As you can understand from the positive features I have mentioned, I am very satisfied with remote working. Of course, there are some areas that need to be improved. I mean there are two sides of the coin, and to be honest, I liked the home office side of the coin more. I think that in general, companies adopt or encourage the hybrid working system, to keep the team spirit alive while giving the employees a flexibility. In that respect, working

at the office one week in every month is beneficial for me and my colleagues.” (Male, 32, Private Bank Employee)

“I would like to continue working from home, but I would like to be working for two days from office and three days from home. Or one day office, four days home. We cannot socialize with co-workers when we are always at home. I am tired of meeting people via Teams. But I do not want to go back to the office completely. One day or two days are enough because I cannot afford getting ready and going to the office in the rush hours every day both financially and psychologically. Working with pajamas is wonderful.” (Female, 27, Private Bank Employee)

“My general opinion is that working from home is very nice. It brings order to my life. We have to spend a third of our life with working. It makes me happy that we have a say in something that affects a third of our lives, and that we can manage our own time.” (Female, 28, Private Bank Employee)

This section of the research examined the descriptive findings of the surveys together with the perception of the interviewees who attended the in-depth interviews. In short, there is an implication that women and men have had different experiences in their adaptation process to remote work. Additionally, the members within the household are influential on the participants' adaptation. The sudden transition to remote work due to Covid-19 pandemic restrictions also affected the experiences of the participants.

The fact that the high number of participants lost the autonomy on their work and cannot arrange their working hours and workload by themselves is also found to be impactful. Very few participants stated that their communication with their co-workers as well as managers was affected negatively. Lastly, majority of the participants chose working remotely rather than working at the office.

When the descriptive data are reviewed, it is possible to conclude that participants have conformed to the remote work as the new way of working. However, there are still some factors that affect their adaptation process.

5.2. Factors That Affect Adaptation to Remote Work

There are many studies on the literature that point out the fact that adaptation to remote work depends on variety of variables such as age, gender, marital status, number of children,

working hours, and years at the workplace (Al-Habaibeh et al., 2021; Cijan et al., 2019; Doberstein & Charbonneau, 2022; Grant et al., 2013; Isac et al., 2021; Jones, 2010; Kakkar et al., 2022; Kozhina & Vinokurov, 2020; Maruyama et al., 2009; Matli, 2020; Mehta, 2022; Oz & Crooks, 2020; Richter, 2020; Şener & Abunasser, 2020; Toran et al., 2021). In the previous section of the research, it is interpreted that the adaptation process of the white-collar remote employees in the banking sector in Türkiye is also dependent on similar factors such as gender, household composition, working hours, control over the workload, communication with colleagues, and distribution of house-related duties.

In this section of the research, the correlation between the influential factors on the adaptation process and certain dependent variables is examined. Accordingly, seven hypotheses are developed and tested to analyze if there are statistically significant differences among the dependent variable values. By considering the research questions, the results are based on the way variables have an impact on the adaptation (gender, marital status, number of years at the bank, working hours, physical health, diet and eating habits, sleeping patterns, satisfaction level of the participants, and participants' feeling stressed).

“H_{1B}: Women can adapt to the remote work more difficult than men.” hypothesis is tested based on gender and satisfaction level variables via chi-square test in the SPSS. The reason behind developing this hypothesis is based on the feminist theories that discuss gender-based division of labor and women's double burden experience between domestic roles and work-related roles. There are studies pointing out the gender aspect and stating that female remote workers experience a lot more difficulties in balancing work and non-work life, which is another influential factor on satisfaction level (Ammons, 2013; Cijan et al., 2019). The reason behind this can be explained through the traditional gender-based role conflicts of women between home (i.e., being domestic and unpaid laborer of the housework such as cleaning, cooking, being mother) and work. On the other hand, Kossek et al. (2006) had found that women face less obstacles (i.e., stress and depression) when working remotely in comparison with their male co-workers, which affect their level of satisfaction from remote work. Remote work can also offer women who take on childcare and other family responsibilities the opportunity to balance work and home life (Karaca, 2019, p. 124; Toktaş, 2020, p. 51).

Table 5-8: Correlation Test for Satisfaction Level * Gender

		Satisfaction Level	Gender
Satisfaction Level	Pearson Correlation	1	-,030
	Sig. (2-tailed)		,718
	N	152	152
Gender	Pearson Correlation	-,030	1
	Sig. (2-tailed)	,718	
	N	152	152

As it can be seen from the table above, the analysis fails to reject the null hypothesis since the significance level is higher than alpha ($p = 0,718 > 0,05$). In this regard, there is not a statistically significant relationship between gender and the satisfaction level of the participants who have been working remotely in the banking sector in Türkiye.

Since woman remote workers started performing both work and home duties at home in an intertwined way, the discussions on gender inequalities have increased during the transition to remote work period. To ensure the accuracy of this finding on the basis of the existing discussions on the literature, another SPSS analysis was made by utilizing the chi-square test. In the previous test, participants' satisfaction level was taken as it was in the responses, in which participants rated their satisfaction level from 1 (being the lowest level of satisfaction) to 10 (being the highest level of satisfaction). This time, the satisfaction level variable is classified under three categories as: dissatisfied, neutral, and satisfied in order to be able to test the variable through chi-square. After all, the same conclusion was achieved as a result of the chi-square test since the significance level is higher than alpha ($p = 0,073 > 0,05$). Accordingly, the fact that there is not a statistically significant relationship between gender and the satisfaction level of the participants outcome was found once again.

Table 5-9: Chi-Square Tests for Satisfaction Level * Gender

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5,241 ^a	2	,073
Likelihood Ratio	5,244	2	,073
N of Valid Cases	152		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 9,63.

Although there are findings in other studies that show differences in terms of adaptation to remote work among women and men as mentioned above, they cannot be generalized for all remote workers in all sectors. In this context, the satisfaction level and adaptation of the remote workers in banking sector in Türkiye are not dependent on the gender. The reason behind this finding may be related to the sample profile of the research, majority of which consists of white-collar and highly educated people living in the urbanized areas of Türkiye. Some studies point out that higher educational level and living in urban cities provide more opportunities for people to create a more egalitarian environment where women and men can find equal access to resources in public life as well as mutually share the responsibilities at home (Tosun & Hiçdurmaz, 2022). In this regard, the participants of this research may have a more egalitarian social life in which they do not face conflicts deriving from traditional gender roles.

Also, some participants who live with their families mentioned that they outsource certain services at home through paid workers, which can be elaborated in line with the hypothesis on gender and satisfaction level. In this regard, the effect of the external support mechanism emerges as an important element in this research.

“To some extent, my husband and I managed our work, our daughter’s needs and needs of our home together. In this process, we have always been in search of a caregiver, who could help her in lectures and spend time with her in her spare time and we also looked for a cleaning lady. There comes a day when I have work to do without interruption and therefore, I cannot take care of my daughter or cook dinner. Or, while I am taking care of my daughter, I cannot catch the deadlines at work, and this time I try to focus on my work after my daughter falls asleep. Eventually, the need for an outside support became urgent. We were relieved when we finally found a caregiver for our daughter and my mother-in-law helps us for meals and cleaning.” (Female, 42, Private Bank Employee)

“Would not it be nice if my parents did the cooking and cleaning instead of watching TV all day long, and I could focus on my work comfortably? Yes! However, my parents could not handle all the housework without me. Before pandemic, I had enough time for both work and house. After I arrived home after work, I could cook meals and I could clean the house at the weekends. Now, both work duties and house duties become intertwined. I cannot have enough time for anything. After this awareness, I looked for some solutions. I told our neighbors and my friends that we were looking for a cleaning lady and they referred their acquaintances. I also told my parents that I wanted to employ a cleaning lady to cook and

clean the house. Then a woman started working twice a week. She cooks meals for other days and puts them in the fridge. This decision may be the most logical decision I have made during the pandemic. By this way, I started taking time for myself after work.” (Female, 34, Public Bank Employee)

“During the time I worked from home, my work has always been delayed because of thinking about my son. At the same time, the cleaning lady who used to come to our house to clean and cook did not want to come because the house was far away in the pandemic, and therefore she could not be at her home before the lockdown starts. Then, we agreed with another person to come to our three days in a week, but she said that she could only do the cleaning, not cooking. I also had to think about cooking. I am sad for saying this, but there were lots of evenings where we ordered pizza, hamburger, sushi and so on.” (Female, 39, Private Bank Employee)

It is possible to interpret some studies in the literature that are in line with the findings of this research. For instance, Karaca, (2019), Toktaş (2020) and Toran et al. (2021), who conducted their studies in different sectors, had also found that remote work can offer the opportunity to balance work and home life. Furthermore, remote work has the potential to disrupt traditional gender roles distributed within the households (Arntz et al., 2020). This estimation implies a more equal distribution of house-related responsibilities including cooking, cleaning and caregiving. Another study anticipated that remote work could increase the women’s participation in the labor market, which reflects a broader societal shift in the way work and family roles are perceived and allocated (Günay & Torgalöz, 2020).

“H_{1C}: Single remote workers can adapt to the remote work easier than those who are married.” hypothesis is tested based on marital status and satisfaction level variables via chi-square test in the SPSS. Some interviewees in this research redefined the meaning of “work” as a daily activity after starting to work remotely. Accordingly, they can spend time with friends, sleep more, do exercise, and do housework at the same time when working remotely. Through this hypothesis, it is aimed at testing whether the meaning of “work” for the participants depends on their marital status or not.

The null hypothesis cannot be rejected since the significance level is higher than alpha ($p = 0,499 > 0,05$). That is to say, the adaptation of the remote workers in banking sector in Türkiye is not dependent on marital status. In other words, there is not a statistically significant

relationship between marital status and the satisfaction level of the participants who have been working remotely in the banking sector in Türkiye.

Table 5-10: Chi-Square Tests for Satisfaction Level * Marital Status

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1,390 ^a	2	,499
Likelihood Ratio	1,399	2	,497
N of Valid Cases	91		

a. 1 cells (16,7%) have expected count less than 5. The minimum expected count is 4,84.

Some responses of both married and single interviewees also provide supporting information for not rejecting the null hypothesis:

“When I work from home, I can spend time with my wife, mother, father and brother at the same time. I do not need to go a long way to see them. Even when I am working, I am together with them, which is a very good thing. I can have lunch with them during my lunch break. These are the spiritual things that I cannot have while working at the office.” (Male, 32, Private Bank Employee)

“I got a lot of hobbies at home. I have become a flower expert in the last year. My house has turned into a flower garden. It is very soothing. I found different ways of socializing at home. Also, I realized that I needed time to save for myself. Working from home gave me the opportunity to do that.” (Female, 28, Private Bank Employee)

“H_{1D}: As the number of years worked at the bank increases, the adaptation process becomes easier.” hypothesis is tested based on the number of years at the bank and satisfaction level variables via bivariate correlation test in the SPSS. However, the findings of this research point out that there is not a statistically significant relationship between the number of years at the bank and the satisfaction level of the participants who have been working remotely in the banking sector in Türkiye. The analysis showed that the adaptation of the remote workers in banking sector in Türkiye are not dependent on the number of years at the banks. The null hypothesis cannot be rejected since the significance level is higher than alpha ($p = 0,213 > 0,05$).

Table 5-11: Bivariate Correlation Test for Satisfaction Level * Number of Years at the Bank

		Number of Years at the Bank	Satisfaction Level
Number of Years at the Bank	Pearson Correlation	1	-,102
	Sig. (2-tailed)		,213
	N	152	152
Satisfaction Level	Pearson Correlation	-,102	1
	Sig. (2-tailed)	,213	
	N	152	152

In the literature, there are some studies showing that employees who are at the beginning of their career experience more difficulties when trying to balance their work life and non-work life, which creates implications on the satisfaction from to remote work as well as adaptation to it (Favero & Heath, 2012, p. 337). Although there is not a statistically significant difference between these two variables, some responses from the participants who are at the beginning of their career can be correlated with the fact that the number of years might affect the adaptation to remote work. On the basis of the interview findings of this research, the reasons behind this can be explained through the barrier to develop a corporate network, lack of socialization with the co-workers in the new working environment, and the difficulty of communicating with the managers when working remotely. Those reasons can be considered as the symbolic meanings attributed to the working practice. In this regard, the meaning attached to the work by junior and senior participants show a variety depending on their expectations and career objectives.

“H_{1E}: As the number of hours that a remote worker spends on her/his work increases, the adaptation process becomes more difficult.” hypothesis is tested based on the number of hours spent for work and the impacts of remote working on physical health variables via bivariate correlation test in the SPSS. As discussed in the Chapter 3.1., remote work might lead to the loss of freedom and autonomy on work-related practices including working hours. Eventually, remote workers may suffer from alienation together with its four dimensions defined by Blauner (1964), which can result in lower level or slower adaptation process to remote work.

The disorders on the physical health can also be influential on the adaptation to remote work. In this analysis, increase in the working hours is assumed as one of the outcomes of the remote work based on the existing literature. Accordingly, working on a digital device for long hours without giving enough breaks while working remotely may result in both physiological and psychological health problems (Sang et al., 2010, as cited in Grant et al., 2013, p. 530).

Table 5-12: Bivariate Correlation Test for Number of Hours Spent for Work * Disorders on Physical Health

		Number of Hours Spent for Work	Disorders on Physical Health
Number of Hours Spent for Work	Pearson Correlation	1	,313**
	Sig. (2-tailed)		,000
	N	152	152
Disorders on Physical Health	Pearson Correlation	,313**	1
	Sig. (2-tailed)	,000	
	N	152	152

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis enables the null hypothesis to be rejected because the significance level is less than alpha ($p = 0,000 < 0,01$). It can be said that the adaptation of the remote workers in banking sector in Türkiye are dependent on disorders on the physical health. In fact, interviewees who are not satisfied with working remotely mentioned that they suffer from back pain and neck pain because of working for long hours without giving breaks.

The same hypothesis is tested with the variables of “H_{1F}: changes in the sleep pattern”, “H_{1G}: changes in the diet and eating habits”, and H_{1H}: having difficulty to cope with stress” together with the number of hours that a remote worker spends on her/his work.

Accordingly, all tested variables are found to be statistically significant on the adaptation to remote work. For the relationship between the number of hours spent for work and the sleep pattern, the null hypothesis can be rejected since the significance level is less than alpha ($p = 0,026 < 0,05$).

Table 5-13: Bivariate Correlation Test for Number of Hours Spent for Work * Changes in the Sleep Pattern

		Number of Hours Spent for Work	Changes in the Sleep Pattern
Number of Hours Spent for Work	Pearson Correlation	1	,181*
	Sig. (2-tailed)		,026
	N	152	152
Changes in the Sleep Pattern	Pearson Correlation	,181*	1
	Sig. (2-tailed)	,026	
	N	152	152

*. Correlation is significant at the 0.05 level (2-tailed).

The null hypothesis for the relationship between the number of hours spent for work and diet and eating habits can be rejected since the significance level is less than alpha ($p = 0,000 < 0,01$).

Table 5-14: Bivariate Correlation Test for Number of Hours Spent for Work * Changes in the Diet and Eating Habits

		Number of Hours Spent for Work	Changes in the Diet and Eating Habits
Number of Hours Spent for Work	Pearson Correlation	1	,302**
	Sig. (2-tailed)		,000
	N	152	152
Changes in the Diet and Eating Habits	Pearson Correlation	,302**	1
	Sig. (2-tailed)	,000	
	N	152	152

**. Correlation is significant at the 0.01 level (2-tailed).

Lastly, the null hypothesis for the relationship between the number of hours spent for work and having difficulty to cope with stress can also be rejected since the significance level is less than alpha ($p = 0,000 < 0,01$).

Table 5-15: Bivariate Correlation Test for Number of Hours Spent for Work * Feeling of Being Stressed

		Number of Hours Spent for Work	Having Difficulty to Cope with Stress
Number of Hours Spent for Work	Pearson Correlation	1	,340**
	Sig. (2-tailed)		,000
	N	152	152
Having Difficulty to Cope with Stress	Pearson Correlation	,340**	1
	Sig. (2-tailed)	,000	
	N	152	152

**. Correlation is significant at the 0.01 level (2-tailed).

Work-life balance is a concept that has been discussed for years in the context of remote work. Klowden and Lim (2021) pointed out that remote work has increased the working hours, and this led to an imbalance between work and non-work life (p. 8). Maintaining the balance between work and non-work life including the time spent for personal affairs is a significant factor for remote workers. In this research, the implication of working hours on work-life

balance has shown itself through changes on the physical health, diet and eating habits and sleeping patterns, and having difficulty to cope with stress.



6. CONCLUSION

This research aims at pointing out the influential factors on the adaptation to remote work by considering the potentiality of remote work's becoming a permanent way of working. Accordingly, some demographic factors such as household composition and having a dependent person at home (i.e., parents or children) are influential on the adaptation levels of the white-collar employees working in the banking sector in Türkiye.

Gender is one of the demographic variables that are assessed within this research. With a feminist perspective, the research tries to discover whether the adaptation to remote work shows a variety among women and men. Feminist theories emphasize that gender norms, power dynamics, and social structures lead to inequalities among men and women. Therefore, they aim at achieving a sustainable gender equality that provides non-discrimination and equal opportunities for all. Together with the introduction of the remote work into the social life in a sudden way as a result of the Covid-19 pandemic, some studies pointed out that gender inequalities were triggered against the favor of women who work remotely (Rudnicka et al., 2020; Toran et al., 2021). Accordingly, women remote workers were facing work-life balance conflicts deriving from their intertwined work-related and house-related roles at home.

However, the findings of this research show that gender is not an influential factor in remote work adaptation of the white-collar employees in the banking sector in Türkiye. It may be related to the sample profile of the research, majority of which consists of white-collar and highly educated people living in the urbanized areas of Türkiye. As stated earlier, higher educational level and living in urban cities can lead to the creation of a more equal public and private sphere for women and men. By considering these aspects, it can be said that the research could bring different outcomes if it was conducted with the participants who have lower educational level and live in more rural areas.

Rather than gender, there are other demographic factors that affect their adaptation process, which are mentioned above. On the other hand, gender is found to be influential on the adaptation process of other sectors' employees such as automotive and academy. In this regard, it is important to focus on different sectors when assessing the adaptation processes of the employees.

The loss of freedom and autonomy on arranging working hours as well as the workload, which are evaluated under the work-related characteristics, also affect the adaptation process,

and are found to be reinforcing the alienation of the employees. In the light of these findings, it can be concluded that remote workers who cannot control their own working hours, workload and similar work-related practices are more likely to experience alienation since they feel powerless as a result of the control of their senior managers or supervisors.

It is also found that the majority of the participants maintain good communication relations during their remote work experience. In fact, some reported that ease of doing work through electronic devices, management team's efforts to support employees and ensure team spirit are the reasons of maintaining a good communication with colleagues and senior managers. From the alienation approach, it can be said that the risk of alienation, particularly social alienation/isolation, can be reduced with the development of team spirit and good communication as found in this research. By interpreting the impacts of the work-related practices on the adaptation to remote work process, it is possible to conclude that the powerlessness and social alienation/isolation dimensions of Blauner's concept of alienation are found to be the most related dimensions to the findings of this research.

Changes in the physical well-being, sleeping patterns and diet and eating habits, and having difficulty to cope with stress are found to be driving factors in adaptation. Other than these, transition to remote work also affected the daily practices of remote workers together with the symbolic meaning of "work". Accordingly, the work became a daily activity for the participants, in which they can spend time with friends, sleep more, do exercise, and do housework at the same time when working.

On the other hand, this research shows that gender, marital status, and the number of years at the bank do not statistically significantly affect the adaptation process of the white-collar banking sector employees who work remotely. However, some qualitative findings of the research emphasize the differences among junior and senior remote workers in their adaptation processes to remote work deriving from different meanings given to the work and varying expectations and career objectives.

From the participants' perspectives, the main advantages of remote working are the reduced time in traffic and transportation, ability to arrange the working area freely, increased time spent with family and friends, a comfortable working environment, and having more personal time.

Some participants, on the contrary, reported that their house is not a private space anymore and they feel like they are always working. Furthermore, they are easily distracted when working from home. Also, some participants drew attention on the health problems that they

have been suffering from after they started working remotely. There are either participants or colleagues of the participants who suffer from back pain and neck pain, who have difficulties in sleeping (i.e., not being able to wake up easily), and who gained weight due to lack of physical activity. Lastly, participants emphasized their low motivation when working remotely and complained about the irregular working hours.

Overall, although participants are found to be having difficulties when adapting to remote work depending on certain factors, they are satisfied with working remotely with a satisfaction level of 7 over 10 in general. Remote work has become a preferable option for the participants with the advantages that it provides within the new nature of work.

Since the beginning of 2010s, remote work practices have become more common in times of crises (i.e., earthquake, pandemic, war) in global context as specified in the previous chapters. The Global Risks Report published by World Economic Forum (2023) emphasizes that the world will face more crises in the future due to natural disasters, ecosystem collapse, climate change, and cyber insecurity. Some of these crises may affect the nature of work and make remote work as a “business as usual” in the near future. However, it is crucial that both companies and employees should be aware of the factors that are influential on the adaptation to remote work.

The Future of Jobs report published by World Economic Forum (2023) emphasizes that companies consider offering more remote and hybrid work opportunities in order to increase talent availability and global competition in the near future. Offering remote and hybrid work opportunities stands as the fifth most preferred practice for increasing the talent availability among all companies surveyed for the 2023 report. When a specific spotlight is put on Türkiye in terms of the most preferred practices, it is seen that the same practice is the last best way to ensure talent availability for companies in Türkiye.

Apart from increasing the talent availability and global competition, remote work has become a preferable option for companies since the operational expenditures at the workplace have been reduced (World Economic Forum, 2023). However, while the companies enjoy the reduction in the expenses, remote workers face a burden both morally and materially. In terms of moral, remote workers have lost the autonomy on their work, they perform overtime working, and their sleeping and diet habits were impacted as found in this research. On the other hand, participants’ statements show that they did not receive any material support even though their work-related expenses at home have increased.

Even though remote work may not be a permanent way of working in the near future, it will be more and more popular among some sectors. In this regard, analyzing positive and negative aspects as well as main driving forces that are influential on the adaptation to remote work remains as a significant perspective. Also, some employees working in the sectors that returned working from the offices may experience the residual impacts of remote work such as losing the sense of usual working hours and having the feeling of always working. For such risks, it is essential for employees to develop a number of coping mechanisms such as receiving well-being or psycho-social support.

Similar to that, existence of reliable and transparent communication platforms might be a good option for remote workers where they can socialize and share their experiences, expectations, and difficulties that they face throughout their remote work processes. In fact, although the unionization rates have declined among the banking sector employees in recent years, unionization and collective bargaining practices can be one of the best solutions during the transition and adaptation to remote process. This issue would be influential on receiving more social rights including monetary support.

Receiving reskilling or upskilling trainings for certain skills groups such as resilience, stress tolerance, flexibility, emotional intelligence, collaboration, teamwork, and time management can also be another coping mechanism during the experience of adaptation to remote work. By this way, the remote workers could reduce the negative impacts of remote work such as social isolation and work-life balance.

The research specifically focuses on the white-collar employees in the banking sector in Türkiye and their adaptation process to remote work. In this regard, the research findings may or may not show differences when compared to other studies conducted within different sectors. Furthermore, the research findings should not be generalized for the whole banking sector white-collar employees in Türkiye since the research sample is selected based on non-probability sampling method. Therefore, the research sample may not be representing the research population.

Three difficulties were confronted during the data collection process. At the beginning of the research, the research methodology was designed to consist of three aspects: interviews with the representatives of human resources (HR) departments of Turkish banks, surveys with white-collar employees from a variety of departments of Turkish banks, and in-depth interviews with a smaller number of white-collar employees from a variety of departments of Turkish banks.

Although the HR departments were tried to reach through both face-to-face visits to the headquarters of some banks in Türkiye and e-mailing, none of the banks except one had accepted to participate in the research.

Following this obstacle, interview questions of the research were shared with the banks' executive representatives upon their request. However, the request of participating in the research was denied due to the fact that research questions may require confidential corporate details of the bank. Therefore, the research methodology was redesigned as explained above after this limitation was confronted during the data collection process.

The second limitation faced during the data collection process was related to the departments of the participants. In the beginning of the research, it was assumed that the adaptation level might be dependent on the departmental conditions. However, after the completion of the quantitative data, it was seen that the names of the departments vary by each bank. Therefore, it was not possible to categorize the departments properly. This difficulty led to the elimination of the assumptions related to departmental differences.

Third and lastly, both the survey and interview questions did not cover the unionization practices, which took a significant place in terms of protection of the labor rights and balancing the relations between the employer and employees during the impacts of Covid-19 pandemic on the work life.

As a final note, the research findings bring many questions to be examined in further studies. To illustrate, if the same research was conducted with the employees from a different sector (i.e., consultancy, defense industry, pharmaceutical industry), its findings would probably differ from this research's findings. It is clear that different driving factors play a role in different sectors as seen in this research. Therefore, it is strongly recommended to conduct similar studies in various sectors to gain a deeper understanding and see the differences and similarities among the employees from different sectors. Additionally, if the same research was conducted with different data collection methods where face-to-face in-person meetings and focus group discussions were enabled, the participants' responses could show differences. The reason behind this probability is the fact that all participants attended the online meetings from their homes and some of them were interrupted by the house-related issues. Also, some participants showed hesitancy when answering questions and felt shy. If a face-to-face in-person interaction in a mutual and particular place rather than home could be organized, participants could feel more comfortable. Researcher's observations in her previous experiences on the field studies

support the idea that focus group discussions can encourage all participants to raise voices in a less hesitant and shy way. Gathering for the same purpose together with the people who have similar backgrounds can be a positive factor in breaking the ice in data collection processes and gaining rapport for the researcher.



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ANNEX

Annex 1: Online Structured Survey Questionnaire

Bu çalışma, Ankara Sosyal Bilimler Üniversitesi Uygulamalı Sosyal Araştırmalar Yüksek Lisans Programı öğrencisi Ecenur Alper'in "Uzaktan Çalışma Biçimine Adaptasyonu Etkileyen Faktörler: Türkiye’de Banka Sektöründeki Beyaz Yakalı Çalışanlar Üzerine Bir İnceleme” konu başlıklı tez araştırmasına veri toplamak amacıyla gerçekleştirilmektedir. Söz konusu çalışmada, sorulara vermiş olduğunuz cevaplar sadece araştırma kapsamında kullanılacak olup hiçbir kurum veya kuruluşla paylaşılmayacaktır. Her bir soru için kendinizi hiçbir etki altında olmadan ifade etmeniz, çalışmada doğru ve geçerli sonuçlara ulaşılması bakımından büyük önem arz etmektedir.

Çalışmaya göstermiş olduğunuz ilgi ve destek için teşekkür eder, sağlıklı günler dilerim.

Ecenur Alper

Ankara Sosyal Bilimler Üniversitesi

Uygulamalı Sosyal Araştırmalar Yüksek Lisans Öğrencisi

Tez Danışmanı: Prof. Dr. Sutay Yavuz

Araştırmaya gönüllü olarak katılıyorum.

☐

Bankacılık sektöründe uzaktan (evden) çalışan beyaz yakalı bir çalışanıım.

☐

Bankacılık sektöründe uzaktan (evden) çalışan beyaz yakalı bir çalışan değilim. Lütfen

☐

eti sonlandırınız.

BÖLÜM 1. Bu bölümde demografik bilgiler ile sorular bulunmaktadır.

1. Cinsiyetinizi belirtiniz.

☐

Kadın

☐

Erkek

☐

Diğer

(Lütfen

belirtiniz)

.....

2. Yaşınızı belirtiniz.

3. Medeni durumunuzu belirtiniz.

☐

Evli

☐

Bekar

☐

Diğer (Lütfen belirtiniz)

4. Hangi şehirde yaşıyorsunuz?

5. Sahip olduğunuz çocuk sayısı kaçtır? (Çocuğunuz yok ise “0” veya “Yok” yazınız).

6. Hanenizde siz dahil yaşayan kişi sayısını belirtiniz.

7. Birlikte yaşadığınız kişileri işaretleyiniz (Birden fazla seçeneği işaretleyebilirsiniz).

☐

Çocuğum/ Çocuklarım

☐

Eşim/ Partnerim

☐

Annem/ Kayınvalidem

☐

Babam/ Kayınpederim

☐

Kardeşim/Ağabeyim/ Ablam

☐

Ev arkadaşım/ Oda arkadaşım

☐

Yalnız yaşıyorum.

☐

Diğer (Lütfen belirtiniz)

8. En son gittiğiniz okul hangisidir?

- ☐ Genel Lise
☐ Mesleki Lise
☐ Üniversite/ Lisans
☐ Yüksek Lisans
☐ Doktora

BÖLÜM 2. Bu bölümde çalıştığınız bankadaki işiniz ve çalışma pratikleriniz ile ilgili sorular bulunmaktadır.

9. Çalıştığınız banka türü nedir?

- ☐ Özel banka ☐ Kamu bankası

10. Kaç yıldır bu bankada çalışıyorsunuz?

11. Bankanın hangi departmanında çalışmaktasınız?

12. Halihazırda, bankadaki statünüz nedir? (Kategorilerden hiçbiri uymuyorsa lütfen “Diğer” seçeneğini işaretleyerek statünüzü belirtiniz).

- ☐ Sözleşmeli personel
☐ Kadrolu personel
☐ Orta kademe yönetici
☐ Üst kademe yönetici
☐ Bağımsız (freelance) uzaktan çalışan
☐ Diğer (Lütfen belirtiniz)

13. Çalıştığınız bankada uzaktan (evden) çalışmaya pandemi sürecinde (Mart 2020 ve sonrası) mi başladınız?

- ☐ Evet, pandemi sürecinden itibaren uzaktan çalışmaya başladım.
☐ Hayır, pandemi sürecinden önce de uzaktan çalışıyordum.

14. Uzaktan (evden) çalışmaya geçmek sizin tercihiniz miydi?

☐

Evet, benim tercihimdi.

☐

Hayır, benim tercihim değildi.

☐

Diğer (Lütfen belirtiniz)

15. Uzaktan (evden) çalışma biçiminizi işaretleyiniz.

☐

Tam zamanlı olarak uzaktan çalışıyorum.

☐

Yarı zamanlı uzaktan, yarı zamanlı ofisten çalışıyorum.

16. Bir ayın kaç gününü* uzaktan (evden) çalışarak geçiriyorsunuz?

*Hafta sonlarını da dikkate alarak işaretleme yapınız.

☐

1-5 gün

☐

6-10 gün

☐

11-15 gün

☐

15-20 gün

☐

21 gün ve üzeri

17. Uzaktan (evden) çalışırken, bir günün ortalama kaç saatini işinize ayırıyorsunuz?

☐

1-3 saat

☐

4-6 saat

☐

7-9 saat

☐

10-12 saat

☐

13 saat ve üzeri

18. Uzaktan (evden) çalışırken işiniz için elektronik cihazları kullanma sıklığınızı belirtiniz.

	Hiçbir zaman	Nadiren	Ara sıra	Sıklıkla	Her zaman
Masaüstü/ dizüstü bilgisayar					
Tablet					

Akıllı telefon					
----------------	--	--	--	--	--

19. Evinizde kaç oda var? (Buna yatak odalarını, oturma odalarını, misafir odalarını, çalışma odalarını ve salonu dahil ederek belirtiniz).

20. Bu odalardan kaç hanede genellikle yaşayanlar tarafından çalışma odası olarak kullanılıyor?

21. Uzaktan (evden) çalışırken çoğunlukla bulunduğunuz çalışma ortamını aşağıdakilerden hangisi en iyi açıklar?

☐

Uzaktan çalışmak için bana ait özel bir çalışma odam var.

☐

Uzaktan çalışırken evin ortak bir odasını kullanıyorum ancak odada bana ait özel bir alan (çalışma masası, çalışma sandalyesi vb.) var.

☐

Uzaktan çalışırken evin ortak bir odasında, ortak bir alanı kullanıyorum.

☐

Diğer (Lütfen belirtiniz)

BÖLÜM 3. Bu bölümde uzaktan (evden) çalışmaya dair görüşleriniz ve uzaktan çalışma deneyimleriniz ile ilgili sorular bulunmaktadır.

22. Lütfen aşağıda belirtilen ifadelere katılım düzeyinizi sadece uzaktan çalıştığınız süreci göz önünde bulundurarak belirtiniz.

Uzaktan çalışırken.....	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	Cevap vermemeyi tercih
a. Çalışma programımı kendim düzenleyebiliyorum.						
b. Çalışma programım üst yöneticiler/ müdürler/ süpervizörler tarafından belirleniyor.						

c. Çalışma saatlerimi kendim düzenleyebiliyorum.						
d. Çalışma saatlerim üst yöneticiler/ müdürler/ süpervizörler tarafından belirleniyor.						
e. İşime ayırdığım çalışma süresi arttı.						
f. İş yükümü kendim belirliyorum.						
g. İş yüküm üst yöneticiler/ müdürler/ süpervizörler tarafından belirleniyor.						
h. İş yüküm arttı.						

23. Lütfen aşağıda belirtilen ifadelere katılım düzeyinizi sadece uzaktan çalıştığımız süreci göz önünde bulundurarak belirtiniz.

Uzaktan çalışmak.....	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	Cevap vermemevi tercih
a. Beden sağlığıma zarar veriyor.						
b. Uyku düzenimi olumsuz etkiliyor.						
c. Beslenme düzenimi olumsuz etkiliyor.						
d. Beni psikolojik olarak olumsuz etkiliyor.						
e. Uzaktan çalışırken stresle baş etmekte güçlük çekiyorum.						

24. Lütfen aşağıda belirtilen ifadelere katılım düzeyinizi sadece uzaktan çalıştığımız süreci göz önünde bulundurarak belirtiniz.

	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum	Cevap vermemevi
--	-------------------------	--------------	--------------------------------	-------------	------------------------	-----------------

a. Uzaktan çalışmak yerine ofiste iş arkadaşlarımla bir arada çalışmayı tercih ederim.						
b. Uzaktan çalışırken kendimi yalnız hissediyorum.						
c. Uzaktan çalışırken kendimi dışlanmış hissediyorum.						
d. Uzaktan çalışmak, iş arkadaşlarımla olan iletişimimi olumsuz etkiledi.						
e. Uzaktan çalışmak, üst yöneticiler/ müdürler/ süpervizörler ile olan iletişimimi olumsuz etkiledi.						
f. Uzaktan çalışırken terfi alma ihtimalimin daha düşük olduğunu düşünüyorum.						

25. Uzaktan çalıştığınız süreçte, aşağıda belirtilen ifadelerin evinizde öncelikli olarak kimin yaptığını işaretleyiniz.

	Kendim	Eşim	Eşimle birlikte	Annem	Babam	Kız çocuğum	Erkek çocuğum	Ücretli çalışan	Diğer kadımlar	Diğer erkekler	Hiç kimse
a. Yemek pişirmek											
b. Sofrayı kurmak ve toplamak											
c. Temizlik işleri (ev süpürmek, toz almak vb.)											
d. Bulaşıkların yıkanması/ bulaşık makinesine konulması											
e. Çamaşır yıkamak/asmak											
f. Ütü yapmak											

g. Mutfak için alışveriş yapmak											
h. Tadilat/ tamirat işleri											
i. Çocukların ev ödevlerine yardım edilmesi											
j. Çocuklarla ev içinde zaman geçirilmesi (oyun oynamak, kitap okumak vb.)											

26. Uzaktan çalışmaktan duyduğunuz genel memnuniyeti ofiste çalışmak ile karşılaştırarak değerlendiriniz. (1- Uzaktan Çalışmaktan Hiç Memnun Değilim, 10- Uzaktan Çalışmaktan Çok Memnunum)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

27. Uzaktan çalışmayı çevrenizdekilere tavsiye etme olasılığınız nedir? (1- Kesinlikle Tavsiye Etmem, 10- Kesinlikle Tavsiye Ederim)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

28. Genel memnuniyetinizi etkileyen, sizin için uzaktan çalışmanın sağladığı **avantajları** lütfen belirtiniz (Birden fazla seçeneği işaretleyebilir ve “Diğer” seçeneğinde kendi fikirlerinizi belirtebilirsiniz).

Çalışma ortamını düzenlemede özgürlük		Rahat bir çalışma ortamı
Aile ve arkadaşlara ayrılan zamanın artması		Trafik ve ulaşım sorununun ortadan kalkması
İşlere daha düzgün odaklanabilme		Çocuk bakımına ayrılan zamanın artması
Kendime daha fazla serbest zaman ayırabilme		Yaşlı/ engelli vb. aile üyelerinin bakımına ayrılan zamanın artması
Bir yere gitmek veya ara vermek gibi konular için izin alma zorunluluğunun ortadan kalkması		Elektronik cihazlar aracılığıyla iş yapmanın sağladığı kolaylık

Diğer (Lütfen belirtiniz).....
--

29. Genel memnuniyetinizi etkileyen, sizin için uzaktan çalışmanın sağladığı **dezavantajları** lütfen belirtiniz (Birden fazla seçeneği işaretleyebilir ve “Diğer” seçeneğinde kendi fikirlerinizi belirtebilirsiniz).

Kişisel disiplini sağlamada zorluk yaşanması		Stresli bir çalışma deneyimi yaratması
Çocuk bakımıyla birlikte çalışmayı bir arada yürütmenin zorluğu		Çalışma motivasyonu eksikliği
Yaşlı/ engelli vb. aile üyelerinin bakımıyla birlikte çalışmayı bir arada yürütmenin zorluğu		Sağlık problemleri (kilo alma, bel/sırt bölgesi rahatsızlıkları, boyun bölgesi rahatsızlıkları, uyku sorunu vb.)
Evin özel yaşam alanı olmaktan çıkması		Düzensiz çalışma saatleri
Evde dikkat dağıtan unsurların olması		Daima çalışıyor olma hissi
İşleri elektronik cihazlar (bilgisayar, tablet, akıllı telefon vb.) aracılığıyla yürütmenin zorluğu		Teknolojik altyapının uzaktan çalışırken yetersiz kalması
Diğer (Lütfen belirtiniz).....		

30. Araştırmaya katkılı olabileceğini düşündüğünüz kişisel fikir, görüş ve önerilerinizi aşağıya belirtebilirsiniz.

.....

Araştırmanın bir sonraki aşamasında çevrimiçi uzaktan yüz yüze görüşmeler yapılacaktır. Bu görüşmelerin amacı, katılımcılara fikir, görüş ve önerilerini daha detaylı sunmaları için fırsat tanımadır. Görüşme aşamasında da yer almak isterseniz, aşağıya e-posta adresinizi girerek araştırmama yardımcı olmaya devam edebilirsiniz. Araştırmadan elde edilen veriler üçüncü kişilerle paylaşılmayacağı gibi, e-posta adresiniz ve diğer bilgileriniz de kesinlikle paylaşılmayacaktır.

.....

Çalışmaya yaptığınız katkıdan dolayı teşekkür eder, sağlıklı ve mutlu günler dilerim.

Ecenur Alper



Annex 2: Semi-Structured In-Depth Interview Questions

Değerli Katılımcı,

İsmim Ecenur Alper. Ankara Sosyal Bilimler Üniversitesi Sosyoloji bölümü Uygulamalı Sosyal Araştırmalar Tezli Yüksek Lisans Programı'na kayıtlı bir öğrenciyim. Bu çalışma, “Uzaktan Çalışma Biçimine Adaptasyonu Etkileyen Faktörler: Türkiye’de Banka Sektöründeki Beyaz Yakalı Çalışanlar Üzerine Bir İnceleme” konu başlıklı tez araştırmam için veri toplamak amacıyla gerçekleştirilmektedir. Sizinle de bu konu hakkında konuşmak, sizden bilgi almak ve size bu konularda bazı sorular sormak istiyorum.

Söz konusu çalışmada, sorulara vermiş olduğunuz cevaplar sadece araştırma kapsamında kullanılacak olup kesinlikle gizli tutulacak ve hiçbir kurum veya kuruluşla paylaşılmayacaktır. Görüşmenin yaklaşık 30 dakika sürmesi planlanmaktadır ve sizin için uygun olan çevrimiçi yüz yüze görüşme platformlarından birinde gerçekleştirilecektir (Skype, Google Meets, Zoom vb). Görüşme sırasında sizin onayınızın olması durumunda görüşmenin sesli ve görüntülü kaydı alınacaktır. Katılımınız tamamen gönüllü olmanıza bağlıdır, yani çalışmada yer almayı reddetme ve çalışmadan çekilme haklarına sahipsiniz. Ancak sizin bu çalışmaya katılmanız ve fikir, deneyim ve görüşlerinizi paylaşmanız Türkiye’de bankacılık sektöründe uzaktan çalışmaya adaptasyonu ve bu pratiğe dair deneyimlerin ortaya konması bakımından çok yararlı olacaktır. Her bir soru için kendinizi hiçbir etki altında olmadan ifade etmeniz, çalışmada doğru ve geçerli sonuçlara ulaşılması bakımından büyük önem arz etmektedir.

Görüşme yapmayı kabul ediyorsanız lütfen aşağıdaki kutucuğu işaretleyiniz.

☐

Çalışmaya gönüllü olarak katıldığımı beyan ederim.

1. Bana kendinizden bahseder misiniz? (Yaşınız, medeni durumunuz, eğitim durumunuz, tek mi yaşıyorsunuz, yaşadığınız şehir, varsa çocuk sayısı)
2. Çalıştığınız banka kamu bankası mı özel banka mı?
3. Kaç yıldır bu bankada çalışıyorsunuz?
4. Pozisyonunuzdan/iş tanımınızdan bahseder misiniz?
5. Siz pandemi sürecinde uzaktan çalışanlar arasına mı katıldınız yoksa daha önce de uzaktan çalışma deneyiminiz olmuş muydu?
6. Pandeminin başından bu yana hiç ofise gittiniz mi?
7. Siz ofisten çalışmayı mı tercih ediyorsunuz evden çalışmayı mı?

8. Bu tercihinizin sebepleri nelerdir?
9. Evdeki çalışma ortamınız nasıl? Kendinize ait bir çalışma odası var mı?
10. Evden çalıştığınız bir gününüzün nasıl geçtiğini anlatabilir misiniz?
11. İş yükünüzü ve günlük çalışma programınızı kendiniz belirleyebiliyor musunuz?
12. İş yükünüzde pandemi öncesi ve sonrası diye bir farklılık oluştu mu? İş yükünüz arttı mı veya azaldı mı?
13. Bankanın sunduğu imkanlarda evden çalışmaya geçtikten sonra değişiklikler oldu mu?
14. İş arkadaşlarınızla, yöneticilerinizle iş ilişkiniz bu dönemde nasıl etkilendi?
15. Evden çalışma deneyimiyle ilgili genel görüşünüz nedir?
16. Evden çalışmaya ileride de devam etmek ister misiniz?
17. Böyle istemenizin/istememenizin sebebini açıklar mısınız?
18. Etrafınızda sizin gibi evden çalışanlar da sizinle deneyimlerini paylaşıyor mu?
19. Evet ise, onların evden çalışmaya yönelik yaklaşımı nasıl?
20. Sizin eklemek istediğiniz başka bir husus var mı?

Annex 3: Ethics Committee Approval

Karar: 1407

KARAR: 2021/4



T.C.
ANKARA SOSYAL BİLİMLER ÜNİVERSİTESİ REKTÖRLÜĞÜ
SOSYAL VE BEŞERİ BİLİMLER ARAŞTIRMALARI
VE
BİLİMSEL YAYIN ETİK KURULU

ETİK ONAY BELGESİ

Araştırma Yöntemi	Anket Çalışması-Mülakat-Veri Kaynakları Taraması-Ses ve Görüntü Kayıtları
Araştırmanın Adı	Factors that Affect the Adaptation to Remote Work: An Analysis of Banking Sector in Turkey (Uzaktan Çalışma Biçimine Adaptasyonu Etkileyen Faktörler: Türkiye'deki Banka Sektörü Üzerine Bir inceleme)
Sorumlu Araştırmacının Adı Soyadı	Ecenur ALPER
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Mehmet DOĞAN

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