

SOCIAL MARKETING OF POST-PANDEMIC TELEWORKING TO IMPROVE
THE WELL-BEING
OF WHITE-COLLAR WORKERS IN ISTANBUL

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ABSTRACT

SOCIAL MARKETING OF POST-PANDEMIC TELEWORKING TO IMPROVE THE WELL-BEING OF WHITE-COLLAR WORKERS IN ISTANBUL

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Compulsory commuting to work brings along many problems at the individual, societal and environmental levels, which have been well-documented in many studies. However, with the pandemic, more employees than ever before in human history have experienced telework. Likewise, the technological developments regarding telework have also gained momentum. Since the studies in the literature mostly belong to the pre-pandemic period, this thesis is separated from the literature because it is based on the unprecedented application of teleworking by most companies. This thesis analyzes the changes in the well-being of the individuals, society and the environment with the elimination of the compulsory commuting. A semi-structured interview method was used with Millennial white-collar workers living in Istanbul, and the findings revealed that teleworking has strong well-being enhancing aspects at all levels. Based on these results, a social marketing strategy was created with the aim of encouraging telework. The result of this study is especially important for white-collar employees and their

employers, who have a very high applicability of telework, and those who are concerned with well-being amidst change in the working order.

Keywords: Social Marketing, Teleworking, Well-being, Commuting, Environment



ÖZ

SOSYAL PAZARLAMA KAMPANYASI ARACILIĞIYLA PANDEMİ SONRASI TELEÇALIŞMA İLE İSTANBUL'DAKİ BEYAZ YAKA ÇALIŞANLARIN REFAHLARINI ARTIRMAK

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Bireylerin her gün zorunlu olduğu işe gidiş gelişler birçok sorunu da beraberinde getirmektedir. Bireysel, toplumsal ve çevresel anlamda gözlemlenebilen bu sorunlar birçok çalışmada belgelenmiştir. Bununla birlikte pandemi ile birlikte insanlık tarihinde hiç olmadığı kadar fazla çalışan tele çalışmayı deneyimlemiş ve uzaktan çalışmaya dair teknolojik gelişmeler de hız kazanmıştır. Literatürdeki araştırmalar çoğunlukla pandemi dönemi öncesine ait olduğu için bu çalışma pandemi ile birlikte tele çalışmanın çoğu şirket tarafından uygulanabilir olduğunun ortaya çıkmasından sonra olduğu için literatürden ayrılır.

Bu tez işe gidiş geliş zorunluluğunun ortadan kalkması ile birlikte kişilerin, toplumun ve çevrenin refahlarındaki değişimi analiz etmektedir. İstanbul'da yaşayan beyaz yaka Y kuşağı çalışanlar ile yapılan yarı yapılandırılmış görüşme yöntemi kullanılmış olup, bulgular tele çalışmanın her seviye için refah artırıcı yönlerinin güçlü olduğunu ortaya koymuştur. Buradan yola çıkarak, bir sosyal pazarlama stratejisi oluşturulmuştur ve tele çalışmanın teşvik edilmesi amaçlanmıştır. Bu çalışmanın sonucu, özellikle tele çalışmanın uygulanabilirliği çok yüksek olan beyaz yaka çalışanlar ile işverenleri ve

iş düzenlerindeki deęişimler esnasında refahı önemseyen kişiler için önem arz etmektedir.

Anahtar Kelimeler: Sosyal Pazarlama, Teleçalışma, Refah, İşe gidiş geliş, Çevre





To My Family

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LIST OF ABBREVIATIONS

IBB: Istanbul Metropolitan Municipality

ILO: International Labor Organization

TUIK: Turkish Statistical Institute

UNDP: United Nations Development Programme

UNESCO: United Nations Educational, Scientific and Cultural Organization



CHAPTER 1

INTRODUCTION

1.1. Overview

For many people, commuting to work is one of the biggest challenges in their daily lives. Billions of people have to choose between different transportation modes for commuting every day. Some of us choose our comfort and the option to save time by using a private vehicle while some of us have to take into account the economic conditions or for merely protecting the environment and use public transportation or choose walking or cycling. This compulsory trip to work, which turns into tiring psychological warfare for most people in metropolises, is also among the biggest threats to the environment we live in. The transportation sector uses 25 percent of total world energy and half of the total oil production (Gorham, 2002). As a matter of fact, this seemingly simple decision is not only a decision that determines how people commute, but also a decision that affects everyone on the planet and even for future generations.

However, when we came to 2020, we realized that the health factor exceeds all other factors in importance. On March 11, as the WHO declared the COVID-19 epidemic a global pandemic, governments began to take measures one after another to protect public health. This global pandemic has also brought new conditions to the business world. Organizations, whether familiar with working remotely or not, by allowing employees to work from home, have created a collective teleworking system unprecedented in human history. According to Deloitte, 25 percent of people in Sweden used to work remotely for at least one day, and now this is 50 percent (Deloitte, 2020a). In the United States, there is a similar situation, 66 percent of employees work remotely at least 1 day a week due to the pandemic (Herhold, 2020).

Though the number of people teleworking part-time or on a full-time basis has been gradually increasing over the years (Eurostat, 2018), the pandemic has certainly fast-tracked the adoption of teleworking modalities by employers (ILO, 2020b). Thus, even companies that do not normally intend to use telework have begun to implement it and have had the opportunity to analyze the advantages and disadvantages it provides to both employees and the employer. Apart from advantages such as reduced or eliminated commute time, providing an opportunity for workers to focus on their work by removing office distractions, and providing an opportunity for better work-life balance, telework is essential in ensuring business continuity in case of force majeure such as the COVID-19 outbreak. Additionally, teleworking offers a more flexible working opportunity for employees and gives them the freedom to work from an alternative location away from their premises. However, on the contrary, there may be disadvantages such as isolation especially for individuals living alone and loss of contact with other employees that need to be controlled and prevented (ILO, 2020b).

The lessons learned by companies may lead to a paradigm shift about the location of work. Moreover, this transition can be accelerated with a social marketing strategy. And it can be ensured that a greater proportion of the society enjoys the benefits of telework.

1.2. Research Question

A white-collar worker is a person who does managerial, administrative and desk jobs that require professionalism and do not rely on power (Thistlethwaite & Mills, 1954). The main tool of this group is technology, and therefore it is not actually tied to a location and can continue its business wherever technology allows. Therefore, it is a very suitable group for teleworking. For low-level white-collar workers, the teleworking rate can be as high as 84 percent (Milasi et al., 2020). For this reason, in this study, especially white-collar employees are emphasized.

A generation is a group of identical people in terms of age, birth year, experiencing the same important historical events, etc (Smith & Nichols, 2015). Throughout history, significant events shape the personality, values, and expectations of that generation (de Hauw & de Vos, 2010). Millennials were mainly influenced by computers and the greater acceptance of non-traditional families and values. Since the Millennials grew

up with an emphasis on family, they are family-oriented, which also creates change in the workplace. They attach great importance to the work-life balance (Andert, 2011). Moreover they value leisure time (Ng & Johnson, 2015). In addition, it has been found that Millennials prefer a more flexible working life and even an organizational culture with fewer rules and regulations (Smith & Nichols, 2015).

Millennial generation is one of the generations that are highly prone to technology that have taken part in business life today, as Generation Z has just been recently started working life. As with language learning, it is believed that people who learn technology at an earlier age become more competent than other people. Since the Millennials gets used to technology at an earlier age than other generations, it is thought that as Millennials progress in their careers and acquire decisive positions, the business processes will include more technology (Smith & Nichols, 2015).

Differences between generations also affect issues such as employee performance, satisfaction, and organizational commitment (Greenwood et al., 2010). Moreover, some estimates suggest that by 2025, more than half of the workforce will consist of Millennials (Deloitte, 2014; Shook & Knickrehm (2017)) . It is crucial to understand this generation that will guide the business world in the near future and to understand their motivations and thoughts in order to attract and retain them (Guha, 2010). Therefore, Millennials were chosen as a focus for this study.

As will be mentioned in the following sections, Istanbul is one of the provinces with the highest average commuting time and traffic not only in Turkey but also in the world (Sutton, 2015). Additionally, according to the Akgün et al. (2017)'s data, while 42 percent of the total workers consist of white-collar workers in Turkey, this ratio is 61 percent in Istanbul. According to same report, if it is considered that 5.6 million people are employed in Istanbul, the number of white-collar workers is approximately 3.4 million. Due to the fact that the population of the city and the number of white-collar workers are the highest in the country, it is the city in Turkey with the highest number of people who have experienced the teleworking system (Deloitte, 2020b).

In addition, while Millennials accounts for about 30 percent of the population in Turkey, this ratio is nearly 35 percent in Istanbul (TUIK, 2020). In this context, Istanbul can be considered as a city where Millennials mostly live.

Never before has there been a time to study so many white-collar workers teleworking. This research, which was set out to seize the unique opportunity during the pandemic, focuses on the following research question:

How do changes in commuting habits due to telework influence the well-being of Millennial white-collar professionals in Istanbul?



CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

To better analyze the research question in the following sections, this section will first focus on the studies in the literature related to the research question and a comprehensive Literature Review will be presented. First of all, environmental and transportation issues will be examined on a larger scale in the light of the emergence of transportation with urbanization by considering the industrial revolution. In addition, their effects on Istanbul will be examined. Then the COVID-19 pandemic that suddenly changed everyone's life, and its impact on the environment will be reviewed. While doing this, the change in urban habits and changes in urban movement will be emphasized, and again studies specific to Istanbul will be presented. In light of all these, research on how we can maintain the positive changes created by the pandemic will be presented, and studies in the literature on telework will be included as an alternative. Finally, the concept of social marketing will be examined, and it will be analyzed whether it is a suitable tool for extending post-pandemic teleworking.

2.2. Environment and Transportation

Environmental problems have accelerated significantly with the emergence of the industrial society (Barca & Bridge, 2015). Therefore, it is essential to understand the environmental and transportation related problems and analyze the root of these problems. For this reason, the process that started with the industrial revolution and was followed by urbanization will be a guide to understand the origin of today's environmental and transportation related issues. Additionally, the emergence of the urban mobility with the growth of transportation and private cars will also be discussed in order to analyze the issue more comprehensively. Moreover, how the industrial

revolutions affect today's life will be examined and approaches to the environment and daily life in the period before the pandemic will be presented.

2.2.1. Industrial Revolutions

The industrial revolutions that took place one after the other throughout history have enabled societies, cities and even business life to take their present form.

Before the “First Industrial Revolution”, life was also quite different in Britain. People usually lived in small villages, getting to their destination by walking on footpaths or by horseback. In addition to these, people faced many diseases that reduced life expectancy due to insufficient food, poor hygiene, dirty water use, and lack of sewage systems. There were also significant differences in working life; about 80 percent of the people worked in rural agricultural farms from sunrise to sunset. Only 20 percent lived in small towns. The number of people working in manufacturing, mining, and trade was very small, so production was small and local. In this period, handmade tools working with human or animal power were used (Mohajan, 2019).

The First Industrial Revolution that started in the second half of the eighteenth century in Britain triggered urbanization with rapid migration waves and resulted in today's modern cities. The First Industrial Revolution is essentially used to describe industrial developments that could be termed the transformation from individual production to industrial production, which differentiated through the production of goods. The use of machine tools brought by a factory-based production system, the increase in the importance of the chemical and steel industries, and the increase in the use of steam engines, first in the industrial area and then in the transportation area, became the main features of the First Industrial Revolution (Genta & Riberi, 2019a). All sectors developed during the First Industrial Revolution. With the increased manufacturing capacity and the transition from agriculture to industry, people started to work in factories in certain locations, not in agricultural lands. Thus, improvement of transportation became essential to transport humans, animals and goods in different locations (Choudhary and Rao, 2018).

The First Industrial Revolution was followed by the Second Industrial Revolution that emerged at the end of the 19th century and led to technological developments in

mobility and production. New technologies such as automobile, telephone, radio and a shift in energy use from coal to electricity and petroleum electricity contributed to the civilization of humanity (Brian, 2015). Also, businesses developed in this period with the effect of the developments in the stock market, commercial banks, and transportation. Economic development has also accelerated with those developments (Mohajan, 2020). Moreover employment shifted from manufacturing to services (Brian, 2015).

The Third Industrial Revolution began towards the end of the 20th century and involved the application of electronics and information technology to automate production (Xu et al., 2018). The production of the first computer has paved the way for digital developments and with its further development, the use of machines instead of humanpower in the production process has accelerated (Surianti, 2020).

Industry 4.0 is recognized by many as the Fourth Industrial Revolution. Moreover, it is still described as a revolution we are in and is taking place. It refers to the combination of physical assets and advanced digital technology. The internet of things, robots, 3d printers, cloud computing, artificial intelligence are thought to be the most active role in this Fourth Industrial Revolution. This revolution has enabled organizations, consumers, and society to be much more flexible and responsive. They can make much smarter data-driven decisions with the help of developments during this period (Deloitte, 2020c). With the Fourth Industrial Revolution, important changes occurred in the way people work. The concept of working time, salaries and even workplace is no longer standard. Employees had to learn to work with technology with the artificial intelligence developments and the increasing human-machine relationship (Man & Man, 2019).

To summarize, the Industrial Revolutions completely changed the way people live. In addition, the places where people live and their working lives are also affected and many important event triggered with those revolutions.

2.2.2. Urbanization

As per United Nations (2014), the "urban transition," also known as the process of urbanization, means the transformation of the population from small rural settlements where subsistence is provided by agriculture, to a form that has spread to more extensive and denser urban settlements dominated by industrial activities and service activities in recent centuries. The importance of this urbanization process for economic development, environment, and human well-being is an indisputable fact, especially for developing countries (Krey et al., 2012).

At the end of the 18th century, with the start of the industrial revolution, opportunities in the cities, especially in employment, started to increase. Naturally, this caused intense migration from rural to urban areas. Thus, there was an unprecedented increase in the urban population in the 19th century (Watson, 1993).

Since cities are the primary commerce centers, the transportation system is also the backbone of the cities. Consequently, significant developments in transportation have a significant impact on cities' growth, especially the advances made in long-distance transportation such as steam trains and motor vehicles. As a result of these developments in transportation, people and goods' mobility has increased. They have become transportable both within the city and between cities faster and at lower costs. Thus, this paved the way for the development of transportation and today's metropolises' growth, as mentioned before. Then, with the innovative discoveries in the transportation sector, such as the invention of internal combustion engines in state-of-the-art products such as vehicles and aircraft engines, flexibility, speed, and individualization of transportation; the urban community fundamentally changed the way of life, thus paving the way for the emergence of the metropolis and megalopolis (Hussain & Imityaz, 2019).

The 20th century witnessed the gradual transition of the rural population to urban life on a global scale, which would later lead to a significant increase in urbanization levels (Krey et al., 2012). Turkey also experienced a similar change. According to World Bank data, while almost 30 percent of Turkey's population was living in the cities in 1960, this number reached nearly 75 percent in 2017. Turkey, as seen from the data in about 60 years, has experienced very rapid urbanization.

These large scale urban agglomerations have local, regional, and global effects. The local impact is to replace the topography with a "built environment" of brick, glass, concrete, and metal. Its regional impact is artificial heat generation. Cities with more than 250,000 inhabitants form "heat islands" that are warmer than those around them. Indeed, according to the Environmental Protection Agency, a city with a population of 1 million may have an annual average temperature of 3 degrees Celsius higher than its surroundings. The global impact of these urban areas is that they contribute to global warming by increasing sulfur and carbon dioxide emissions (Foster, 1999).

Additionally, parallel to urbanization and the rapid increase in population and as a result of the increase in demand for housing, industry, workplace, and trade; cities tend to expand towards the provincial borders, and an uncontrolled and unplanned urban sprawl towards agricultural lands and forests is inevitable (Karakayacı, 2016). Relations between housing, industry, commerce, and work areas, such as increased transport facilities and personal mobility, are critical for promoting urban sprawl. Apart from these, new transport opportunities often allow the development of new commercial, industrial and residential areas (Couch et al., 2008).

Unless this process is planned and controlled, urban sprawl is inevitable. As a result of all this, this urban sprawl undoubtedly brings with it many problems such as environmental pollution, air pollution, and the need for transportation due to increased distance and traffic.

2.2.3. Emergence of the Urban Mobility

Transportation has been an essential part of human life since ancient times. Our ancestors' struggles to meet their food and shelter needs revealed the necessity of transportation, and as the population increased, the demand of transportation increased. Technological developments have been among the most critical factors affecting transportation capability. The emergence of motor vehicles and the development of private automobiles were the developments that deeply affected the transportation sector. Even if the relationship between them is not clear, transportation has been seen as an important development factor since the industrial revolution (Banister et al., 2011).

The transportation sector, which is also defined as the circulatory system of society today, allows people to travel at an individual level; access to employment opportunities and services such as health, shopping and entertainment; and spatially expanded social networks. Over the past century, the transport of people, goods, and information has increased enormously (Banister et al., 2011). Today, the most important factor in the importance of transportation in our lives and the increase in the transportation of people, goods and information is the introduction of the automobile as a new means of transportation at the end of the 19th century. The first invention of the automobile was not the result of a need. Because at this point, the society was perfectly adapted to animal-powered vehicles in the countryside and to transportation based on railways and canals where high investments were made.

However, it quickly became a status symbol for the people, and as time progressed, it gave people unprecedented freedom of movement. The introducing of the assembly line to the automotive industry reduced costs significantly. In this way, even workers working in the automobile industry have reached a position to be able to buy the machines they have made (Genta & Riberi, 2019b).

Today, the increase in women's participation in the workforce, the rise in household income, and the decrease in household size have enabled the increase in car ownership and personal mobility (Dargay, 2001). However, all these have a cost. Transportation in today's word is heavily reliant on oil. Transport used more than 60 percent of all oil in 2008 (Banister et al., 2011). Additionally, with the increasing demand for transportation, problems such as traffic congestion, noise pollution, traffic safety, urban sprawl, air pollution, and greenhouse gas emissions have emerged (Scholl et al., 1996).

Transport is responsible for emission production in two ways when we look at it on a large scale. It affects directly by generating emissions from the tailpipes of automobiles and affects indirectly, through the fuel extraction, refining, distribution process, the construction of the necessary infrastructure, and vehicle production, maintenance, and end-of-life processes. According to research, the vehicle use phase produces most of the greenhouse gas emissions (almost 85 percent of CO₂ and almost

65 percent of CH₄) and most of the other pollutants (almost 90 percent of CO) (Kitou & Horvath, 2006).

The fact that transportation is seen as the leading cause of about a quarter of greenhouse gas emissions and air pollution in Europe proves the effects of transportation on the environment (Todts, 2018). Moreover, the decline in emission rate over time in the other sectors are not observed in the transportation sector. According to European Environment Agency road transport accounts for more than 70 percent of emissions in the transport sector. Additionally, transportation mode is one of the crucial factors affecting the emission rates resulting from passenger transportation. For example; passenger cars account for 60 percent of CO₂ emissions from road transport in Europe (Kitou & Horvath, 2006).

Furthermore, the transportation sector uses 25 percent of total world energy and half of the total oil production as stated earlier. This causes transportation to be the source of approximately 20 percent of greenhouse gas production in the world (Gorham, 2002). Today, transportation is the largest greenhouse gas source in the U.S. after electricity production (U.S. EPA, 2016). Transport structures such as new roads, road expansions, multi-story intersections, and tunnels, which are made unconsciously to meet the increasing demand for vehicle traffic, lead to increasing concrete of cities and rural areas surrounding them and the loss of buildings and urban texture that can be considered our cultural heritage. Additionally, applications that prioritize cars instead of pedestrians adversely affect the physical environment and the social and cultural communication of society, the safety of life through traffic accidents, and human health due to the inhaled polluted air (Akı, 2015).

2.2.4. The Life Before Pandemic

As a result of the historical events and developments mentioned in the previous sections, today's lives and business world have been shaped. However, all these developments and the way of running business also give negative signals for the highly stressed planet. Climate instability, economic collapse and rising food and energy prices are some of these warning signs (Schor, 2010). Especially, unsustainable consumption and production patterns that increase in developed countries create a crucial sustainable development problem. To be more specific, greenhouse gas

emission levels in developed countries are 20-40 times higher than they should be. Also, in developed countries, the ecological footprint is 4-9 times higher than normal biocapacity (UN- DESA, 2013). Moreover, it is also possible to observe the negative effects on business life and the well-being of individuals. Schor (2011) states that most people work too much, eat fast, socialize too little, spend too much time in traffic, and do not get enough sleep in their daily lives. For example, as she mentioned, in a research conducted in 2004, 44 percent of the participants stated that they were very often overworked and they have higher levels of stress, depression and they have bad physical health. She also stated that as a result of all these long hours, stress and excessive workload, problems related to physical, mental or social health are inevitable.

In this direction, a lot of work is being done to create a more sustainable life and increase the welfare of people. In this direction, a lot of work is being done to create a more sustainable life and increase the welfare of people.

For example, the United Nations has published sustainable development goals in order to change the current order for a fair and sustainable life on many issues from planetary problems to problems of local communities. Some of the intended goals are to end poverty, protect the planet, provide people with better well-being, create sustainable societies and provide decent work (United Nations, 2015).

In this direction, the “Plenitude” concept (Schor 2011), reveals how people can increase their well-being in an environmentally friendly way by evaluating the economy and sustainability together. In this work, Schor (2011) also aims to increase ecological knowledge, green technological shift, self provision and true materialism (Schor, 2011).

To summarize, it is inevitable that various problems will arise in cities, societies and environment with ongoing changes. How to steer these changes in order to create a more sustainable environment for the future and to increase the well-being of the society should be examined.

2.2.5. The Case of Istanbul

In Istanbul, there was a decrease in population for a period of time, which approached one million at the beginning of the Republican era, and the population of the city was determined as nearly 800,000 in 1927. According to DIE's (today's Turkish Statistical Institute (TUIK)) data, Istanbul's population started to grow again later and exceeded one million in 1945.

Today, in addition to being the largest city of Turkey with nearly 16 million people, where almost 20 percent of Turkey's population is concentrated, Istanbul is also one of the world's leading cities. After the 1950s, with the impact of accelerated urbanization in Turkey, Istanbul, a major center of attraction as a city of industry, trade, tourism, and culture, has experienced a significant population increase for many years with the effect of migration from rural areas.

According to Tekeli (2010) in 1927, Istanbul was still largely a pedestrian city. In 1935, the ratio of vehicle trips to total trips was almost 30 percent. By 1945, nearly 45 percent of Istanbul's trips were vehicles. Especially after the 1970s in Istanbul, there was a rapid increase in motor vehicles in parallel with Turkey's socio-economic status and automotive industry developments in Turkey. In 1975, there were almost 100,000 private cars in Istanbul. Almost 70 percent of the journeys are made up of vehicle trips. The new Bosphorus Bridge and the ring roads created a favorable environment for the increase in the number of private vehicles, and newly established car factories also contributed to the increased number of vehicles (Tekeli, 2010).

According to data from the TUIK in December 2018, the total number of registered vehicles in traffic by the end of December in Istanbul is over 4 million and this number is equivalent to more than the sum of the population of 20 cities in Turkey.

According to a research in 2006 for the Istanbul Metropolitan Area Integrated Urban Transport Master Plan, more than 30 percent of the trips are home-work trips. Average journey times are 86 minutes for sea transportation, 66 minutes for bus travel, and 39 and 34 minutes for car and taxi journeys (İBB, 2011). However, when we look at the data from 2019, we see that the average commute time in Istanbul is 72 minutes by public transit in a single direction. In fact, we see that 15 percent of the commuting

made by public transit are 2 hours or more per direction. Additionally, 71 percent of those using public transportation have to make two or more transfers (Moovit, 2019b).

Traffic is one of the biggest problems associated with Istanbul. According to INRIX (2019) data, Istanbul is ranked as having the 4th most traffic in the cities of the world. Average driving time spent in congestion in 2019 is 153 hours on a year. In addition, according to the Istanbul Traffic report, the amount of fuel lost by the drivers during their travels in urban arteries was around 15 Turkish Liras per trip, based on average travel times and 2018 density data. This amount, which is less than 20 Turkish Liras in the morning, reaches more than 25 Turkish Liras in the evening. While every employee stuck in traffic lost 70 minutes on the road in the megacity (İnan, 2019). When these times are taken into account, an employee's 1-day shift per week is spent on the road. In other words, according to the results of the report, those living in Istanbul spend an average of 3.5 years of their lives in traffic. Moreover, according to the same report loss of time, energy, and opportunity due to traffic in the short term; environmental pollution and health losses in the medium term; socioeconomic and sociocultural losses occur in the long term. It is also emphasized that the decrease in mobility makes transportation more expensive and troublesome, and traffic negatively affects the use of the city and reduces the quality of life and satisfaction (Istanbul Trafik Otoritmi, 2018).

In light of all these data, we can say that for a large metropolis like Istanbul, both the environmental dimensions of traffic and its effects on people have reached serious levels. If these numbers continue to increase, their impact on the environment and society will increase even more.

2.3. Pandemic and Its Impact on Environment

In recent history, the humanity has encountered many epidemics causing severe hazard to universal community health, involving the 2002 severe acute respiratory syndrome (SARS) epidemic, the 2009 H1N1 pandemic, the 2012 Middle East respiratory syndrome (MERS) epidemic, the 2014 Ebola plague. Contagious diseases remain to effect and decrease the population of humanity (Anjorin, 2020).

In December 2019, a new infectious disease named COVID-19 was detected in Wuhan, China (Poirier et al., 2020). WHO (World Health Organization), who announced it as an international health emergency on 30 January, changed the status of the situation into a pandemic on 11 March (Saadat et al., 2020).

COVID-19 pandemic has caused over 75 million cases worldwide and approached 2 million deaths as of December 19, 2020 (Ong et al., n.d.). Even though humanity has the most science and technology in history, a virus that even cannot be seen has heavily disturbed economies, healthcare organizations and education systems all around the world (UNESCO, 2020).

Moreover, the pandemic has changed many things in people's lives. It is important to understand the changes that come with the pandemic in order to better analyze the research question. Therefore, this section will focus on the changes caused by the pandemic. In addition to the changes in urban habits and in urban mobility, the impact on the environment and changes in Istanbul will be presented.

2.3.1. Change in the Urban Habits

COVID-19 is beyond a health catastrophe. It caused major problems in every country in the world and therefore it can be said that it has the ability to cause disastrous social, economic and political troubles that will have tremendous impacts in the long run (UNDP, 2020).

To add to these, COVID-19 has upset the world in great measures. Almost nothing goes unaffected. From our lifestyles to interactions, from work to communication, from moving around to travel, each side of our lives has been troubled (The Committee for the Coordination of Statistical Activities, 2020).

With the rapid spread of the coronavirus, many radical decisions have been taken affecting the daily lives of people. Millions of people have been banned to go outside of their houses so as to decrease the transmission of the virus. Many big metropolises seem abandoned while people keep staying at home voluntarily or obligatorily (UNDP, 2020). Italy has faced the most extreme travel bans since World War II. In London, crowded bars, pubs that are full of people and historic theaters have been shut down and all citizens have been warned against leaving their houses. Nearly all of the

flights are cancelled around the world and aviation sector stumbles. Those who can manage to stay at home have exercised social distancing and have experienced telework (Henriques, 2020). As a result, a research conducted by Eurofond to examine the changes in the pandemic era shows that in some of the European countries such as Finland, Belgium and Italy have had a transition to telework at the rate of 55 percent on average (Eurofund, 2020).

While many sectors have closed down their business to handle the expansion of the virus, this situation caused many job losses and created a threat to livelihood of many people. Almost all transportation systems including aviation have been shut down throughout the world. In general, most of the economic activities have been canceled and stock markets crashed (Saadat et al., 2020).

However, with all these side effects, it was not possible for anyone to apply these restrictions for a long time. After the initial shock of this crisis was over, efforts to return to normal life began. All of those pandemic restrictions were beginning to ease around the world as efforts to return to normal life progressed.

Customer habits are transforming into a new normal as well while everyone learns to live with the existence of COVID-19 and countries continue to reopen their economic activities step by step all around the world (Arora et al., 2020). To examine this phenomenon, According to a consumer surveys across the world as lots of people consider the adverse economic effects of COVID-19, customers are being cautious about their expenses and choosing cheaper goods. Moreover, many spending areas have faced beyond 10 percent increase in their online consumer base in pandemic period and many customers state that they intend to maintain shopping online even after actual stores open again. (Arora et al., 2020).

It seems that the effects of the COVID-19 crisis have been observed at all levels and have deeply affected people's behavior. In this sense, this information is essential for understanding people's situations and it signals the possibility of future behavior change.

2.3.2. Change in Urban Mobility

Strict government-imposed lockdowns, social distancing warnings, and stay-at-home calls resulted in significant changes in urban mobility patterns and trends.

It is not surprising that the mode of transport most affected by the epidemic is public transport, which carries dozens of people at the same time.

The usage of public transportation has decreased at the rate of 70 percent to 90 percent in big metropolises across the world and now it is obligatory to administer severe hygiene implementations like obligatory face masks and routine health checks for commuters. Moreover, private car owners will increase their usage of cars and public transport users might turn to different options like using bicycles or simply walking when possible (Hausler et al., 2020). Therefore, these changes will mostly stem from the old tendencies of people prior to COVID-19.

Many municipalities took action by using this opportunity to influence people to prefer more environmentally friendly modes of transportation. However, the decisions to be taken in this process, which can be both an opportunity for the environment and may be dangerous for the environment by increasing the use of individual vehicles if not managed well, are very important. An approach for making this possible is by shutting down the roads to cars or inserting low-traffic avenues and encouraging greener mobility solutions. When cars are removed from equation, cities can open up so to speak (Appleton, 2020).

Perhaps the easiest way to do decrease private car usage is to eliminate the travel obligation of people as much as possible. By enabling employees to telework, the need to travel will decrease, traffic congestion will lighten, and massive stress will be taken from public transport and people's use of individual vehicles will decrease. As the number of people who are starting to telework increases, living areas might require to modernize to harbor people who are now teleworking. They might require to access to services they would normally use near their workplaces like fitness centers, cafes and green areas in order for them to relax when overwhelmed by work at home (Appleton, 2020).

2.3.3. Positive Impact on Environment

Undoubtedly, the COVID-19 pandemic we experienced has huge impacts on the environment as well as other impacts. The decrease in travel and production and change in consumption patterns due to the lockdowns, quarantines, closing borders and widespread use of teleworking through the pandemic have resulted in a decrease in air pollution, use of and demand for oil and its products and water pollution.

The first studies estimated a positive indirect effect on the environment. Climate experts estimate that the emissions of greenhouse gas also known as GHG may decrease to the levels that has not been recorded since World War Two (Zambrano-Monserrate et al., 2020). Day-to-day global CO₂ emissions dropped by 17 percent by early April, 2020 in comparison with average of 2019 levels, slightly under half from alterations in surface transportation. At their top level, emissions in countries dropped by around 25 percent (Le Quéré et al., 2020). To be more precise, a study by The Centre for Research on Energy and Clean Air suggested that in the two weeks after Chinese New Year holiday in 2020, cutbacks in coal and unrefined petroleum usage signify a 25 percent or more decline in CO₂ emissions in comparison with the last year and that amount corresponds to 6 percent decline in international emissions in the same period (Myllyvirta, 2020). NASA and European Space Agency pollution monitoring satellites have observed important declines in NO₂ (nitrogen dioxide) over China. During 2020, NO₂ levels in the eastern and central parts of China were considerably less (around 10 percent to 30 percent less) than usual measures for the same period (NASA Earth Observatory, 2020).

In addition to all of these effects, the pandemic also has indirect effects on environment. With the governments' call to stay at home, most firms have switched to telework. Although there are not many studies on the effect of this situation yet, previous results may be instructive. For instance, during 2014, telework policies of Aetna, Dell and Xerox saved a total 95,294 metric tons of greenhouse gas emissions which is the same amount of removing 20,000 private cars from the roads as reported by FlexJobs. Additionally, these firms decreased paper use, consolidated offices (decreasing the usage of resources like electricity and oil fuel) and stated that it makes it easier to hire and retain talented employees (Onley, 2015).

Since telework helps eliminate commuting, the number of vehicles in traffic is also expected to decrease. This is very likely to have impacts on global warming emissions and air pollution. In the United States, domestic vehicle travel dropped by 68 percent – 72 percent in the final two weeks of March and the first week of April in comparison with the beginning of March (Dutzik, 2020).

Another important effect of teleworking is the prevention of traffic during business hours and the spread of traffic throughout the day. Road consolidations of CO, HC and NO_x are anticipated to approximately double during rush hour times in comparison with free-flow periods under similar diffusion conditions. Thus, reducing traffic will result in further reduction of emissions (Zhang et al., 2011).

As it turns out, the pandemic has many effects on the environment. But what is more important than these effects is how to maintain these effects when returning to normal in the future.

2.3.4. Change in Istanbul

Since March 11, the date that the first cases were seen in Turkey, Istanbul has been one of the most affected cities by the pandemic like all other metropolises. 60 percent of the COVID-19 cases in Turkey were seen in Istanbul, according to Istanbul Metropolitan Municipality (İBB, 2020)

Accordingly various actions have been taken such as lockdowns and prohibitions of city entry and exit. All of them have reflection on the environment. For example, both due to the improvement in sea water quality and the decrease in the number of vehicles in the sea; dozens of dolphins flocked to the Bosphorus (ÇEKUD, 2020).

Moreover, the roads in Istanbul, were somewhat empty due to the pandemic, which had almost never been seen before. In addition, according to the public transport usage data published by the Metropolitan Municipality on March 20, the use of public transport has dropped from 7 million 360 thousand to less than 2 million (Sputnik Türkiye, 2020). According to Apple Mobility Trend reports covering January 13 - April 13, 2020, the rate of driving in Istanbul decreased by 66 percent (Apple, 2020).

Undoubtedly, it is an indisputable fact that the decrease in the number of vehicles in the traffic has a significant effect on cleaning the air. Looking at the data in Istanbul, one can easily notice this improvement. Comparing the Air Quality Index of the same periods of 2019 and 2020 (January 1 - April 27), this index, which was nearly 60 in 2019, improved by almost 15 percent in 2020. As found in a measurement, particulate matter values were measured as 50 micrograms in January, and now they have decreased by 30 percent to 30 micrograms in March (Güvemli, 2020).

Indeed, the importance of the widespread use of telework systems in traffic reduction cannot be underestimated. According to research conducted by Deloitte, thanks to the suitability of the sectors in Istanbul in terms of teleworking, 52 percent of the companies managed to send their employees to work from home. Furthermore, 45 percent of the companies in Istanbul switched to teleworking system partially or on the basis of the certain employee group (Deloitte, 2020b) The reason for this transition to this high rate of telework is in part because 61 percent of the employees in Istanbul are white-collar as mentioned before and white-collar workers are the most eligible to telework (Akgün et al. 2017).

To summarize, the pandemic has created many opportunities with its negative effects. Istanbul is one of the examples of this. In the next period, especially when the pandemic is over, the experiences gained in this period can be turned into an opportunity and can be a solution to the important problems of the city.

2.4. Lasting Changes After Pandemic

In human history, it is not very common that people have experienced such significant changes in such a short period of time. Moreover, some of these changes will affect the post-pandemic, and will lead to much more permanent changes.

For example, according to research (Sharfuddin, 2020), one of the most significant changes expected will be in the field of commerce, online trade, and home delivery will increase after the pandemic. Moreover, radical changes are also expected in health, where the pandemic's effects are most seen. Additionally, the education sector also showed a fast response and moved to online channels. In fact, as in Turkey, with the provision of free TV channels, even anyone who does not have the internet has

easy access to education. Along with all these, another significant change is expected to occur in the rapidly developing IT sector during the pandemic process. In addition, the pandemic has profoundly affected the concept of the workplace, showing that it can benefit both employees and employers financially and morally (Sharfuddin, 2020).

Along with all these and along with environmental improvements, the pandemic has found solutions to cities' problems that have not been solved for years, such as traffic, and has shown its effect in a very short time. These positive effects can be carried forward after the pandemic with various actions. However, to benefit from the pandemic and its effects better, these changes should be analyzed well, and actions should be taken accordingly.

As mentioned in the research problem, this study will focus on long-term changes in traffic in light of the experiences gained during the pandemic period, as it is aimed to find a solution to the commute problem of white-collar workers living in Istanbul. Additionally, alternatives were evaluated in order to decrease commuting time and to increase the well-being of employees.

One of the solutions observed during the pandemic period is to change the working hours or to apply flexible working hours to keep employees away from peak commuting hours and to prevent the congestion in traffic and public transportation. As stated in the statements of the governor of Istanbul, early working hours have been implemented in the industry sector where telework is not possible and a flexible working order has been implemented in the public sector in Istanbul (Yerlikaya, 2020)

As stated earlier in this chapter, the use of public transport has decreased tremendously. Another practice that emerged during the pandemic period was encouraging people to use sustainable solutions to prevent private cars from replacing public transportation. Budapest, Hungary was among the good examples of cities following new trends. Citizens nowadays are searching for different ways to transport. The usage of city buses declined by 90 percent and traffic dropped by 50 percent in the city because of COVID-19 and as an alternative to this, the cycling lanes were extended and additionally, city bicycle prices were decreased for renting (Centre for Budapest Transport, 2020). To add another example, the municipality of Milan also took action in terms of these trends. The center of COVID-19 in Europe was Milan

and they had to stop public transportation. However, they did not want the private cars to replace it. Hence, lots of plans have been executed in the center of Milan to promote use of bicycles and walking, consisting of making temporary cycling roads, enlarging sidewalks and lowering the speed limits to 30 km/h for cars (Salonen, 2020).

Other municipalities like New York, have shut down many roads to traffic. An extensive 74 miles of streets, which covers the 10 percent of the whole, have been closed in order for pedestrians and bicycle users to be able to keep six feet distance (Hausler et al., 2020).

Another solution is the widespread use of teleworking. As stated by a study, employees think positively about telework in terms of productivity and well-being (Bosua et al., 2013). Moreover, although teleworking is a complete solution to the commuting problem, there are also side benefits. The common view is that these changes will move beyond the pandemic; most employers have even announced this. For example, Siemens employees will be able to telework for 3 days from now on, or Coinbase employees will be able to telework as long as they want (Courtney, 2020).

Teleworking has been identified as a topic worth researching as it eliminates the commuting time for the day of the telework, as well as having side benefits for the employee and employer. In the following sections, findings in the literature on telework will be presented.

2.4.1. Information Revolution and the Widespread Use of Telework

The pandemic has had an impact on every aspect of our lives. However, one of the crucial things in this period was to ensure the continuity of the business by protecting the health of people. To achieve this, most companies have implemented telework, most probably for the first time in their history. This compulsory experience, which is also encouraged by the government in some countries, showed important indicators that may accelerate the transition period from classical work order into this newly implemented teleworking order in the future. This process may have made companies think of starting to implement this system at least a few days a week in the near future, even companies that had never thought of the teleworking system before.

Susan Hayter, a Senior Technical Adviser on the Future of Work at the Geneva-based International Labour Organization, stated that after the restrictions are lifted, it is an important question in everyone's mind whether the teleworking system that people are not so familiar with will be the 'new normal' and that several large companies have already stated that it will become the standard way, that employees will not have to commute unless they choose (Hayter, 2020).

Most of the business arrangements made today bear the traces of the Industrial Revolution. In a sense, employees offer their time to companies depending on the task and location (Lakoff & Johnson, 1980). However, the recent information revolution has eliminated the necessity of time and space concepts to fulfill tasks (Harrison et al., 2000).

The word telework entered our lives in the 1970s by Jack M. Nilles, but there are still different opinions on its definition (ILO, 2016b). Teleworking is defined as “the use of information and communication technologies such as smartphones, tablets, laptops, and desktop computers for work performed outside the employer's premises” (Messenger et al., 2017). In other words, teleworking is the work performed outside of the employer's location with the help of information and communication technologies (ILO, 2020a).

Teleworking is one of the most important Transport Demand Management (TDM) policies that can be implemented to reduce travel by motor vehicles. When implemented effectively, it can provide a powerful method to reduce traffic demand and energy consumption for densely populated metropolitan areas, as well as to provide a public transport solution (Lin et al., 2006b).

Teleworking can give both employer and employee benefits in many areas such as productivity increase, employee engagement, work-family life balance, job satisfaction, traffic and air quality (Giovanis, 2017). Additionally, employers can reduce costs in terms of office and equipment savings, among others (Lin et al., 2006b).

2.4.2. Advantages and Disadvantages of Telework

Only a small minority of the workforce occasionally did telework before the pandemic; however, many more workers work in jobs suitable for work from home. According

to Global Workplace Analytics, the workforce's rate eligible for telework in America is 50 percent. Assuming that even half of the people eligible to telework, we can estimate that greenhouse gas emissions will decrease by 54 million metric tons in one year, which is equivalent to removing almost 10 million cars from traffic in just the U.S. In addition to that, it will reduce the annual oil consumption by 640 million barrels (Sutton, 2015).

Another dimension of this is the variables related to the time spent commuting. According to a study by the Trade Union Congress, the average commute time in the U.K is 59 minutes (TUC, 2019). This time is 30 minutes on average for Americans. This time spent on the road is out of the pocket of the employees, in addition to fuel money and maintenance and repair costs caused by the wear of their vehicles. According to the researchers, a teleworker saved an average of more than \$ 4,500 in annual fuel costs when the commute time disappeared. Furthermore, it helps by reducing the number of people using cars, trains, and buses to commute to. In addition to the cost savings, participants noted that they had more free time when their commute was eliminated (Caramela, 2020).

One of the most important benefits of teleworking is that it provides flexibility in terms of both time and space (E. J Hill & Weiner, 1994). This flexibility enables companies to quickly respond to increasing uncertainty, as in the case of a pandemic (Sánchez et al., 2007). Moreover, it is important for employees to balance work and life (E. Jeffrey Hill et al., 1996).

It was revealed that teleworking contributed to the improvement of employees' performance, so that they could focus on their work with less distraction (Golden & Gajendran, 2019). In fact, (Loy et al., 2003) suggest that productivity increase is immediately observed when people start teleworking and it is important that this productivity increase is sustainable (Butler et al., 2007). In addition, according to a study conducted by a Chinese company called Ctrip, it was observed that nine months of telework increased performance by 13 percent. This almost corresponds to 1 day a week. Additionally, the rate of employee turnover in the company has decreased by 50 percent. Thanks to the benefits of the research, the company has completely switched to telework (Bloom et al., 2015).

Another benefit of telework is that it reduces commuting time and costs associated with commuting. Additionally, with the savings from commuting time, people have more leisure time. This causes people to balance their work and life better because they can devote this time outside of work to themselves instead of spending this time on the road (Caillier, 2012). Moreover, teleworking offers families more opportunities to spend time together (Pabilonia & Vernon, 2020).

The advantages of telework are not limited to benefits for the environment and employees. Undoubtedly, there are positive aspects to employers. IBM is one of the best examples to confirm this by allowing almost half of its 330,000 employees to telework. One of the most significant advantages this provides to the company is to save more than \$ 50 million per year in real estate costs. Additionally, employee loyalty to the company, employee retention rate, and employee productivity were directly positively affected by a productivity difference of 10-20 percent compared to non-teleworkers (Ruth & Chaudhry, 2008).

If we talk about the negative aspects of teleworking, the biggest disadvantage perceived by employees is the thought that it increases social isolation. Mann & Holdsworth's (2003) study states that teleworking causes negative feelings, such as loneliness and frustration. It is emphasized that the frustration is caused by the lack of support, especially on technological developments. Some studies indicate that teleworking can create a work-family conflict due to reasons such as the presence of work material in the home and the intervention of family members in the work (Tremblay & Thomsin, 2012). Other disadvantages are the blurring of the business life line and the increase in work-family conflicts (ILO, 2016a).

To summarize, teleworking eliminates the obligation of commuting and has many benefits when viewed from the perspective of the employee, the employer, and the environment.

2.5. Social Marketing

2.5.1. Definition

The term social marketing was first introduced into the literature in 1971 after Philip Kotler and Gerald Zaltman realized that the traditional marketing principles that used

to sell products to consumers could also be used to sell ideas, behaviors, and attitudes to consumers (Kotler & Zaltman, 1971). However, as Kotler and Zaltman expresses, the highest priority in this process is not consumption, consumer satisfaction or consumer's preferences, but the welfare of the society and the quality of life.

Social marketing is the design, implementation, and control of programs that are calculated to affect the acceptability of social ideas and include product planning, pricing, communication, distribution, and marketing research (Kotler & Zaltman, 1971).

Andreasen (1994) defines social marketing as "the application of commercial marketing technologies to the planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences to improve their personal well-being and the well-being of their communities" (p. 7).

To date, social marketing has often been applied to issues such as traffic safety, tobacco control, drug prevention, childhood vaccines, improved diet and diet with organ donation, and promoting environmental behavior and reducing infant mortality.

Social marketing approach in Turkey began to be used after the 1980s. The concept of social advertising aimed at starting a social marketing approach with examples later in Turkey has continued with social campaigns that fully meet the needs of society (Tek, 1999).

2.5.2. Using Social Marketing Post-pandemic Improvements

Commercial marketing aims to influence procurement behaviors, product selection behaviors and promotion behaviors. People are requested to buy products, change brands and mention that brand's products in a favorable manner. Social marketing, on the other hand, usually aims at complicated, generally socially arguable behaviors with postponed and slight aids to audiences who are usually not aware of having an issue, let alone searching for help (Smith, 2006). To put it differently, the same marketing tools have been an effective device in encouraging people to buy products and use services might encourage people to accept behaviors that will enhance their and others' life qualities (Nanda, 2013).

Gordon and Oades (2017) have declared that the main attribute of social marketing is to build social goodness that leads to more sustainable, impartial, healthy, happy and constructive societies. In scope of this research, it is beneficial to think that social marketing can be used both to improve the environmental status in general and to increase the well-being of the society as well as of each individual.

Andreasen (2002) states that demanding change for more sustainable living arrangements is developing into a principal concern in society. Therefore, social marketing may have significant impacts on environment as well.

To put it another way, most of the social marketing initiatives concrete on altering behavior to enhance the well-being of people and/or society. Individual well-being is one of the significant aspects which is characterized with the level of satisfaction of people's lives, the sense of doing things that have worthiness, daily emotional experiences such as enjoyments and concerns and expansive mental health (Bhat et al., 2019).

As mentioned in previous sections, teleworking has a lot of impact on the environment and social well-being. In terms of the importance of these impacts of teleworking, it is worth considering applying social marketing to teleworking because teleworking can contribute immensely to the environmental life on planet and overall well-being of many societies all around the world.

Human behavior is affected by many factors. Before targeting the behavior changes mentioned with social marketing, the factors influencing the behavior of people should be understood. Providing information is seen as the first step in this behavior change. The AIDA (Attention, Interest, Desire and Action) model is one of the models known as hierarchical models or information-based rational choice model, which implies that consumers go through a series of steps or stages in making purchasing decisions or in a behavior change process (Tremblay & Thomsin, 2012). The AIDA model describes the cognitive and emotional stages that an individual goes through in the decision-making process (Lewis, 1899). The first step is to attract attention (cognitive level). It is necessary to create an interest after attracting the attention. Then it is necessary to turn this interest into a strong desire (affective level). Finally, there is an action phase to move on to that behavior (behavior level) (Rawal, 2013).

CHAPTER 3

METHODOLOGY

3.1. Overview of Methodology

As mentioned in the previous chapters, this research aims to examine the effect of the changes in commuting habits due to telework on the well-being of Millennial white-collar professionals in Istanbul. This research requires in depth analysis of employees' thoughts and observations since it aims to analyze changes on the well-being. In this chapter, firstly research method that is used and why it was used will be discussed. Then sampling and participants will be discussed. Finally, data analysis, its trustworthiness and the limitations of the study will be explained.

3.2. Qualitative Methodology

Quality points to the nature and ambience of a thing, what, how, where, and when. The meanings, concepts, descriptions, attributes, metaphors, symbols, and explanations of objects are thus referred to in a qualitative study (Berg, 2000). We are able to examine a broad range of aspects of the social world containing the nature of a routine day, comprehension, experiences, and picturing of our study participants, the approaches that societal mechanisms, organizations, dissertations, or connections take, and the importance of significations that they create (Mason, 2002). In other words, it enables us to realize the reason behind a thought or behavior. Qualitative researchers can gather answers about people's experiences, feelings, and perceptions, resulting in new ideas that the researcher did not think or considered beforehand.

The qualitative method is generally more flexible and requires an interaction between the researcher and the participant, as it allows spontaneity. It offers an analysis opportunity beyond obtaining the same yes and no answers with each participant. In

addition, the quick response of the researcher allows to analyze the responses of the participants in more detail and to obtain more data (Mack et al., 2005).

One of the most significant and possibly the most used qualitative data collection methods is the interview (Mason, 2002). Considering the different types of interviews focusing on a range of issues, and the broad application area of interviews in research, there is vast literature on this subject (Qu & Dumay, 2011).

Interviews require significant effort to understand, absorb and show respect for what the interviewees said (Rubin & Rubin, 1995). The word 'qualitative interviewing' is commonly meant to refer to types of interviewing that are in-depth, semi-structured or loosely structured (Mason, 2002). Semi-structured interviews, the approach used for this study, refers to the interview designed to reveal detailed responses using consistent and systematically determined themes. Semi-structured interviews are growing in popularity due to their ability to reveal hidden aspects of human and organizational behavior, as well as being flexible, accessible and understandable. Throughout the interview, integrity is increased by adhering to the previously determined themes. Thus, it is crucial to prepare an interview guide that includes the themes to be addressed during the interview in order to direct the interviewees to the topics about which the interviewer wants to learn. These interview guidelines can be more detailed or relatively loose (Kvale & Brinkmann, 2009).

Semi-structured interviews also seemed like the best approach to understand the links between well-being and telework. After deciding what kind of interviews to do, interviews' design process should be decided. How many interviews will be needed and who will be interviewed should be determined. Finally, careful consideration should be provided to how their data will be analyzed (Doyle, 2004).

3.2.1. Participants/ Sampling

Sampling is an essential component of qualitative research design that should not be overlooked (Mason, 2002). Since data collection's main purpose is to contribute to a better understanding of the theoretical framework, it has a significant place in research (Etikan, 2016). However, as data collected incorrectly will cause undesirable results,

it is important to choose the way the data is obtained and from whom it is obtained (Tongco, 2007).

Purposive sampling, which is often used in qualitative research, is also called judgmental sampling. It is simply a non-random, deliberate selection of a participant due to the participant's characteristics. This sampling aims to use available resources in the most appropriate way. It is used to identify and select cases where, in addition to knowledge and experience, eagerness to participate and the ability to communicate experiences are high (Etikan, 2016).

Homogeneous sampling focuses on candidates with similar characteristics or specific features for selection. The use of inclusion and exclusion criteria while creating the sample and how specific these criteria are important for determining the sample. It is possible to obtain homogeneity with different parameters including demographic homogeneity, geographical homogeneity, physical homogeneity, psychological homogeneity or life history homogeneity (Etikan, 2016). While creating a sample for this study, based on the research question, I focused on a certain age range in order to cover the Millennials. In addition, people in a certain geographical region, Istanbul, were selected to serve the research question. Thus, both demographic homogeneity and geographic homogeneity are important in this research. Because the study aims to investigate the thoughts and experiences of the participants with certain features.

The sample size needs to be explicitly decided specifically for the research. A small sample is used for idiographic interviews, which is based on the understanding of the individual, and each case has an enormous impact on the study and should be analyzed intensively (Etikan, 2016). That kind of sample size extent enables capacity for enhancing cross-case generalization, while also it inhibits the researcher from becoming stuck in data and granting individuals within the sample to receive a designated identification, instead of being classified as a nameless part of a bigger entity (Robinson & Smith, 2010). The next step is to find the participants in the real world. At this stage of the sampling, the ethical values should be protected by informing the participants about the study's aim, the requirements of the study, and the privacy of the participants.

In this process, in order to save time and to reach the participants easily, the participants were selected from the people around the researcher, and then snowball sampling was used, in other words, "referral chains" were formed by asking the participants' recommendations from acquaintances who might be suitable for participation.

The objective of this research is directly related to multiple changes in commute time and their effect on the well-being of people as a result. Therefore the modes of transportation that the participants use during their commute have played an important role in the determination process. Participants were selected from three different groups, namely public transportation, private vehicle and shuttle provided by the workplace. Although the participants use different modes of transportation from time to time, in forming these groups, the modes of transportation mostly used by the participants was taken as a basis. However, in the interviews, their experiences and opinions about the other modes were also included in order to obtain insights about not choosing other modes. Details of participants are provided below in Table 1.

While most of the participants had positive opinions regarding teleworking, there were also some negative experiences. Categories were developed according to the findings and the relationships between categories constructed as well. Since it is necessary to continue to develop theoretical sampling and theory until new data do not contribute to the elaboration of the category, that is, until they reach saturation (Corbin & Strauss, 1990), interviews continued until the saturation point was reached. Eleven people were interviewed and the interviews lasted between 45 minutes and 120 minutes.

Table 1 Research Sample

NAME	GENDER	AGE	MARITAL STATUS	MODE OF TRANSPORTATION
Işık	Female	26	Single	Public Transport
Suna	Female	25	Single	Shuttle

Table 1 (continued)

Caner	Male	27	Single	Private Vehicle
Gizem	Female	26	Single	Private Vehicle
Ahmet	Male	26	Single	Public Transport
Semra	Female	25	Single	Shuttle
Berkay	Male	26	Single	Public Transport
Figen	Female	30	Married	Shuttle
Dilan	Female	26	Single	Private Vehicle
Büşra	Female	34	Married	Public Transport
Zeynep	Female	25	Single	Shuttle

*Names changed in order to protect privacy

For the the sampling, it is important for the research that they were from the Millennials generation, as mentioned in the previous chapters. Therefore, the age of the participants is an important criterion for this study. Moreover, the marital status in the sample is also important as it directly affects well-being and work-family relationships. However, considering the demographic structure of the millennial white-collar workers living in Istanbul, we see that age of marriage and the age of having children in Istanbul are more than in other cities in Turkey (TUIK, 2019). Also, these rates, which are also related to the education level, guide us about the target audience. According to a study by KPMG (2018), with the intention of advancing their career or dealing with increasing living costs, white-collar employees reveal the tendency to delay having a child or choose to have only one child. As shown in table 1, only two of the interviewees are married, and no one/only one of them has a child. Because they moved to Istanbul to work, they live away from their families. However, a small portion (2 people) live with their flatmates due to Istanbul's high rental costs.

Moreover, transportation types also became a part of purposive sampling because the type of transportation affects the commuting time. In addition to this, people's comfort varies depending on the mode of transport, and different problems arise in each type of transportation. It is essential to be able to analyze people's well-being due to commuting and evaluating their preferred modes of transport and their views.

3.2.2. Semi-structured Interview

Using interviews as a research method allows people to express their feelings and thoughts comfortably and bring their own comments to the subject with open-ended answers.

In this research, interview questions basically consisted of three parts. First, it covered the participants' normal life before the pandemic. In order to have more detailed information about office work patterns before the pandemic, questions were prepared in areas such as commuting time, satisfaction, experiences, selection criteria of different modes and office working experiences such as problems or advantages. Then the questions covered participant's teleworking patterns due to the pandemic in the second part. Thus, questions were created to learn about the mental well-being, physical well-being, work-life balance, social relations, and environmental well-being of the participants during telework. Lastly, questions created to analyze their expectations and views about the future period after the pandemic. Through the questions related with this part, it is aimed to analyze the participant's perspectives and motivations to telework after the pandemic effect disappeared according to the experiences gained.

The interviews were recorded online in the form of video calls due to quarantine and some restrictions arising from the pandemic in our country at that time. They were also recorded in Turkish in the participants' native language. They were then transcribed word for word. In the analysis part, the relevant places in the speech were translated into English. The combined interviews lasted over 11 hours total and the written version was 171 single-spaced pages.

Interviews were completed within the same month in July, 4 months after Turkey announced first COVID-19 case. However, due to the pandemic conditions, the

interviewees were in quarantine in their homes for a long time, and the strict lockdowns at that time also made people feel less sociable than normal conditions. This actually made people feel worse for certain things in their perception of well-being.

3.2.3. Data Analysis

Qualitative data analysis is mostly an iterative and nonlinear process. During this process, new features can be discovered and there can be a need to constantly revert to the old data. In qualitative data analysis, it is needed to divide the relationship, similarities and differences between data in order to be able to compare them better. To identify the data for further analysis, it should be marked with appropriate labels, called codes. This situation is the abstract grouping of information in order to better understand the data (Vollstedt & Rezat, 2019). After creating codes for new concepts, we need to analyze the codes and categorize them according to their common features in order to find similarities and differences. Sub-categories can also be used at this stage, if necessary.

Open coding is often used as a first step in analyzing data. The main purpose here is to grasp and explain the basic idea in each piece by raising various questions, focusing on conceptualizing and classifying data and codes by continuously comparing them (Vollstedt & Rezat, 2019).

In the open coding process, concepts are grouped into conceptual categories emerging from raw data to create a descriptive and multidimensional frame for further analysis. The aim is to create a descriptive, multi-dimensional front frame for further analysis. They include different methods of studying the data that may be integrated with each other and the researcher may check them retrospectively when needed (Mey & Mruck, 2011).

As the process progresses, it becomes useful to benefit from axial coding. Axial coding is basically a method of relating codes to each other. Axial coding is necessary to focus on the relationships between categories and concepts created in the open category process (Corbin & Strauss, 1990).

Within the scope of this study, firstly, the data were analyzed word for word. During this analysis, it was revealed that certain words and phrases were frequently repeated. In line with them various codes were determined. For example, the word “flexibility” was noticed to be one that often stood out and was associated with telework by the participants. As another example, the word “fatigue” emerged as an often emphasized word for office work. As a next step, these codes were categorized. For example, fatigue has been associated with physical well-being.

I have provided an example of the code and categories in Figure 1. Due to the distance between her workplace and home, Büşra had a commute of nearly three hours on the way home. This affects many issues, from her physical well-being to her work-life balance.

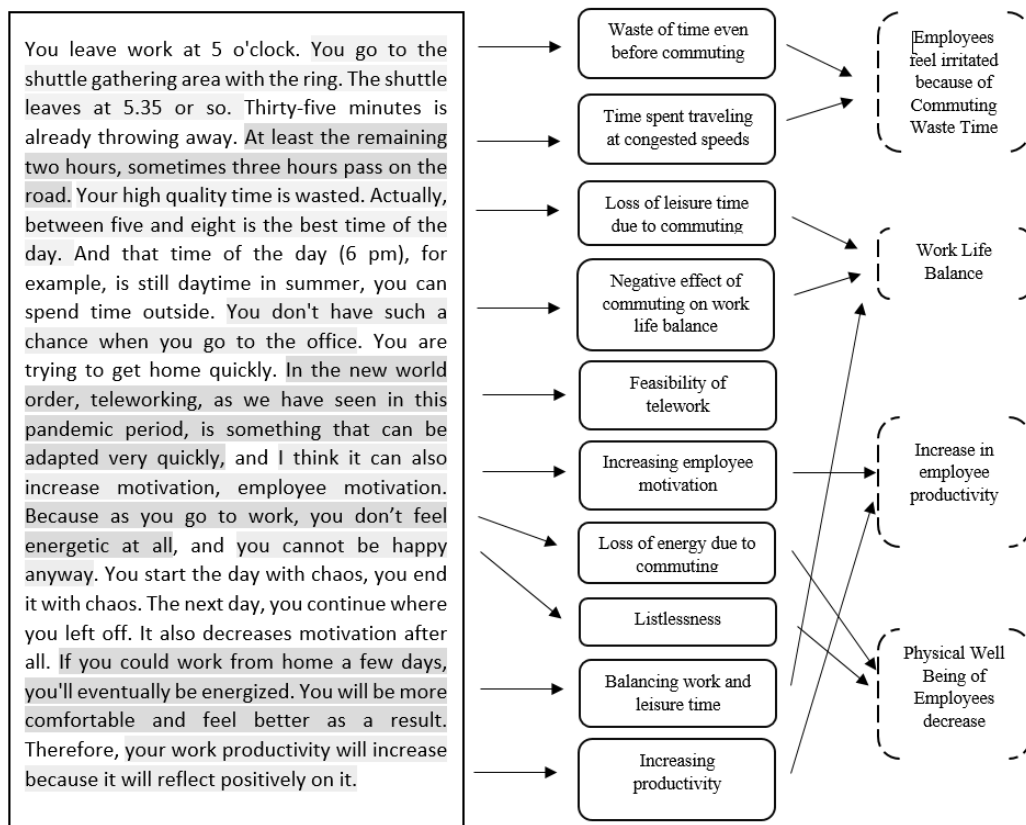


Figure 1 Coding Sample

As seen in this example; First of all, time spent during commuting such as waste of time even before commuting and time spent traveling at congested speeds are highlighted. These are gathered under the title of commuting waste time. Additionally, the statements such as “the best and most productive time of the day is spent on the road” that emphasizes the loss of leisure time during commuting; “ you don’t have such a change when you are going to office” or “you feel better and energized while you are telework” have been associated with work life balance.

As a result of the aforementioned process, the relationships between the patterns that emerged during the data analysis phase were examined and common themes that were found will be presented in the findings section.

3.2.4. Trustworthiness Assessment

According to Polit and Beck (2014), the prerequisite for a study to be reliable and rigorous is provided by the degree of trust in the data and methods used. Researchers must establish the necessary infrastructure for the study worth considering (Amankwaa, 2016).

Although there are disputes in the literature about what establishes reliability, the criteria developed by Lincoln and Guba are accepted by many qualitative researchers. These criteria consist of credibility, dependability, confirmability, and transferability (Lincoln & Guba, 1986).

We can say that perhaps the most important of these criteria is confidence in the truth of the research, in other words the credibility of the study, which is similar to the internal validity in quantitative research (Polit & Beck, 2014). To achieve this, it is essential to establish a relationship of trust between the researcher and the participants, as Lincoln and Guba suggest. In this sense, it is important for those who really wish to participate in the data collection process and those who wish to present their data freely (Shenton, 2004). Within the scope of this study, the participants were encouraged to be sincere from the beginning and it was stated that there were no correct answers to the questions to be asked, and it was emphasized that the important thing was to learn the feelings and thoughts of the participants. Apart from this, in line with the relations with the participants, even after the interviews, the feelings and opinions of the

participants were followed and the new comments were taken into consideration and their meanings during the interview process were better understood. As Guba and Lincoln emphasized, this is considered a simple version of member check, which is one of the most crucial things that increase the credibility of research (Lincoln & Guba, 1986). In addition to that, the researcher's vision and her own opinions and comments were expanded by making frequent consultations with the advisor throughout the research.

According to Polit and Beck (2014), dependability refers to the stability of the data over time and over the working conditions. However, as Marshall and Rossman emphasized, in qualitative studies, the changing nature of the phenomena under research made it problematic to achieve this (Marshall & Rossman, 1999). In order to ensure this dependability, the processes in the study should be mentioned in detail, so that a guideline should be provided for future studies to obtain the same results. Within the scope of this study, the details of the research process were reported in detail and the special conditions of the current pandemic period were emphasized.

Transferability is how applicable these study results are to studies in different contexts. In fact, it is considered by many to be a judgment for the reader because the reader will decide whether the findings will be transferred to their research or not (Korstjens & Moser, 2018). For this reason, detailed information about the participants and the research process was shared with the reader within the scope of this study. As another strategy, the use of purposive sampling within the scope of the study also provides information to the reader about the scope of the sample.

Confirmability is related to the level of subjectivity in which the findings of a study are not affected by the inclinations of the researcher both positively and negatively way; rather they are decided by subject matters and conditions of the study. For that matter, within the scope of this research, in order to prevent only one person from having a point of view, data analysis was also conducted with the advisor who is highly experienced in this field, and ideas and information were shared continuously. In addition, during the data collection, interesting topics were noted, thoughts about the relationships established in the coding part were written, and the emerging themes were explained.

CHAPTER 4

FINDINGS

4.1. Introduction

In the interviews with the participants, an answer was sought for the research question "How do changes in commuting habits due to telework influence the well-being of Millennial white-collar professionals in Istanbul?" As detailed in the previous chapter, these findings are based on analysis of in-depth interviews with 11 interviewees living in Istanbul, aged between 26 and 35. In this section, the findings obtained from the analysis will be presented.

While presenting these, the focus will first be on the commuting processes in the office setting in order to understand the participants' commuting habits that change with telework. Then, the transition processes to telework and their experiences in the office setting for comparison will be discussed. Afterward, the most critical issue in the research question, the effect of teleworking on well-being, will be addressed. Likewise, the behavioral changes of consumers during this period, and the impact of telework on environmental well-being will be discussed. Finally, the expectations of the participants for the future will be mentioned.

4.2. Analysis of Commuting Choices

In this section, we will focus on the commuting choices of people before telework in order to observe the change in commuting habits, which is an essential point in the research question. First of all, how people select between different transportation modes will be examined. The reason for this examination is to try to comprehend how people can make compromises in return for certain benefits. Next, the focus will be the time spent during commuting since it is time people taken from their leisure time. Finally, their satisfaction and well-being level during commuting will be mentioned.

In this way, preliminary information will be obtained in order to analyze the change in well-being of people with telework.

4.2.1. Selection Criteria of Mode of Transport

In order to observe the effect of different transportation modes, while creating the research sample, three categories were conceptualized: public transportation, private vehicle and shuttle provided by workplace. Although people use different modes from time to time, people were divided into these categories according to their frequency of use. We used purposeful sampling to select several informants from each of these three groups. There is no strict distinction between these categories because the means of transportation used by a person can change from day to day. Of course, each category has its own pros and cons and the reasons why people preferred these categories varied according to the priorities of the people. Within the scope of this study, the types of transportation they usually use was the basis when grouping people. However, in the interviews, their experiences and opinions about the other modes of transportation were also included. In the following sections the different reasons for transportation mode preference will be discussed. A short summary of average commute times and selection criteria of mode of transport, based on the interviews with the informants, can be found below:

Table 2 Summary of Commute Time of Sample of Interviewees in Istanbul

Mode of Transport	Average Commute Time		Selection Criteria of Mode of Transport		
	Morning	Evening	Time Sensitivity	Comfort	Economic
Public transportation	65 min	95min	✓		✓
Private vehicle	40min	55min	✓✓	✓✓	
Shuttle	50min	80min		✓	✓✓

The criteria for the interviewees to select each mode of transportation are also presented in the table and it is marked by how strongly that type of transport reflects a criterion. For example, while the shuttle is less comfortable than a private vehicle, it is more comfortable than public transport. To give another example, participants mostly prefer to use shuttle since it is the cheapest option and they choose public transportation as a second cheapest option. Finally, despite the traffic, people prefer private vehicle as the fastest mode of transportation. Although it may seem difficult to deduct this this, public transportation also seems to be a faster means of transportation than shuttle. The reason for this is that participants who prefer public transportation can arrive in a much longer time with the shuttle however, the time with the shuttle is not added to the average of shuttle because they use public transportation.

4.2.1.1. Time Sensitivity

Time sensitivity stands out as the most important criterion for people to choose the mode of transportation in the interviews. Almost everyone is trying to find solutions to reduce commute time. This actually indicates us that the complete elimination of commute time with the help of teleworking will affect people positively. Variables such as where people live, locations of their workplaces, and their working hours directly determine their commute duration.

In the case of using shuttle, the delay due to waiting time is much more reflected in traffic. Generally, in a traffic that starts to increase rapidly after the exit time, a delay of even 5 minutes brings with it a much longer time likely to be spent in traffic. One of the participants says that:

Leaving the office fifteen or twenty minutes early or late has a huge impact on the time spent on traffic. My work ends at 17:15. The shuttle leaves at 17:30. So, when you come out at 17:30, you are actually not only late by fifteen minutes, but also including the extra minutes because of the traffic load. This period may take even longer. That's why I prefer to go by car. (Gizem)

Apart from this, the shuttle route and the time losses caused by this route are among the important concerns as one of the participants states “When I use the shuttle, it takes longer because of the extra routes it has. It has to pick up other passengers and go to distant places. Therefore, it loses a lot of time for getting all of the passengers” (Dilan).

We can interpret the time factor is one of the most important factors that push the participants to use private vehicles.

Istanbul traffic can come to a standstill, especially after working hours. Those who have the opportunity, prefer to choose options such as metrobus (uses special lane in road) or metro to get rid of this traffic completely. One of the participants states that she turned to other alternatives in order not to be in traffic “Since my home and my workplace are on different sides of Istanbul, the traffic on the bridge takes too long in rush hour. In order to reduce this, I started to get on the metrobus recently” (Işık).

Especially for the white-collar segment living in Istanbul, since people do not have much time out of work, even the smallest time to be gained in traffic is important for people.

4.2.1.2. Comfort

Another important factor that affects people's choice is comfort. Although people strive to minimize the time spent in traffic, in the long run comfort will highly affect them in terms of fatigue, sleep problems, and low immunity. This actually shows us how the commute negatively affects the well-being of people. For this reason, people have to think about their personal comfort after a while, not just about saving time. In cases where the time spent on the road is almost the same, it is inevitable for them to prefer more comfortable modes of transportation.

One of the participants stated that she chose the more comfortable transportation option because of the difficulties she encountered in the metrobus she used in order to save time. She says “On the way back from work, there was an unbelievable queue on the metrobus and you know you have to put up a fight. Since I could not fight that war, I was always returning home with the shuttle” (Işık).

Another participant mentions that her struggle to go home faster after work lowers her immunity and she is often sick at that pace. She says:

I used to run from the office and try to catch a taxi to get to the metrobus and there is also the never-ending story of finding a seat on the metrobus. You already have work fatigue during those hours. Rushing to the minibuss after

getting off the metrobus, then walking after the minibus, etc. I think I got sick because of that marathon, I had no energy at all. (Büşra)

As for the ones who prefer private vehicles, comfort is also one of the most important reasons why those who drive. Not having to stand up in a narrow and crowded vehicle, being able to be in control and not having to withstand the adverse effects of weather while waiting for shuttles are contributing factors to the comfort-based choice of private vehicle owners. One of the interviewees says that she started to use her own vehicle due to the difficulties she experienced while using the shuttle and summarizes her story as follows:

I remember this; on a winter day, around when I first arrived, one morning it was so cold that there was a blizzard. I thought to myself; I came here from Ankara by car, then why am I using the shuttle in this cold? I was extremely frozen. The problem is that the shuttle tells you to wait ten minutes earlier than the arrival time for not having to wait for you. (Dilan)

Another participant emphasizes that he is in control while driving as follows “Personally, I feel more comfortable in my own vehicle. Not having to wait for something or being in control of something makes me feel better in that sense” (Caner).

In addition to these, the flexibility of using private vehicles is among the reasons to be preferred. Since there is a time schedule for shuttle, people have to adapt themselves to this schedule. However, even in the same company, it can be a compelling option for those who do not follow this schedule as one of the participants Dilan says:

At first I used shuttle for a while. The shuttle was also going very early in the morning. I work in a separate time span from them. That's why I couldn't keep up with it while using the shuttle. I slowly switched to the car and, after a while, I started to use the car completely. (Dilan)

As understood from the above mentioned, the obligation to commute can cause problems for most people. Even if those who have different means of transportation have the chance to think about their comfort, the compulsory commute creates a disadvantage somehow.

4.2.1.3. Economic

Another criterion evaluated during their decision phase is economic factors. Economic factors gain importance with regards to the economic sustainability of options

especially for those for whom an extra cost is imposed on users such as public transportation and private vehicle. Even the slightest reduction in these costs will contribute to people's budgets in the long run and increase their quality of life. One of the participants states that public transportation is not expensive for her at the moment, but she will have to pay much more when she graduates in the future as follows:

If I had not been a student, I would use the shuttle more because metrobus is very expensive compared to the other public transportation. When used every day, it can cost a serious amount of money. Yes, time is my first choice, but the second is absolutely the money. (Işık)

Büşra, one of the participants, states that she wants to go to work by private vehicle, but economic factors prevent it.

The toll of the Eurasia Tunnel is eighteen lira or something. When you use it twice, it is very expensive to pay 36 lira a day. If you use it for a month, it costs a lot of money. Literally, you try to purchase time with money, but how much can you buy? That's the question. (Büşra)

As can be seen from the examples, economic factors are one of the important criteria that people consider. No matter how much a transportation mode provides time-saving or comfort, it is not sustainable unless it is economical.

4.2.1.4. Tendency to Car Ownership

Although it can be more tiring and costly than other types of transportation from time to time, among the participants, the main reason for not having a car is related with economic reasons. Also their ages are an important factor in terms of not being able to make savings for a considerable amount of time. As Ahmet, one of the participants stated, even if they want to buy a vehicle, they cannot buy it because it is very expensive at the moment. In addition, extra costs such as maintenance costs, fuel and parking fees caused by vehicle ownership are among the factors that affect the decision-making. One of the participants thinks that driving is not advantageous in terms of both cost and time “I also do not bear the extra costs such as gasoline and parking fee. I think it is not advantageous for Istanbul. I think so both for time and money” (Işık).

In addition to the economic factors, another important factor is that people do not want to experience stress due to traffic and do not want to be involved in traffic fatigue by

driving themselves. Işık states “If I had a car, I would still be in the same traffic for an hour and a half. The shuttle driver suffers from that traffic instead of me, at least I'm sleeping” (Işık).

The other participant describes the stress caused by traffic as follows “Istanbul traffic is a traffic that I never want to be a part of in my whole life. Especially, when we think of taxi drivers or when we think of minibuses; I don't want that much of stress in my life anymore” (Ahmet).

Although they emphasize all the negative aspects, except a few people, most of the participants state that they want to own a vehicle in the future, both in order to increase their accessibility, to move more freely and to increase their quality of life by living in relatively distant neighborhoods. For example one of the participants states that:

Currently, the reason why I don't have a car is for economic reasons, but I want to think about buying one maybe after five years because I want to move to a different location, like a place where I can reach more easily with my vehicle without public transportation. (Suna)

One of the interviewees says that although she is not actually someone who wants a car, now she might consider having it:

Actually, I was never a type of person who wanted to buy a vehicle or had such a thought. But especially after the last years since I came to Istanbul, such a thought started to occur in my mind, maybe I can consider buying it in the long run. (Figen)

Zeynep, one of the participants, thinks it will reduce the commute time “I definitely think to buy it. After I have my own vehicle, my options for commuting will increase and the time I spend in traffic will be reduced more than half. In this case, I will have much more time to spare for myself” (Zeynep).

With the traffic congestion and environmental problems becoming the focal point, many developed countries follow policies to move people away from private vehicles which seen as one of the biggest causes of traffic rather than solutions such as road construction (Cullinane, 2002). However, it seems obvious to many of the participants to consider having a private vehicle when they have an opportunity in the near future. Therefore, it can be concluded that it gives clear clues as for the additional possible traffic load in Istanbul. This, in fact, is an indication that the duration of commuting to

work in Istanbul, which has an important effect on people's lives, as it has a longer duration than most cities even today, will increase even more in the future.

4.2.2. Commuting Time Waste

However, there is a known fact, especially in Istanbul, that time taken for commuting is quite high, except for a lucky few, no matter which transportation mode you choose. This situation causes people to compromise their time for themselves. Additionally, its effect on people's well-being is an undeniable fact. Thus, it is essential to understand the lost time during commuting, to analyze the changing situation with telework in the future. As shown earlier in Table 2, the group that commutes by public transport takes an average of 65 minutes to go to work in the morning and 95 minutes in the evening when returning from work. Those who prefer services for commuting spend an average of 50 minutes in the morning and 80 minutes in the evening. Those who use private vehicles, on the other hand, spend 40 minutes in the morning and 55 minutes in the evening on average. Moreover, these elapsed times can be extended depending on conditions such as weather, accidents, special events, roadworks.

The commute times mentioned above can reduce people's quality of life. As Caner, one of the participants, stated, especially the evening traffic can cause a serious waste of time. This situation can turn into a big disadvantage, as stated below.

When working full time in Istanbul, there is a lot of time wasted in traffic. Arriving late to home and leaving too early from home is a big disadvantage. In other words, both in terms of sleep health and time spent at home, and actually in terms of house-chores needed to be done, it is really disadvantageous. I'm not even mentioning the hobbies or leisure time. (Caner)

Dilan, one of the participants, expresses her feelings about this time in traffic “Coming home is a death-like experience for me, a total chaos. You're just stuck in traffic and the only thing you can do is to wait” (Dilan).

Distances that are not normally very long can take long periods with the effect of traffic. One of the participants explains with the following sentences:

While the distance between my home and my work is normally about just twenty minutes, unfortunately it takes an hour, maybe an hour and fifteen minutes, including the waiting time for the shuttle in the morning. In the

evening, I leave the workplace at 17:30 and my arrival time to home is 19:00, sometimes it is 19:15 or later if the weather is rainy or something. (Figen)

Another participant describes her commuting as follows, even though she moves out just to be closer to her workplace “If I had a private vehicle, I could go out at five and be home at ten or a quarter past five. But because I use the shuttle, I am at home around six” (Suna).

In addition, the commute time causes an unpredictability in most cases. A participant using public transport states that “What is normally one and a half hours can take up to two or three hours after work in the evening” (Ahmet). Another participant also emphasizes the unpredictability with different words. “I get out of work at five and the shuttle is completely unpredictable. If there is an accident on the road, I can be at home only after 8:30 in the evening” (Büşra).

To sum up, traffic and time on the road are a reality that seems to be one of the biggest disadvantages of living in Istanbul. As Büşra said, one of the participants, coming to work is a daily marathon for most. It is a process that directly affects the time people spend for themselves and the people they want to spend time, and in a way reduces the quality of life of people. The inability to predict this elapsed time stands out as another factor that annoys people.

4.2.3. Effect of Commuting on Well Being

One of the main differences between telework order and office order is undoubtedly commuting and the time it consumes during a day. Consequently, this factor has a lot when it comes to the well-being of employees working in these orders. Understanding their well-being level is also important in order to better analyze the teleworking. Since the early 1970s, the personal stress caused by commuting has been documented by researchers. As stated in the Literature Review, commuters experience stress associated with congestion, crowding, and unpredictability, which can result from a lack of control. In addition, mood also appears to be lower than other daily activities (Chatterjee et al., 2020). One of the participants, also emphasizes the stress she experienced during commute “Even if you do not drive, being in that environment, all those honkings, sounds and noises are always a source of tension and stress, it definitely has a huge negative effect” (Figen).

Another participant mentions that she used the metrobus due to the time advantage, but this negatively affected her psychology and reduced her satisfaction very much.

Questions like “Why am I suffering this torment? I'm thirty-five years old. Is this salary worth that much torment?” are constantly coming up. And if there is rain, it is disastrous, you get so depressed. In the metrobus, you feel trapped; you are like in a canned food, jammed. It's the metrobus logic, it is compressed canned food. (Büşra)

One participant describes his negative emotions in traffic as follows:

Especially on those days when the traffic is very congested, just waiting in the vehicle itself is really tiring in psychological terms. It makes you feel really bad and it is a very tiring process. I think it is a situation that seriously affects the life quality of everyone even when they are not aware of it. (Caner)

Other participants also talked about how tired they felt and how long they needed time to recover when they got home.

In addition to the drawbacks such as stress and fatigue mentioned above, some people can experience side effects such as motion sickness. The interviews confirmed what was found in the literature (Reason, 1978) about motion sickness and other symptoms being a large concern in commuting in traffic (Takov & Tadi, 2020). One of the participants expressed his difficulties in this regard “On a long commute, you have to stop-and-go a lot, I mean, it does not feel very good physically. In that sense, I am having nausea or headache” (Caner).

To sum up, as Zeynep, one of the participants, mentioned, the people working in Istanbul accepted it as a part of daily life, but they had to accept it because it was an obligation for them. Unless something changes, it will emerge as a feeling of unwellness that these people will encounter almost every day in their long working years throughout their lives.

4.3. Teleworking

This research mainly examines the effect of commute time on people's well-being due to teleworking. However, other effects of teleworking and working in an office setting should not be ignored in order to address the issue as a whole. In this section, firstly, the positive and negative aspects of working in an office environment will be

mentioned, then the adaptation process to telework will be introduced, and finally, the positive and negative aspects of telework will be discussed.

4.3.1. Working in Offices

Working in an office environment is one of the topics that everyone has experienced, and perhaps almost everyone has an idea in some way. Therefore, everyone has an opinion about the positive and negative aspects. In this chapter, what participants emphasize most will be focused on, such as the adverse effects of working in the office environment regarding concentration and positive aspects such as group synergy.

4.3.1.1. Concentration Problems in the Office

Every square meter is very important, especially in places like Istanbul, where the human population, the number of employees and the number of large and small companies are high. If companies want to choose the central location while choosing their offices; they have to be willing to pay more or have lower square meters. As such, meeting the office needs of the increasing number of employees can be even more difficult. According to Musser (2009) when the open office plan emerged, the main purpose was to break down the real walls and the social walls that separate people from each other. But today, the most important reason why it attracts so much attention from organizations is that it has financial benefits due to less space provided per person and it encourages employees to collaborate and share information (Heerwagen et al., 2004).

Before the emergence of this pandemic and teleworking, a number of problems frequently encountered by participants could arise in the normal office setting, which most people experienced. The most common problem experienced by the interviewees was the workplace distractions in their offices. Most of the participants complained that they were distracted by the presence of other people, conversation or noise from time to time while working in the open office. One of the participants mentioned that she had difficulties at work from time to time due to her attention deficit:

I think we are doing a job in which concentration should be high. As a person who is easily distracted, unfortunately, I am very quickly affected by the noise, sound and laughter in the environment. That's why I sometimes felt the need

to do the work at home instead of the office, even though no one asked me to do it at home. (Semra)

Another participant mentions that she is working in a job that requires focus, and she already has difficulty in this in the open office, and the difficulty of getting her attention as a result of her managers forbidding using headphones:

We are about fifty people working in the same place. Sometimes the noise gets too loud. I may require to read documents, to read contracts. Especially in that case, I was wearing my headphones. I had an old manager who was against listening to music with headphones, he banned it. It used to be much more difficult for us during those times. (Suna)

While emphasizing the distraction phenomenon, one of the participants draws attention to another issue. She says she has to isolate herself from the environment to focus, but this can be perceived as social inactiveness by her colleagues:

Someone always comes to the room to talk to someone. There is always a movement in the room. Even if there is no movement, people are talking to each other. If I want to work in the room, I can't really focus and work without wearing my headphone. When I wear it, people think of me as whether I do not want to talk to them or I am not social. (Dilan)

As mentioned in this chapter, having to work with other people in an office environment can often cause distraction and productivity loss. Of course, this situation reflects the employee, and it takes longer to do the same job.

4.3.1.2. Group Synergy

In addition to the negativity of being in an open office, sometimes people benefit from working in the same office with other people. One of the participants emphasizes that being in the office allows people to share their experiences and so that she develop herself through her job adaptation process:

In the office, we are a three-person team, we used to be four people, we are always together and I was able to learn a lot from them when I started in this new position. As you hear about the events that happen to them, you learn and you are saving it somewhere in your head thinking that this is how it is done. There are also meetings going on, you learn something from other teams as well. (Dilan)

Ahmet, one of the participants, states that the fact that his other friends are working in the office motivates him “So, there is also a difference inside the office environment; If the person next to you works, you are also working, inevitably” (Ahmet).

As some of the participants stated, working in the office environment can sometimes lead to sharing experiences with each other, easier information transfer, and increased motivation by providing group synergy since a working environment is created.

4.3.2. Adaptation to Telework

Before the pandemic, the teleworking system was not a system that most companies are accustomed to and most importantly prepared for, except for a few companies. Even in companies that are allowed to telework on certain days, there were situations where it was not possible to use much in practice such as one of the participants shared “Before COVID-19, we already had the right to work from home once a week. It was not applied much. But we had it, we could take it when we needed it” (Gizem).

Companies, which were not even considered likely to have a teleworking system, have switched to the teleworking system in a limited time, such as a few weeks, with the pandemic. Işık states that she could not even connect to the internet with her laptop before, but through the pandemic her company reacted very quickly:

I think the risk response was very fast for our company. Apart from the first day, everyone was able to connect to the internet from home very easily without any problems. We didn't use to work from home, we couldn't even connect to the internet with the laptops at home. I think everyone adapted very quickly. (Işık)

The company of another interviewee is also one of those who react very quickly. She states that It only took a day. Everyone adapted to work from home in a flash. I was thinking that they never pull the field team off the field, but they even pulled the business developers from the field” (Dilan).

As companies were not prepared, they had to recalibrate their infrastructure in a short time. In fact, in a way, this has shown us how quickly we can adapt when we have difficulty. One of the interviewees said that her company adapted its systems in two weeks:

We didn't start to work from home directly. We went on a leave of absence for two weeks. As far as I understand, our IT staff worked to provide the necessary infrastructure during that two-week period. After two weeks, with the positive results, we started working from our homes. (Semra)

It was inevitable that this rapid transition created a question mark in the minds of the employees. Because in fact, employees were not prepared as well as companies. The uncertainties experienced by companies during the adaptation process directly affected employees as some of the employees stated. However, the guidance of the companies at this stage accelerated the process for many. Because this adaptation process required the adaptation of tasks that were normally thought to be impossible to do remotely. The experience shared by one of the participants emphasizes this.

Normally, all contracts are signed by both the customer and us with a wet signature, but the company decided to accept an e-mail as the signature for this period. That is how we somehow digitalized for contracts. In situations where we could not do this, the company provided a service such as a courier service, a courier comes to our door, receives the contract, takes it to the customer and gets it signed. (Dilan)

As a result, this whole adaptation process was new for everyone. But it was a process that changed the prejudices of most people on this issue. In connection with the research question, knowing the transition processes and adaptations of companies and individuals to telework during the pandemic period will be a preview of the feasibility of a long-term change.

4.3.3. Teleworking Experiences

In this section, before moving on to the well-being part, the positive and negative aspects of teleworking experienced by people are mentioned. Even if the research's primary interest is the change in well-being with telework, analyzing telework in all aspects is important for the integrity of this research.

4.3.3.1. Concentration and Productivity

Productivity is a measure of how effectively and efficiently tasks are completed in a given time. To be more specific for telework, it is the achievement of measurable goals within time and budget. However, this measurement is complex since it contains many

more variables than expected. Measuring productivity is complex because there are a number of variables to consider (Bosua et al., 2013).

Since productivity is not the main subject to be discussed in this study, productivity has not been tried to be measured by determining various scales in the data collection phase as in other studies in the literature. However, the participants were asked questions about their individual productivity and their opinions were learned. The first of the interviewees stated that the concentration increased and accordingly her productivity increased. “It is more efficient in terms of work, it is better for me. I can concentrate” (Işık). Another participant associates her productivity with the work she produces and emphasizes that she can work more “I'm producing more stuff right now. I do more work, I get more work done” (Dilan).

One of the interviewees emphasized that being in a quiet environment is very beneficial in increasing concentration with those sentences “Actually, I think I can work more efficiently. I saw that I was more focused, able to finish works much faster than in the office environment, I was able to understand it faster, I was able to comment on it faster, I was able to react faster” (Caner).

In summary, the participants positively evaluated the effects of telework on their concentration and productivity and stated that they also saved time.

4.3.3.2. Flexibility

The second aspect of teleworking is that it provides flexibility, as it can be shaped according to individual needs and preferences. As Hill et al. have mentioned, this concept gives employees the freedom to make their own decisions including how, where, when and with whom to do work-related tasks (Jeffrey Hill et al., 2008). If we take the concept of time flexibility, companies can have two different attitudes. The first group applies the same working hours, requires being in front of the computer at certain hours, and even with certain applications, the hours when people are online are determined.; the second group can encourage employees to work at any time by giving importance to accessibility. Of course, the definition of the job becomes very important for this second group. Although it seems more productive to comply with certain working hours in the group works, working at their own productive hours can

bring an important sense of freedom for the employee in individual works that have a long-term deadline. One of the participants states that she is able to work better in the evening and that this situation does not cause disruptions. “Some people prefer mornings, some prefer evenings for working. For example, when there is a file that I have to prepare myself, I usually leave it to be done during evening hours” (Suna).

Another participant draws attention to the topic of focus with these words “If I am unable or unwilling to do a job right now, or if I cannot focus at the moment; it is much more favorable for me to look at it in the evening when I can get it all together, a time that is my own choice” (Caner). Another interviewee emphasizes that working in the office when the person is not productive, causes a loss of time and performance for everyone; in some cases, it can take three or four hours to finish a task that can be completed in one hour, with the following sentences:

I can choose my own working hours. Normally, you do not want to work at the office at all sometimes, or we could not finish a half-hour job in three hours, maybe four hours at the office. Now, I'm doing other things during those moments, and in my more productive moments, I can sit down and finish my job in a much shorter time. This both saves time and boosts efficiency (Figen).

The second important issue in flexibility is locational flexibility, which allows people to control their work and private life with the freedom of working from wherever they want and with whomever they want. This increased flexibility in the timing and execution of tasks enhances employees' perceptions of autonomy. In addition, performing one's tasks at home allows control over breaks, clothing, layout, decoration, lighting, ventilation, music, and other ambient elements that can contribute to increased feelings of autonomy. Since the interviews coincided with the COVID-19 quarantine, intercity travel restrictions and curfews continued. Therefore, it was an experience that the participants could not leave their homes and they were able to work from anywhere in a limited way. However, after the quarantine period was over and the intercity travel restrictions was abolished, it was learned that some of the participants continued to work in their summer houses, and some went to their family houses in different cities.

One of the participants describes the freedom that her company gives her. “Also, we were normally in Istanbul but the company allowed us to go and work from wherever

we wanted; as long as you have the internet, there is no problem. They said you can use this opportunity. It worked for me quite well” (Dilan).

Another participant is aware of the effect of the place on herself; and emphasize the happiness of being able to work where she feels better thanks to telework as follows:

These offices and plazas are not places that make most people or at least me happy. You spend your whole day in a concrete building. You do not have the opportunity to see a garden in any way or see any green field when you look around. Now, my home is a place that has a garden, a balcony; even if it is little, I have arranged it myself. In that sense, I feel much better. (Figen)

In addition to all of these, as some of the participants states, locational flexibility is a policy that increases peoples opportunities and prevent labor shortages in the long run. In addition to this, it is a factor that increases the participation of individuals who are in a special situation or who are disabled.

4.3.3.3. Communication

Having said that, many employees had to change their usual communication habits with the sudden transition to teleworking with the effect of the pandemic and they had to adapt quickly to new communication tools. While this adaptation is easy for some, others miss the convenience of face-to-face communication. The first issue highlighted by the participants is that communication has slowed down for various reasons. One of the participants says the following on this issue:

If I had been in the workplace environment, I could have been in a position to reach someone faster and easier, but during telework, you had to wait because of the emailing process. If you don't have the private mobile phone number of your colleague, you need to send an email to that person. This, I think, extends the process a bit. (Semra)

In parallel with this, another participant says:

There is really a lot of phone traffic. Because normally, your colleague is sitting next to you and you can solve something with a little talk with your manager or your teammate; but instead, you need to solve it by calling out on the phone every time during telework. (Dilan)

As can be seen above, it is thought that the issues that can be handled quickly with face-to-face communication take much more time by phone or mail. Another

interviewee draws attention to the cultural dimension of the issue and mentions that Turkish culture is more accustomed to doing face-to-face business. She says:

We are a society that likes to do business face to face. Negotiations are done face to face, and so on. You know, if you are going to talk about something serious, you don't call the call-center with the bank, you go to the branch and ask for a person. I don't think face-to-face business will end or decrease dramatically soon. (Gizem)

Another type of communication is non-verbal communication, where the message is transmitted by encoding it with gestures, tone of voice, and facial expression instead of words. One of the participants emphasizes the importance of non-verbal communication as follows:

Meaning is lost most of the time in remote communication. Because communication is a whole; not only what you say or write, but also your facial expressions, gestures, moods, etc. affect the communication. So, of course, face-to-face communication is preferred first. (Berkay)

Although another interviewee says something parallel to this, he emphasizes that online interviews can also meet the advantages of face-to-face meetings in the long term, and in addition, face-to-face meeting will eliminate the time and place dependency, which is one of its biggest disadvantages. He says:

During a face to face meeting; there are many variables from body language to gestures and facial expressions, from tone of voice to eye contact. But when I look at the other option, it is obvious that it has advantages in itself, because you can almost see everything that I have mentioned for a face to face meeting over a video call, too. Also this time, you can meet with many people at the same time from all around the world, or you can join the meetings with lots of different people in very close time and switch to the other meetings instantly. (Caner)

Considering the communication habits of people for many years, the possibility of these habits to create a comfort zone in them may come to the fore. Recent advancements in communication technology have enabled billions of people to connect more easily with people great distances away. As these habits change over time, along with the advances of the technology age, it will be inevitable for people to adapt quickly to this change. As Caner, one of the participants, stated in different words, in the long term, the trainings for online communication tools will develop and the knowledge about the current communication will be transferred to online channels.

4.4. The Effect of Changing to Telework on Well Being

In this section, I will present the findings about the effect of teleworking on people's well-being, in order to find an answer to the research question. This section gives insights into the research question because it directly focuses on how well-being is affected by the elimination of compulsory commuting and the increase in time people spent at home. Firstly, we will discuss the changes in people's work-life balance. Then, the effects of the change in working order on individuals' mental and physical well-being will be examined. Afterward, telework's time management perspective will be evaluated. Finally, how this situation affects social life will be discussed. The findings related with well-being are summarized in the table below.

Table 3 Advantages and Disadvantages of Teleworking and Working in Offices

		Teleworking	Working in Offices
Advantages	<u>Work-Life Balance</u>	• More leisure time • Spending more time with loved ones	• Boundary between work and leisure
	<u>Mental Well Being</u>	• Staying away from office rules, and office gossip • Reducing stress • Removal of limiting factors such as waking up early in the morning or dress code • Better individual communication	• Fixed daily routines
	<u>Physical Well-Being</u>	• Better sleeping • Eating more health foods • Less fatigue	• Better sleeping patterns due to fixed working hours • Better eating patterns due to fixed eating hours

Table 3 (continued)

Advantages	<u>Time Management</u>	• Time saving • Time for personal development	• Well-ordered life
	<u>Social Life</u>	• Having more time for people • Adopting office socialization through online channels	• Office socialization
Disadvantages	<u>Work-Life Balance</u>	• Blur the boundary btw work and leisure • Overtime hours • Violation of private space • No time for lunch break	• Lack of time for doing house chore
	<u>Mental Well Being</u>		• Monday syndrome • Commuting stress
	<u>Physical Well-Being</u>	• Too much sleeping • Lack of time to prepare lunch	• Motion sickness • Intense work tempo • Starting the day negatively because of crowded public transportation
	<u>Time Management</u>	• Procrastination	• Time wasted on the road
	<u>Social Life</u>	• Decreased face to face communication	• Lack of time for socialization

4.4.1. Work-Life Balance

Work-life balance has been accepted as one of the essential indicators for understanding people's well-being within the scope of this study. Because when employees cannot establish this balance well, both their mental well-being and physical well-being are directly affected by this situation. This section will present data on whether telework offers employees the opportunity to fulfill home

responsibilities, better time management, strengthen their relationships, and balance competing roles between work and private life.

4.4.1.1. Fulfillment of Home Responsibilities

In the office working order, employees, especially those who live alone, leave home early in the morning and come home late in the evening. By taking into account the fatigue of the day after work, they may have to give up on their weekends even for basic home responsibilities. Semra one of the participants emphasizes that doing housework while working takes serious time:

Even cooking and the cleaning in the house is an overtime. Especially if you live alone, if all the responsibilities are yours. Time is definitely the biggest factor. I started living in a cleaner environment now. It was also an activity, I was not running away from it. (Semra)

Considering that individuals save a lot of normally wasted time along with teleworking and it is a predictable fact that they also find more time for fulfilling home responsibilities. One of the participants in the interviews confirms these statements for herself by saying that:

One day of my weekend used to be wasted for cleaning; now, on any day, I can do cleaning at noon. I can do house chores even in a small break, I can put some laundry in the washing machine and continue working. Last week, I even washed the balcony in the half hour between the end of work and the start of my master degree class. (Işık)

At the same time, it provided an opportunity for the employees to do house works that they could not find the opportunity to do for a long time. One of the participants says that during this period, she used the advantages of her time and organized her house “First of all, I was able to spare a lot of time for myself. There were things I wanted to do at home. I couldn't even tidy my closet. There were items I wanted to throw away at home, broken items. I put it all of them in an order” (Büşra).

To summarize, as the participants mentioned, while there is no opportunity in the office working order, it is easier to do housework with the advantage of being at home.

4.4.1.2. More Leisure Time

Leisure time is generally described as the personal time spared for oneself or one's activities and experiences. However, the perception of leisure time can differ with regard to the social context. Growing body of evidences show that leisure time can be effective in terms of improving the work-life balance and decreasing the work-life tension by enabling to deal with the stressful circumstances at work (Hilbrecht et al., 2013). The data collected within the scope of this research indicates that teleworking increases the leisure time of individuals. Caner, one of the participants, explains that he can spend more time for himself by teleworking, with the following words:

Being able to stay with myself a little longer at home, to spare a little more time for myself, and even while working, I think there were things that affected my psychology very positively. In that sense, I think it was a whole experience and very beneficial. (Caner)

Another interviewee states that she misses to take time for herself and that she did not have many opportunities while she was working at the office “Even just sitting idly and thinking is a really important thing. So, you can have the opportunity in that sense when you are at home. It is the same for reading a book. One of the things I miss was taking time for myself at work” (Büşra).

The things said by another participant are also in line with the other participants' and also support the things mentioned in this section “It was a process for me where I could devote more time to myself both mentally and physically, and I could devote more time to my existing hobbies” (Ahmet).

Apart from the participants above, other participants also stated that they have more leisure time thanks to telework. In addition, the positive effect of this situation on individuals was one of the important findings observed in the interviews. In this way, it is understood that it is significant for people working in a city where commute time is very long to have time for themselves.

4.4.1.3. Spending More Time for Friends and Family

As mentioned in the previous leisure time section, people couldn't find much time for themselves while working. At the same time, this situation is reflected in their

relationships with other people. Many of the working people struggle to find time to spend with their loved ones in their personal life. In cities where traffic plays an important role in shaping life, people may have difficulty meeting even people who do not live in close neighborhoods as one of the participants emphasizes “Normally, many people in Istanbul cannot find the energy to do some activity on weekdays, and therefore, only the weekend remains. However, the number of people we can meet on the weekends are unfortunately very limited” (Figen).

When people started teleworking, there were curfews and quarantine practices. Therefore, the participants did not have the experience of meeting with many of their friends. Most of the time, people could only meet with people they could be in quarantine together in their home. However, our data confirms that during the telework period, people can spend more time with their loved ones. For example, one of the participants, Büşra says that she felt guilty and full of remorse because she could not spare time for her son before “When I returned to my first job after the birth of my son, the first month really shook me. I was going to the toilet and crying secretly just wondering what to do, how to adapt to leave him at home” (Büşra).

In addition, the same person states that she could spend more time with her family during this period and had opportunity to talk with her friends more frequently by phone during the quarantine period.

I start the day with my son. I am more comfortable in terms of conscience because I am able to spend time with him. I feel better psychologically. Moreover, I was able to spend more time with my family. We had breakfast together and chatted together. Also, I can get out of that stuck routine and have more time for my acquaintances and loved ones. It makes me feel good. (Büşra)

These circumstances occur not only for friends and family but also for the pets. The participants who live with a pet expressed that they had the opportunity of spending more time for their pets at home. Dilan, one of the participants, says “I was able to spend more time with my dog. During this time, I took care of him a lot. I've been able to see what he's doing during a day at home” (Dilan). Another participant expresses her relationship with her cat “I don't know if it was good or bad, but we have never stayed together this long. I started to spend more time with him, too” (Semra).

To sum up, almost all of the participants confirmed that they spend more time on relationships with other people during this telework period. The effect of this on their well-being is another critical issue that needs to be considered.

4.4.1.4. Blurred the Boundary between Work and Leisure

While evaluating the effect of telework on well-being, it is essential to examine the positive and negative aspects of the subject as a whole. It is a significant concern by many that teleworking blurs the boundary between work and leisure, despite its positive aspects on work-life balance. During telework, some of the participants have experience more overtime hours compared to working in the office. One of the interviewees interpreted this situation as a violation of his private life: “First of all, I think I can call it a violation of the private space. Mails coming at ten o'clock and business calls coming at eleven o'clock. These started to increase a lot” (Ahmet). Another participant emphasizes the same situation: “Our shifts took a little stretch. Since we are already at home, some work suddenly can be appointed to us. It can be at half past six, and sometimes even at nine” (Işık).

Dilan, one of the participants, states that the concept of lunch break has disappeared. However, when they later conveyed this situation to the company executives, he said that the company showed a motivating attitude to the employees in this sense and supported the employees to allocate their lunch break for themselves.

When I work from home, there is no such thing as a lunch break. Hours just got tangled with each other. It was also told to the CEO at one of the meetings of the company that they were appointing meetings during the lunch break. He told us that we should schedule a meeting for ourselves at the lunch breaks and close that period showing that period as a no meeting zone. (Dilan)

The blurring of the boundary between work and leisure and the increase in working hours reduce the positive effect of telework on well-being. However, considering the balance between work and life as a whole, these negative effects can be controlled by restricting working hours, as some companies already do.

4.4.2. Mental Well-Being

In this section, data related with the effects of telework on mental well-being on an individual and social level will be presented. Firstly, individual dimension of mental

well-being will be examined. Then, social well-being will be examined, which can also be evaluated as a reflection of individual well-being. Finally need for well-ordered life perspective will be mentioned.

4.4.2.1. Individual Well-Being

The pandemic deeply affected people's psychology and mental health due to stress, anxiety and panic it causes. People got stuck in their homes and worried about themselves and the people around them. In such a situation, the effect of telework on mental well-being was not always clear, and some of the participants could often confuse this situation with pandemic conditions and talk about the effects of the pandemic on mental well-being. Perhaps the greatest contribution of teleworking to the participants compared to working in an office environment is that they do not have to obey the various rules they have to obey in their workplaces during telework. For example, one of the participants says that not having a dress code makes her feel good. “There used to be a dress code in the office. I'm more comfortable now; I mean, it is not comfortable to work with shirts and trousers in the heat of summer, but now I can work all day in my pajamas and I feel better” (Suna).

Similarly, another participant states that he needs to adapt to a certain life in the office based on corporate culture and that he feels better at home. He says “It is so nice not having to act according to certain rules and the certain life type of the office” (Caner).

For some, even staying away from office gossip has had a significant effect. One of the interviewees states that it is good for her to be able to do what she wants and to be away from office gossip “It was a positive change for me. Being away from office rumors, not having to do something we don't want, choosing the people we see on our own and being able to adjust our daily routines affected me in a very positive way in that sense” (Figen).

It is possible to say that teleworking reduces stress in some employees. One of the interviewees explains the change in stress levels caused by telework as follows:

After all, you are going somewhere, you are mingling with people. You wake up earlier, I had much more stress while waking up early. I had to go to bed early at night. I can say that these kinds of things were creating some stress. Now, that stress has definitely decreased. (Berkay)

Dilan, one of the participants, says that teleworking relaxes her mentally. Most of the participants agree with Dilan on this issue and have been able to observe its positive effects for their own mental health. Another participant expresses her views on this issue “When we work at home in a remote working order, we both get rid of our fatigue and I think we really make ourselves feel much better mentally” (Figen).

Another interviewee emphasizes that she feels happier and that the monday syndrome she normally feels when she has to go to work at the beginning of the week has disappeared with the following words “I feel very happy. Because I am normally a person who likes to spend a little time for myself. So, now I never deal with such things as ‘You have work tomorrow’ or ‘Monday syndrome’ ” (Işık).

To conclude, our data show that staying away from office rules, office gossip, stress, and removal of limiting factors such as waking up early in the morning or dress code make people feel better.

4.4.2.2. Societal Well-Being

In addition to the effects of teleworking on individuals, it is possible to talk about the effects on society on a larger scale. Participants generally think that teleworking will help reduce people's stress. In the long run, it will have an inevitable effect on people's happiness and psychological well-being. Parallel to these, Figen, one of the participants, says that people are exposed to stress due to workload, traffic, etc. and that they reflect this to other people and emphasizes the importance of telework as follows:

Especially nowadays, unfortunately, people are very stressed with both traffic anxiety and intense work tempo, and this is reflected in people's daily happiness. In public transport, people are constantly in a rush and we see that people do not have much tolerance for each other. I think it is important to work remotely so that people can spare time for themselves and be happy, away from all this stress and fatigue. (Figen)

Another participant thinks that events encountered by people, especially in public transport, and even public transport itself have a negative effect on people's psychology. She says:

Stress affects people a lot, for example, when you take the subway, it is very crowded. Even this causes your day to start off negatively. There was a fight every morning on the metrobus, now I don't see them anymore. You know, I don't see any crowd anymore. I believe they are things that affect people badly after all. I think it makes your day start negatively. Now, I do not live such things and I think, psychologically, it has a benefit. (Işık)

One of the interviewees draws attention to individual communication and says

Generally speaking, people have been able to increase the time spared for themselves; and it has increased not only productivity, but also the psychological standards of people. Therefore, I think that this is reflected in the smallest chain ring, the individual communication, and even in the environment; and this is a positive thing. (Semra)

As the participants stated, decreasing the stress on people, spending more time for themselves, not being in situations that affect them negatively will not only concern individuals and will provide great benefits at the social scale.

4.4.2.3. Need for Well Ordered Life

In addition to the positive aspects of telework for mental well-being, for some people, adhering to a particular routine is seen as an essential advantage of the office working order. Examining the impact of this issue on people's overall well-being will provide a more objective answer to the research question.

In the office setting, few people from the research sample had flexible working right in the company where they worked. But even those who has flexible working hours often went to work at certain hours every day. In this case, people's daily routines from eating patterns to sleeping patterns become same everyday. Some people like this routine, but some can get bored in the long run. The same life style may be quite possible in the telework setting for some, but the personality traits of the employees play an important role in this. Some of the interviewees those who do not have certain working hours during teleworking stated that they long for the daily routines that they had before teleworking. For example, one of the participants says:

While you are working in an office, everything goes in a certain order from morning to evening. Life goes in order. Since I am someone who prefers to live in a little more orderly way, I feel the lack of this. For example, I cannot adjust my sleep pattern. (Zeynep)

Another interviewee says she is in favor of a monotonous life order “I think it's nice to have order in life. This is a motivation for me, as the idea of going to the office puts me in the psychology of having a regular life and I love this monotonous way even when it's not completely regular” (Semra).

This situation negatively affects some people psychologically. However, it should not be forgotten that this situation may vary from person to person and is directly related to how they manage their time. It is even a situation that can change over time.

4.4.3. Physical Well-Being / Health

In this section, data on the effect of telework on physical well-being will be presented. It is at least as valuable as telework's contribution to psychological well-being. It should not be forgotten that both areas indirectly affect each other, and especially physical well-being has a significant effect on people's psychology. Therefore, all these fields will contribute to the research question as a whole.

4.4.3.1. Better Sleeping

With the removal of the need for commute and preparation time for work, it is not surprising that the biggest change seen is in sleep patterns during telework. This change has been very beneficial for some, but especially those who do not have a certain working hours sometimes wake up late. This could be a situation that disturbed people from time to time. For example, one of the participants says that in the first period of telework, a task-based working system is implemented in her company and that the person who wants to work is free to work at any time. But she mentions that this freedom sometimes seriously affects her waking hours as follows:

Sometimes I used to wake up too late in the beginning. When that happened, I could not be seeing an email sent in the morning, and this was obviously a little nervous for me. Frankly, I did not want to experience such thing, especially at a time like this. So, sometimes I was setting my alarm early, I was checking whether there was something to be dealt with in the emails, if not, then I could continue to sleep. (Semra)

Another participant thinks that he can sleep more during the time he gains from his commute time, but from time to time this causes him to wake up much later “The advantages of not being on the road for an hour and a half started this way. Sometimes,

I woke up only fifteen minutes before work. Hence, I started getting more sleep. Of course, after a while, some small flings started to happen” (Ahmet).

However, other participants noted that being able to sleep more was good for them both physically and mentally. Caner, one of the participants, states that the change in his sleep pattern is good for him as follows “The biggest difference was in sleep patterns. Of course, now it has been a pattern where I could feel much healthier, feel much happier, be much more active and much more energetic, both psychologically and physically” (Caner). Another of the interviewees emphasized that the chance of waking up late is a once-in-a-lifetime opportunity. She states “Of course, I don't wake up at six o'clock anymore because I don't want to torture myself. In terms of sleep, I believe such an opportunity is probably not something I can encounter in a lifetime” (Zeynep).

Better sleep chance, which is essential for physical health, can have both positive and negative aspects for the participants. It is necessary to keep this sleeping behavior under control, and when the balance cannot be achieved, it can have unwanted consequences for people in the long run.

4.4.3.2. Change in Eating Habits

In addition to being one of the most fundamental parts of physical well-being eating habits can be associated with overall well-being as many people can perceive it as a pleasant activity. According to the interviewees, the greatest contribution of telework in terms of health was in eating habits. Most of the people think that they tend to eat more unhealthy foods because they do not have much time in their office working order. For example, one of the participants says “Now, I can cook and eat myself. In the previous order, I thought I could not eat very well and healthy, and this was a serious drawback for me” (Figen).

Another participant stated that she usually eats junk food as she could not find time to eat in her office working order. She could only eat very late when she wants to eat, and this caused various stomach ailments. She explains this situation as follows:

I do not eat junk food anymore, I do not skip dinners anymore. For instance, I was coming home at half past ten, and eating, and then sleeping. Afterwards, I

had stomach aches. Now, I eat around six and this is what I normally used to do all my life. Now it's very good, my stomach does not hurt anymore because I can eat early. (Işık)

Suna, one of the participants, states that she can now eat better and thus start the day more vigorously and adds “I can eat much better, which is very important and positive. Instead of eating greasy things like sandwiches, toast and pastry; I can eat what I want like eggs and vegetables every morning, and even that makes me happier” (Suna). As another participant said, employees have the chance to have breakfast while working at home. “I can prepare myself a much healthier breakfast at home while I can do my job at the computer. In other words, it is actually much more satisfying and much more successful in terms of health, nutritional value and taste” (Caner).

However, as mentioned above, employees have to cater for their own meals while they are at home. This can be difficult for some employees time to time. One of the participants explains this situation as follows “You have to arrange your own meals at home. Since there is normally breakfast at a fixed time at the office, I used to go to work and have breakfast. I am not preparing breakfast when I get up at home. I'm just drinking coffee, I just skip it” (Dilan). Especially for people who live alone, it is a fact that the time during lunch is not enough for both cooking and eating. Accordingly, one of the participants says “I don't cook too much vegetables at home; I miss the cafeteria, the soups and so on. I can't put that much effort in the kitchen, and the lunch break is not enough to cook. That's why I think it falls short a bit” (Işık).

All in all, as many of the participants state eating habits hold a large part in the lives of many, and it is related to both physical health and life satisfaction. Therefore, the time advantage granted from compulsory commuting time in the teleworking order as opposed to office working order can be interpreted as a beneficial factor in eating habits and as a result in the overall life quality of people.

4.4.3.3. Less Fatigue

As is known to all, serious fatigue is a phenomenon experienced by many workers living in Istanbul due to both the time spent at work and the time spent on the road. Such that, when people came home in the evening, it took time to recover after resting. This situation could have both health and psychological consequences for the people.

For example, one of the participants, Suna, says that she was tired when she used to come home and that she did not have time to do anything else “While going to the office, when I come home from work, I get seriously tired and I am unable to do anything at all because of that tiredness” (Suna).

Another participant emphasizes that it took time to recover before telework. However, he feels less tired now “I was feeling very tired when I arrived home. It took time to get myself together. The lack of time I spent in traffic allowed me to have more time for myself, and at the same time, I was less tired both mentally and physically” (Ahmet). Another participant also says parallel things with the other participants and emphasizes that she feels much less tired both physically and mentally “I became more active after my tiredness decreased both mentally and physically” (Figen).

However, one of the participants thinks differently from the others about this issue, she stated that physical fatigue when going to work makes her feel good “When I go to work, there is a physical movement. So I am out of the house, I am walking, I am moving, and my body feels better. So when I go to work, when I get tired and come home in the evening, I feel much better” (Gizem).

As can be seen above, commuting routines result in a significant level of fatigue, and this fatigue brings a heavy burden on people's lives physically. Nevertheless teleworking shows that it has a valuable effect on this issue.

4.4.4. Time Management

The biggest advantage of teleworking, especially in cities such as Istanbul which has heavy traffic jam and long commuting duration, is that it saves time for people. Even if we do not include the preparation times for the work, the total time on the road can be considerably high. Consequently, the elimination of such an obligation gives individuals a time advantage. This time advantage eases the time management that stands as a necessary point for all of the factors related to well-being. According to one of the participants “Even on a day when everything is going well, with not a lot of traffic, there is a three-hour saving of time. This is, of course, without the traffic jam. If there is heavy traffic, we are talking about a period of up to four hours” (Figen).

As mentioned here, total time savings can reach 3-4 hours in a day. Another participant says it is a great freedom for her to be at home the moment she turns off her computer “Now I have an hour, an hour and a half that I don't waste on the road. You are at home when you turn off the laptop, it's a very important thing, a lot of freedom” (Işık).

Another participant said that removing the time spent on the road with telework is a great source of motivation for him:

My motivation was high, my concentration was high because I was comfortable about not going to the office physically. I mean, when we include the road, it makes a three hours saving when you combine an hour and a half round trip. It was important because I felt better as a result of not entering into that crowd. (Ahmet)

It would be fitting to say that the savings from this time have a great contribution to people's lives. In this way, they were able to find time to devote to tasks that they could not find that much time before. For example, continuing educational activities such as graduate and doctorate along with business life can be challenging. Even if some people would like to face that challenge, sometimes it is practically impossible to pursue an educational degree due to the time limitations while working at the same time. However; with telework, people were able to spend time in education, which they neglected or did not have much time in the past, which has been an important investment in their personal development. One of the participants mentions it as below:

Let me say this frankly, if I had to go to work, I wouldn't have been able to devote that much time to school. I could never catch up with them if I had to go to work. It is really different when I have to go to work, I could never do it, otherwise. (Işık)

Another participant in the same situation states that:

I was able to attend my doctorate classes very easily. I was connected online at home. I was able to prepare my homeworks easily. Otherwise, the questions like whether I could get an excuse leave, whether it would be enough or not would pop up. (Büşra)

Within the scope of this research, time management is accepted as a significant indicator of well-being since it provides people different opportunities and, as a result, improves their well-being. Through the interviews, it is observed that the participants seem to consider their time management to enhance visibly during telework.

4.4.5. Social Life

Another commonly accepted aspect of well-being is the social lives of individuals. In addition to this, socialization is considered as one of the most favorable sides of the office working order. In this section, the adaptation of this factor during telework will be examined. Hence, the change in people's well-being due to this adaptation will be observed.

Nonetheless, pandemic conditions should be taken into consideration while examining the effect of telework on people's social well-being. Quarantines and lockdowns that lasted for months deeply affected people's social lives. Throughout this period, people could not see anyone except those they were in the same house. People have been able to maintain their social relationships only through online and mobile communication channels. One of the interviewees says that:

The rate of messaging, conversation and video calls with my friends has also increased, of course, since face-to-face meeting is not much possible anymore compared to normal days. In that sense, I cannot say that there has been much change in the level of intimacy between us. (Caner)

Some of the participants were more hopeful about the future, and they believe that teleworking will positively affect their social relations after the quarantines are over. In fact, one of the participants explains that the reason why he was psychologically affected during the quarantine period was the pandemic “The reason for being psychologically bad is definitely the pandemic. If I were working from home in a normal time, I would definitely be positively affected” (Berkay).

One of the participants states that people cannot spend time with each other due to their working conditions and that she can be more social despite quarantines in this period. She says:

To be honest, you couldn't meet with anyone in the Istanbul routine anyway back in the normal times. We could only spend a limited amount of time on limited people. So, we were fooling ourselves into thinking we were actually spending time outside. I have spent more time outside now, even though there has been a quarantine period due to Covid. (Büşra)

If we talk about the relations of the participants with their colleagues in this period; most of the participants mentioned that they were able to keep in touch with their

colleagues somehow. In the long run, when normalization begins, the number of people who think that they can meet face to face with their colleagues and even work together in an out-of-office environment is not few. For example, one of the participants says that they are now virtually organizing their coffee times that they used to have face to face with their colleagues. She states:

Our team is already organizing virtual coffee times. You know, since we do a video call, everybody grabs their coffee, for example, between 17:15 and 17:30, and we are doing it like that. Apart from that, there are meetings every day and also virtual tea times, the manager attends to them as well. (Işık)

Likewise, another interviewee states that he continues his communication with his office colleagues through online applications as follows:

There is an application called House Party, and we started talking with my office friends over it. We could also play games on it. In other words, communication continued, but of course the medium changed. We have started to establish relationships through a more social environment. (Ahmet)

Another participant mentions that communication with colleagues has not changed “I talk to my colleagues by phone or video conference, nothing has changed much with them. I mean, I can see or hear everyone because it is in a visual way” (Figen).

However, even though her relationship with her colleagues continued during this period, there are some participants who stated that this relationship was more effective in the past. For example Zeynep, states that:

Is it as effective as before? Absolutely not because they are people you see everyday at the office. So, sometimes you even know and ask very specific details about their lives. You can share much more face to face. However, does that mean it completely ends all your communication? No, it doesn't. (Zeynep)

To sum up, one of the most affected things during the pandemic period was socialization habits, and therefore people did not fully realize the effect of telework on socialization. However, in the interviews, most people stated that they will be affected more positively than the office working order in the future.

4.5. Change in the Consumption

Undoubtedly, the change in people's working patterns has a huge impact on their lifestyles and thereby their well-being. What kind of life we build ourselves is directly

related to where we work, where we live, our income and how much time we have left outside of work. Considering that people adapt so quickly, it is very likely that the teleworking that people have experienced since the beginning of the pandemic has changed many of the habits and behavior of people. What I aim to examine in this section is the change in people's perceptions of consumption, the change in the products and services they consume, the alteration in the way they spend their earnings and the change in the way they spend their time during telework. Moreover, by examining the effects of these changes on people and their well-being, the impact of teleworking on well-being, which is aimed to be investigated as a whole within the scope of the study, will be examined from different aspects.

4.5.1. Change in Consumption Pattern

With its increasing numbers, day by day, the consumption and the meaning it bears have significant effects on people's psychology. However, a fundamental change in people's lives, like telework, is an event that can alter people's perspective on consumption. As a result, there may be a shift in people's spendings, their perspective on savings may change, or their behavior as consumers may change. Firstly, data on the change of consumption in the food and beverage area and utility bills will be presented. Then, changes in people's savings and lastly changes in consumer behavior will be introduced.

4.5.1.1. Change in Food and Beverages

While people were working from the office, they often had breakfast in the office and also had their lunch in the office. With the increase in the time people spend at home during teleworking, their food and beverage consumption will be affected. As the time spent at home increases with teleworking, people have to handle their foods on their own. One of the participants says “During this period, I spend only on food. It is also much cheaper because I cook at home. Maybe I was ordering food while working because I was feeling lazy” (Suna). As Suna states, most people do not cook themselves with the effect of fatigue because they do not have much time left while working; they tend to cook themselves, as they have more time in the telework period.

Another interviewee says that grocery shopping was not a very important expenditure item for her before, but it gained importance in this period by those words “My biggest spending item in my budget is grocery shopping. It was never this because I did not use to cook at home, except on maybe weekends. Now, I don't order food just to be able to eat at home” (Işık).

For some people, it has allowed them to spend time in the kitchen for the first time in their lives. One of the participants states that she has not cooked before and that shopping for groceries is a difference for her. “I did the grocery shopping for the first time in my life. I have just started learning what is used for what. So, this has been the biggest difference. There is now a thing as grocery spending in my life now” (Zeynep).

Junk food consumption, is among the issues that varies from participant to participant. Some stated that they consume more junk food in the office environment with the influence of other people, while others consume more junk food as an activity to spend time at home. For example, Figen, one of the participants, states that while she was in the office, she went to the canteen with her colleagues and bought a lot of junk food. “We were consuming a lot of junk food when we were in the office. So, when we said let's go to the canteen together, we were buying lots of chips and chocolate, I think this kind of spending has decreased a lot” (Figen).

Gizem, one of the interviewees, on the other hand, says she consumes more junk food to spend time at home.

You buy more food because somehow it is a type of pastime for you at home; I mean, it's not because I'm hungry, but for example, you spend ten minutes eating chips, it's like you're only eating it just to pass those ten minutes. Sometimes that ten minutes does not pass on its own. I spent money on that kind of thing. (Gizem)

To summarize, a decrease in ordered meals and an increase in grocery shopping were observed. For some, junk food consumption decreased at home, while for others, such junk food consumption increased because it is seen as an activity to spend time on.

4.5.1.2. Change in Utility Bills

Although teleworking saves companies by reducing their spending like electricity and water, for employees this is the opposite. Due to factors such as the increase in the

duration of staying at home, intensive computer use, internet requirements, and meeting the need for food at home, utility bills can increase considerably. One of the participants expresses parallel things on this subject as follows “Normally, the company provides you with electricity, internet, basically everything. You have to afford all of them yourself at home” (Zeynep).

Another participant mentions that their utility bills have increased “I can say that there has been an increase in terms of bills. For example, in terms of consumption, my internet quota used to be quite sufficient, but now my internet is not enough for me at home. Its bill has increased for example” (Figen).

This issue actually brings with it questions such as whether companies should support employees’ utility bills or not. One of the participants expresses his thoughts on this issue as follows:

I always thought that my internet money should be paid by the company during this process. Because although the internet quota I use is unlimited, it ultimately works for the company. Likewise, constantly operating a second computer at home causes energy loss of course. (Ahmet)

Especially for people who live alone, inexpensive utility bills caused by not spending too much time at home while working in the office encountered a sudden increase during teleworking. This directly affected the spending distribution of employees.

4.5.1.3. Change in Savings

Teleworking has changed the consumption habits of many people. As such, this will have a reflection on the budget of the people. The first change in savings stems from the spending people make when they go out, hence the entertainment industry. But pandemic conditions cannot be underestimated in this change. Since people did not go out much in this period, their savings have increased proportionally. One of the participants states “I have never spent anything for fun, clothes or going out to cafes because I was at home. That's why my total spending has definitely dropped” (Suna). By saying so, she expresses the effect of spending changes on her savings. Another interviewee draws attention to the high cost of outdoor activities with the following words “We used to go out a lot with my friends. Therefore, the financial burden of this was too much for me. Because everything is very expensive outside” (Ahmet).

The second change in savings occurs with the decrease in expenses related to the workplace. These expenditures sometimes include the money spent on commuting, sometimes the food and beverage expenses at the workplace and sometimes the expenses made for the preparation to go to work.

Savings earned from commuting are important for both those who go by their private car and those who use public transportation. Even those who use shuttle have to use public transportation or taxi from time to time. One of the interviewees states that:

Public transport is also not cheap in Istanbul. If I wasn't going home from work, I was using public transportation and had to make two or three transfers. I was wasting money on this. Sometimes I would take a taxi to come to work. I was wasting money on this, too. (Suna)

A participant who uses his private vehicle for commuting states that the elimination of this expenditure makes a difference in his savings “Not having to spend in terms of vehicle fuel and not having such a regular expense also made a difference for me”. (Caner)

Almost all of the participants say that they no longer buy clothes for the workplace, so they save money. “I hardly ever shop for clothes” (Işık) says Işık one of the participant and describes her consumption change. Berkay, another participant says “I think all those clothes, I mean, having to go to work with a different outfit every day is a huge expense and consumption. These decreased during telework” (Berkay).

As mentioned here, wearing something formal for work every day has a serious impact on people's consumption. Moreover, expenditures such as makeup and clothing are particularly important for new recruits after graduation, as most companies have dress code. One of the interviewee stated that:

I need to buy makeup products, I have to buy new clothes. When there was a direct transition from student life to white-collar life, there was a renewal in my wardrobe. We have a serious dress code at the office. In the first year, I spent a significant portion of my salary on organizing my wardrobe. (Suna)

Additionally those spendings were not only for clothing they also included personal care such as hair and makeup. One of the participants states that this change makes her feel good and most importantly, it saves her time and she interprets this process as "returning to the essence" in her own words. “I have never had a blow dry, but I have

never felt incomplete in any way. When you go to work, there is a feeling of tidying up yourself. You need to spend time on it, I didn't waste time on it either while teleworking” (Büşra).

One of the participants states that her spending decrease by half during this period and the most important part of this was that the things she did at home cost much cheaper than outside “My spending has decreased to half. I am saving a lot right now. If it cost twenty lira when I'm preparing something at home, I was paying 60 lira for the same thing outside” (Dilan).

Likewise, another participant says that she can save much more when she is at home.

I can save a lot of money. I couldn't save much while I was working. Even when I wanted to drink a coffee at work sometimes, I would pay 10-15 TL. When I wanted to buy a cookie with it, I was paying 20 TL. There is no such thing now, I brew my coffee at home. (Suna)

To sum up, according to the statements of the participants, it is understood that the money spent on entertainment has decreased, expenditures on food and beverage outside have decreased, expenditures for household needs have increased and an increase in bills is observed. Participants generally expressed their satisfaction with the new ways of spending and their ability to save more has a big share in this idea.

4.5.1.4. Change in Consumer Behavior

With the change of people's consumption, the behaviors or consumption perceptions of individuals as consumers were also among the things that changed during this process. The importance of understanding these changes lie in their relation with overall well-being of the participants since the behavior conceptions affect people's life quality. One of the participants expresses her feelings about these changes and talks about the positive reflections on her life. She says:

While I used to do the shopping for charcuterie from supermarket, I bought from a local Butcher shop. Ok, it was a little more expensive, but it was much better. I discovered such healthy things of good quality again that I forgot beforehand. My consumption changed in that sense. Actually, I gave the money to the meat instead of the hairdresser. It was much better for me. (Büşra)

With the effect of not being able to go out and shop, as one of the participants Semra mentioned, most of the people preferred online shopping during pandemic period. Another participant talks about the attractiveness of internet shopping as follows “I started shopping online a lot. This may have something to do with being at home all the time and being bored” (Ahmet).

Some of the participants realized that this period was an opportunity for them to change their usual consumption habits, and that most of the things they normally consume were not actually necessary. For example, one of the participants says that she realizes that some consumption elements are not really necessary for her. She says “I was able to set aside money for the things I wanted to do. Not only I was able to put money aside for what I wanted to do, but also I actually realized that I didn't need that much, that I could continue without them” (Suna).

Figen, one of the participants, emphasizes that this process pushes her to be more productive than consumerism and she makes an effort for this. “I think it's actually pushing people to be more productive than being completely consumption based individuals” (Figen).

To conclude, with the new working order, people's consumption behaviors have changed a lot, prompting some participants to consume less. Furthermore, thanks to the savings provided, people were able to spend on areas that are important to them and that give them more pleasure. Additionally, the increase in online shopping is one of the aspects highlighted by some of the participants. Moreover, the summary of the change in consumption could be found below:

Table 4 Change in Consumption of Interviewees Since the Pandemic

	Increase in the Consumption	Decrease in the Consumption
Ordering food		✓
Grocery shopping	✓	
Utility bills	✓	
Entertainment		✓

Table 4 (continued)

Household spendings	✓	
Clothes		✓
Cosmetic Products		✓
Daily office expenses (food, beverages, etc.)		✓
Transportation expenses		✓
Haridresser		✓
Preparing food at home	✓	
Restaurants, cafes		✓
Online shopping	✓	

4.5.2. Change in Spare Time and Hobbies

Considering the time remaining from the commuting, people have much more time in a day. Additionally, it is expected that serious changes will be observed in the way people spend their leisure time as their physical and mental fatigue decreases compared to office working. Moreover, how people spend their time and whether they can spare time for their hobbies is one indicator of well-being.

The first change in ways of spending time is related with personal development. Some of the participants states that they spent time to learn a new language during teleworking process. For example one of the participant says “I have started a language course on the weekends. I am learning French and have started to spend a little more time on it.” (Ahmet) Another participant states that she developed her language skills by taking online lessons during this period “Especially during this period, I try to improve my German language skills, I watch lots of German TV series. Also, I am taking German lessons online” (Gizem). Another participant also states that “I want to get away from everything and read and understand the book completely in only one time. It relaxes me more. So, in that sense, it was very good for me to read and understand those books” (Zeynep).

During this period, people felt energetic enough to exercise regularly, perhaps because they were not physically tired. Gizem, one of the participants, says that she can exercise more now than before. Another of the participants states that she could not

spend a lot of time for exercise in the past and now she can do it regularly “I could exercise maybe only once a week before. Right now, I can regularly spend an hour exercising almost every day. It has been a big change” (Figen).

Caner, one of the participants, states that although he did not have such a habit before, he started doing exercise during this period “Normally I wasn't accustomed to exercising. During the quarantine period, I started doing exercise at home as a different habit and I made progress in my own way” (Caner).

Especially at the beginning of the pandemic, with the effect of people's hesitations about coronavirus, most people started to cook their meals themselves. Some of the participants state that cooking at home has transformed into a new hobby for them during this period “I am interested in cooking during this period, I cook a lot. I try new recipes, I watch cooking videos” (Dilan).

One participant mentions that he has always an interest in cooking before and he has been able to spend more time in the kitchen and learn more about cooking during this period. Many of the participants also state that when compared to before they watch more movies, they read more books and they find more time to spare for their hobbies and leisure time activities. One of the attendees mentions that he is interested in cinema and that he was able to watch many movies during this period. “I don't have such a specific hobby, but I watched many movies I wanted to watch before. I like Turkish cinema very much. I can even say that there are no movies left to watch in Turkish cinema for me now” (Berkay).

Another interviewee states that she used to fall asleep due to fatigue before. However, she states that she can watch movies more comfortably as this fatigue has disappeared with the change in working order. “I had no time to watch anything before. Whenever I started to watch, I fell asleep before it was over because of the exhaustion of the day. I think I can find much more time to watch now” (Figen).

Apart from these, people went through a period where they tried to find a hobby suitable for them with the effect of staying at home for a long time. The role of change in socialization habits through the pandemic cannot be denied in this. For example, Suna one of the participants says that she can do different things in the evening because

she feels more energetic during telework and she orders games such as jenga, chess and backgammon so she has a fun time. Another participant says the following about her new hobbies “I started to paint watercolor. I took the time to see whether I could do it. I mean, it just makes me happier to try to paint watercolor by myself rather than only watching a TV series. Because I feel like I did something different” (Dilan).

Most of the white-collar workers found time for their personal hobbies, perhaps more than ever before in their lives. Some of them spent their time rediscovering hobbies that they could not find time before, while others looked for completely new hobbies. However, the data within the scope of this study show that everyone was generally happy during this process.

4.6. Environmental Well-Being

In this section, to find an answer to the research question, data regarding the impact of teleworking on environmental well-being will be presented. Since environmental well-being affects people and society, the data in this section are also related to individual and social well-being. Firstly, the overall impacts on the environment that the participants observe will be mentioned. Later, expected changes in emission and air quality will be covered as well. Then, as another aspect of environmental improvement, findings related to waste generation and management, such as plastic and food waste, will also be presented. Finally, the data on energy consumption and the expected changes in the long term will be discussed to cover all of the aspects related to the topic.

The effect of telework and the pandemic on the environment could be observed by people. During the quarantine periods of the pandemic, news about how the environment had improved was reflected in the media. One of the participants states that she often sees news on the internet about the improvement in the environment during the pandemic period “We've seen it on the news, on the internet, certainly environmental factors have changed a lot. Environmental improvements have been made” (Semra).

Another participant says that she saw a lot of posts on social media, especially about the improvement in the seas. “I saw images of my friends on Instagram, for example,

dolphins were jumping on the marina in Fenerbahçe. Pollution has decreased actually. Waste disposed by people to the sea has decreased since they went out less” (Büşra).

Another interviewee states that she also saw the improvements in the seas and heard from her surroundings that the air quality was improving:

I got on a taxi, the taxi driver says, "I have been living in Istanbul for so long, the atmosphere has changed, I can feel it." Also, marine animals have come ashore in bosphorus. From that point of view, I believe it will definitely be very, very good. (Işık)

As mentioned by the participants, various environmental improvements were made during this period. Detailed data on these issues will be presented in the following sections.

4.6.1. Change in Emissions

Most of the participants think that teleworking directly reduces the emission from passenger transportation as it directly eliminates the need for commute. For example, one of the participants draws attention to exhaust emissions and the resources consumed not even to work, but only to commuting and emphasizes that these resources are not sustainable by saying:

The exhaust gas emitted by so many vehicles ultimately deteriorates the air quality. You are breathing this gas. You are wasting a non-renewable resource constantly, you are wasting fuel, you are wasting LPG. All of these are actually consumption. Because people are wasting them just to be able to move. In other words, they do not do it for producing something, but just to move. (Dilan)

Another participant says that the reduction in vehicle use will lead to an improvement in air pollution and an improvement in the environment “Since people will drive less. So, it will reduce air pollution. It will reduce environmental problems” (Ahmet).

Another interviewee expressed that the use of vehicles will decrease during the telework period and this has positive consequences for the environment:

I think there is a serious reduction in air pollution as people go out less. Because a lot of people drive to work and these people stopped driving their cars and started working at home. In this respect, I think it is positive in terms of use of limited resources and in terms of nature. (Suna)

It was learned that one of the interviewees had previously written a thesis on the measurement of the exhaust emissions of vehicles passing through the Bosphorus Bridge and had a special interest in the subject. In this sense, it is considered that her contribution to this study will be important. She mentions that the exhaust gases emitted from the vehicles are at a serious level and even causes cancer as follows:

Emissions from the engine power are too critical, one of the biggest causes for cancer is exhaust emissions. I think it will have a very positive impact on the environment. Because even though our homes are far from the road, we breathe that exhaust emissions every day, even when we open the windows. I think it will have a very serious effect. Car use will also reduce, in that sense. (Büşra)

However, one of the participants thinks that teleworking has no effect on carbon dioxide release and says the following:

We cannot say that the carbon dioxide emission of a person is reduced just because a person does not start their car every day. So, I don't think people working from home will have a big impact on climate change or carbon dioxide emissions. (Gizem)

To sum up, although there are a few opposite ideas almost all of the participants think that the reduction in the number of vehicles in traffic will be reflected in emissions and air quality thanks to telework. This means cleaner air for all of us.

4.6.2. Waste Management

The waste hierarchy consists of reducing, reusing, and recycling those wastes. So the first thing to consider is how much waste is produced in daily life since it would be better to focus on the consumption of a product than to recycle it as it is an indicator of the damage to the environment. The next step to be considered is the management of these wastes. If it is to be recycled, it should be collected somewhere and sent to the relevant centers.

In this section, the opinions of the participants on waste generation and waste management during the telework period will be shared and the research question will be contributed by focusing on the environmental well-being effects of these wastes.

4.6.2.1. Plastic Consumption

In recent times, plastic production increased tremendously, surpassing most other materials. Increasing use of plastic poses a major threat to the environment worldwide. While the vast majority of plastic waste is dumped, only a small part is recycled. As teleworking enables people to generate less waste in their own homes compared to the office environment, it is an important tool in reducing, as the interviewees also mentioned. One of the participants says:

Even when we want to eat something in the office, it is generally in the plastic packages. From food to drinking tea or coffee, a serious amount of waste is generated. I think people use much less plastic in their homes. Because more sustainable methods are preferred at homes. (Figen)

Another participant also emphasizes the fact that there is a dependence on plastic consumption in the office, but more sustainable solutions are used when people are at home. She says:

In our company, everybody drinks the water in a plastic bottle. There is already a water cooler (19 litre damacana) when you're at home. You pour water from it into your porcelain glass and continue. You wash that porcelain glass, you use it again. But otherwise, when everybody goes to work and when people are always on the street, the use of disposable packages also increases. (Dilan)

One of the interviewees explains that shorter-term practical solutions are used in the office environment and that this does not have very positive consequences for the environment as follows:

For instance, in the office environment, we use products that we would not normally use at home. Since they are more practical solutions, there is maybe extra material consumption for that type of use in workplaces where people live collectively, and therefore, I think the normal working order is disadvantageous in this regard. (Caner)

There is also an opposite view. One of the participants states that the waste collected in the office is recycled due to the sensitivity of the companies, but it will remain on their initiative while people are outside of the office. He says:

Recycling is provided in our company. Therefore, the garbage produced by the people there at that time is sent for recycling. But if the cafes where those people go are not sensitive enough and do not care about it, more garbage will

be produced, more waste will be generated and much less recycling will be provided. (Ahmet)

It is obvious that recycling of wastes will bring many improvements for the environment. But what is more important is to ensure that waste is not produced at all. The vast majority of the data in this study show that people are turning to more sustainable solutions while at home. Therefore, this aspect of telework should not be underestimated.

4.6.2.2. Food Waste

Participants also think that more food is wasted in offices. There are opinions that people generally buy more food than they will consume while consuming food at work or outside, or that the remaining food waste is not recycled. One of the participants states that when there is a food that cannot be consumed at home, she can consume it again the next day, but she does not have such a chance at the office by saying:

There is a consumption when you are eating outside, there is a waste of food. Because you don't waste the same things at home. You eat the next day, eat the rest, make use of it, cook another meal. So you don't throw something easily at home. But it's easy to throw things away in the service industry. (Dilan)

Another participant says:

When we are in our own home, we actually only cook as much as we eat. But the cafeteria in the workplace is not like that; we do not eat all of the food that we take and those meals are thrown away. I think there is a serious waste of food. This could be a saving as there is no waste during telework. (Suna)

As stated above, while preparing as much food as everyone can consume at home, there is a strong possibility that they take more than they consume when they are not at their home.

4.6.3. Energy Consumption

The use of energy resources is also one of the critical factors affecting environmental well-being. However, it is controversial whether the total amount of energy consumed during the telework will increase or decrease. Because while the amount of energy people consume at home increases, there is a serious decrease in the amount of energy consumed in offices. Some of the participants in the interviews are not certain about

this issue. For example one of the participant states “The lights of all roads and streets are turned on after all, the lights of all companies are turned on, even in the morning and winter. However, I am not sure whether the light in the company or the light at home causes more consumption” (Dilan).

However, the issue pointed out by some of the participants is that people may be more insensitive in public areas when they do not pay the bills themselves. One of the participants mentions that people are more sensitive at home as follows:

I think people are insensitive in terms of energy use. When they are at work, they don't close things off thinking that I may do this later, too. But everyone pays more attention in their homes because it is their money and their own belongings. Thus, it may be possible to save on these as well while teleworking. (Işık)

Another interviewee has similar thoughts and says “Since that bill is something that people pay themselves, I think they can arrange their usage more carefully than in the office” (Figen).

With telework, energy consumption in offices will be eliminated entirely. However, as the participants mentioned, telework's effects on energy consumption should be investigated with much more detailed and accurate methods. Yet, as some participants emphasized, even if people do not care much about the environment, they are more sensitive to energy consumption at home than they are in the office, as it has financial consequences for them. In the light of these, this aspect of telework should not be ignored.

4.6.4. Long Run Effects

Even if a sufficient time has not passed to observe the long-term environmental effects of telework, people can make an inference based on their own knowledge and experience. One of the participants says that considering the results obtained even in the short term, he thinks that there can be much more positive effects in the long term. “Because if such great differences and good results are obtained in such a short time in these big cities; then, this should be used to make it a new normal and to do something especially about environmental problems” (Caner).

Another participant states that:

I think that even the smallest thing, even one tree or one vehicle that does not go into traffic can have a significant impact in the long term. Because we all know now that there is a serious accumulation in Istanbul and I think such steps should be encouraged in order to reduce this agglomeration. (Figen)

As mentioned above, especially in cities with high density, such as Istanbul, the effect of telework on reducing this density and reducing the environmental problems it brings cannot be ignored. On the other hand, there are those who think that everyone has to telework to see really big environmental improvements in the long run, otherwise the effect will be less. For example Semra, one of the participants, states that:

I think that there are more people going to work by public transportation or shuttle than people going to work with their own personal vehicles in Istanbul. Even if there is one person inside, or ten people, the public transportation vehicles and shuttles will go. No matter how nonsensical it sounds, maybe doing something collective will be more effective in the long run. (Semra)

Another of the participants emphasizes that the pandemic conditions are an important factor in this regard, and that after the pandemic ends, there will be less improvement in environment compared to today's improvements "I can say these numbers are like that because of the quarantine. In a normal teleworking situation, it doesn't happen that way, but there will certainly be an improvement" (Ahmet).

As a result, the effects of the pandemic and the lockdowns should not be ignored either while considering the recent improvements in the environment. However, these effects should not hinder the positive consequences of teleworking and its direct effect on the factors such as traffic, waste and carbon emissions. Therefore, when one needs to consider the recent changes about the environmental aspects, which can positively impact future generations, it might not be reasonable to rule out the importance of the results of telework. In fact, one of the participants summarizes very nicely that the environmental improvements during the pandemic period are a ray of hope for everyone and that something can still be done for the environment. He says:

Until today, people thought "Yes, it is how it is. This pollution will increase, the human population will increase, the use of vehicles will increase." What we see as a crisis suddenly has brought out such an option. Before this, I do not think that any of us had any hope for the environment and the future. When we look at it from this perspective, this may actually have given us a new hope. (Caner)

4.7. Future Expectations

With the pandemic, the rapid transition to telework has caused many companies and employees not to understand the process entirely. Firms and individuals that are not accustomed to teleworking have experienced the challenge of this transition. While trying to get used to the new working order, they also had to adapt to the pandemic conditions. Therefore, to find a more accurate answer to the research question, the participants were asked questions about their expectations and motivations in a settled telework setting after the pandemic. In this way, it aimed to adjust the answer given to the research question from various effects. Through the interviews, the participants were first asked about the motivations behind their desire to teleworking and going to the office. The findings presented in the table below (Table 5). Then they were asked what kind of structure they would want in the future and whether having the option of telework would affect them when changing jobs, and finally, they were asked to examine the issue from the perspective of the company and share what could be the contribution of telework to the company.

Table 5 Motivations Behind Each Working Order

Motivations Behind Teleworking	Motivations Behind Office Working
• Locational flexibility • Working from a different city or country • More job opportunities • Time to do daily work • Eliminating socialization pressure • New socialization pattern • Ability to attend events on weekdays • More time for socialization	• Socialization need • Desire to dress up and wear makeup • Face to face communication • Experience company culture

In fact, the topics emphasized by the participants in this section may overlap time to time with what we shared above. But the main difference here is that the ones that mentioned earlier are based on the experiences of the participants, and the ones mentioned in this chapter are the expectations of their future lives, perhaps after pandemic.

4.7.1. Motivations Behind Teleworking

In this section, the motivation behind the participants' desire to teleworking will be examined, as summarized above in Table 3. First of all, the locational flexibility, which is the most important motivating feature of the telework according to the participants, will be examined. Another important subject that will be mentioned is how the term of “workplace” can change and what terms will replace it in the future. In other words, the transformation of the place concept will be mentioned. As another important subject. Then, the findings related with time advantage and psychological effects will be presented. Finally, people's relationship with their friends will be examined.

4.7.1.1. Locational Flexibility and Transformation of Place

According to the data, the most motivating factor telework provides for people is locational flexibility. Being able to work wherever there is internet can be interpreted as using the biggest advantage of the technology age. As Ahmet of the participants stated below working not from where they have to go but from where they want to go is interpreted as one of the biggest benefits of teleworking:

When we return to the old normal life, we will not be obliged to stay at home all the time. So, I can grab the work computer and go to any cafe or bar and work there as well. This is the comfort of being able to work wherever I want or being spatially free and independent. Therefore, the first thing that matters for me is to work where I want to go, not where I have to go. (Ahmet)

In fact, this locational flexibility includes going to a different city and even country on a slightly larger scale. It is inevitable for some people who come to Istanbul to leave their family or friends and move to a new city. Especially when we think of the Millennials, most of them are people who have just graduated from university or have not been in business for many years. In this case, it is not so surprising that they want

to live in places where they feel belonging. Işık one of the participants explains how happy living in Ankara will make her happy with the following sentences:

I would move from my house, here in Istanbul. When I would need to come to Istanbul for a few days, I would stay somewhere temporarily. You can work while you are living with your family. This would be the biggest motivation for me. My life quality would increase even further. (Işık)

Another participant similarly says that she had to move to Istanbul because of work and being somewhere else would make her happier “I had to move to Istanbul for business reasons. I seriously didn't want to live in Istanbul. I would prefer to live in another city that would make me happy” (Figen).

Other participants also emphasized the importance of the freedom to work from wherever they can connect to the Internet, and even agreed that they could visit their families more often in this way. Another aspect of this is that people have much more options when applying for a job. Thus, serious opportunities may arise in employment. One of the participants states that “If you work from home, you can apply regardless of where you are in Turkey. Even working abroad is possible. It would be like checking in at home” (Suna).

As a different dimension of this subject, it is inevitable that this working order will create new places in the future. One of the participants expresses his views in this direction “At the same time, perhaps we will see that new offices will be emerged. For example, cafes will design themselves as offices. Just as there are book cafes, new office cafes will emerge and so on” (Ahmet).

Moreover, people can be expected to make a change in their existing home layout. For example, one of the interviewees mentions about the home order that will motivate her more if there is a telework system in the long term. “If I am going to work from home all the time, I need to arrange a study room and buy a bigger computer screen. People may need larger homes if they will work from home” (Gizem).

To summarize, locational flexibility is seen by the participants as one of the most important motivations for teleworking. In this way, the participants emphasize that they can continue to work from wherever they want and even access job opportunities they normally cannot access. In addition to these, some of the participants stated that

they would need to make a change in their existing home layout if they switch to telework permanently. Consequently, being able to work from wherever they want will have a considerable impact on their well-being and work-life balance in a positive way.

4.7.1.2. Time Advantage

Given the importance of time in our lives, it is not surprising that another issue frequently mentioned in interviews is time advantage. In an order where employees cannot find time to do their daily work, it is seen as a motivating factor that they will work and do their daily work at the same time. Gizem, one of the participants, shares her opinions on this subject as follows:

If you're at home one day a week, let's say a mechanic will come, a cleaner will come, so you can stand by somehow. Apart from doing the accumulated jobs, you can handle your social life and private affairs faster and more comfortably. (Gizem)

Another participant is also aware that she may have opportunities that she cannot have while going to work. She says “It is a great advantage to be able to do some things in your personal life at the same time, as long as it does not interfere with your work” (Semra).

Zeynep, one of the interviewees, states that it is an important source of motivation for her to have more time with telework:

So, you can spare the time you normally spend going to the office for yourself. Even when I turn on the computer at home at eight o'clock, I have much more time left than in the office. It doesn't matter how I evaluate that time, but I can evaluate it by sleeping or doing sports. (Zeynep)

As the participants mentioned, having the option of teleworking will provide a serious time advantage, especially after the pandemic conditions are over and this is another important factor behind the interviewees' desire to telework.

4.7.1.3. Psychological Effects

If we talk about the long-term psychological effects of telework; the fact that teleworking removes the perception that I will go to work tomorrow as Ahmet mentioned, one of the participants, offers great freedom to the people. He says

“Because there is a freedom that it brings me. The thought of ‘I will go to work tomorrow’ will be replaced by ‘tomorrow I have a job’” (Ahmet).

Another participant thinks that her mood is low some days and teleworking will be good when she wants to be alone. She says:

You may have some days, for example, you feel very unhappy. Your mood is low and you don't want to go to work and you don't want anyone to see you that way. You don't want to pull a long face. Now, you can live them all within yourself. You don't have to share anything that you don't want to. (Dilan)

Planning your day yourself and being in control of it is one of the motivating features. In addition, as another participant stated, issues such as dress code freedom are also important factors: “Freedom of space, freedom of time or freedom of clothing, etc. It is motivating that we are more free on many issues” (Berkay).

To sum up, the participants' views on their perspective on teleworking in the long term for their psychological well-being were presented. As in the examples above, in some cases, psychological factors can be a motivating factor for teleworking. In this direction, eliminating the obligation to go to the office, which is a suppressive factor for people, and giving the employees to freedom will contribute positively to people's well-being.

4.7.1.4. Relationship with Friends

Although the phenomenon of socialization is among the motivating factors for both teleworking and office working, it is an inevitable fact that telework will create a new social opportunities although not yet observed due to the pandemic during interviews. One of the participants says he thinks a new socialization pattern will emerge:

I think a new type of socializing will emerge in social terms. It would be an environment where people would go to meet their friends with their computers and work together during office hours. They would do their job also without detaching from their social environment too much. (Ahmet)

The idea of meeting and working with friends during working hours is also common thought among other participants. One of the interviewees states that:

We could come together with our friends during working hours, everyone could come with their computers and everyone would do their own work, more

like a library environment. I think, in this way, we would be able to spend time with the people we prefer in our own private lives. (Figen)

One of the participants, Suna, also thinks that this way she can meet with her friends more. She also states that the factors that previously restricted her on weekdays will also disappear, and she can attend events until later at night as follows:

When we go to the office and come home from work, I get really tired and I can't do anything at all. But when I work remotely, since this obstacle will disappear, I can go to events such as theater and concerts that I wasn't able to go before. In other words, I can adapt my social life that I live only on the weekend into the weekdays as well. (Suna)

Time constraints are also seen as another important factor in the limitations of socialization. Another interviewee thinks that he will have more time to socialize as he will not waste time on the traffic “Since I wouldn't spend time on the road or by getting ready for work, I would have more time to socialize or more time to devote to myself” (Berkay).

As the participants emphasized above, working remotely can bring a new breath into social relations. In this way, people can share their time with the people they want to be with in their private lives without being under pressure.

4.7.2. Motivations Behind Office Working

In this section, the motivation behind the participants' desire to work in an office setting will be examined. First of all, the most critical reason behind the willingness to go to the office will be their desire to socialize, then the communication in the office will be mentioned, and finally, corporate culture's effect will be presented.

4.7.2.1. Socialization Need

The best part of working in the office is seen by most people as the social environment. People's anxiety about working remotely can often be the thought of being isolated from social environments. People can be prejudiced against telework, often with the thought of social isolation. They may think that they will be detached from the social environment or that they cannot meet their socialization needs when they are working away from the office environment. Although the data collected within the scope of this study show us that a new sociability will occur and prove the opposite, it is a fact that

some of the participants' biggest motivation to go to the office is socialization as Semra one of the participants states with her own words. One of the interviewees states that going to the office offers her social opportunities as follows “Also, I socialize more when I go to the office. I have communication with the people I work with there” (Zeynep).

Another participant emphasizes that being physically in the office environment enables people to learn about each others’ tasks, “In the office, I can be a little more aware of what people are doing; and when you meet physically, it strengthens the communication side after all” (Dilan).

In addition to seeing people, people may need to dress up and wear makeup from time to time. It is an another motivation behind office working. One of the participants says “The advantages of going to work are like socializing, wearing make-up, I think they also make people feel something” (Işık).

In addition, some of the participants emphasized that socialization is something that motivates them, but, as mentioned earlier, it is also quite possible during teleworking. Ahmet, one of the participants, emphasizes that it is not necessary to lose the sociality that working in an office offers:

It is not inevitable to lose that sociability in the office. For example, if you are very close with your office colleagues, you can work with them in a different place, you can go to them and work at their place. Hence, I don't think it will have any effect on that sociability. (Ahmet)

To conclude, socialization is an important factor for motivating participants to go to the office. Still, as some of the participants stated, it is possible not to lose telework, and the same opportunity to socialize may be possible in telework.

4.7.2.2. Communication

In line with the habits that have come in for years, most people think that they can get their job done faster face to face rather than online. With the effect of this, some of the participants states the ease of communicating face to face as a reason that motivates them to go to the office. One of the participants says “The only motivation to go to the office is communicating with people, and some works are actually easier to solve face

to face. But this is not as much as it is exaggerated, I think” (Berkay). What motivates him is the desire to communicate face to face; but he still emphasizes that this is not such a big deal as it might be exaggerated.

Another participant also emphasizes the comfort of face-to-face communication and the importance of gesture and facial expression “Sometimes some works can be completed faster because we can read from people's expressions when face to face, we can do those works much more easily” (Zeynep).

Büşra, one of the interviewees, emphasizes that since she works in the purchasing department, meeting with suppliers and face-to-face communication are important due to the nature of her job. But she also states that according to her previous experience, most companies already hold online meetings mostly due to locational constraints. “If you are going to have a meeting at work, it may be better to do it face to face with the suppliers as much as possible and this suits more to the nature of our job but you can organize them accordingly during telework as well” (Büşra).

In this section, the findings related with communication that motivates the participants to the office working order is mentioned. Participants generally mentioned that face-to-face communication is more comfortable, but it can also be adopted with teleworking in the long run.

4.7.2.3. Company Culture

Finally, a source of motivation for office working emphasized by one of the participants is to experience company culture. Most companies have their own culture and this culture is learned by the employees involved in the company. One of the participants says the following about her company culture:

It's about feeling physically attached to a place; for example, if there was no going to office logic, if I had been working from home from the very beginning, the perception of the company would not have been formed in my mind, the corporate culture would not have been formed. But because I've been going to the company, I know the corporate culture and because I love that culture, I like to go there for a day or two and live it. (Dilan)

Since corporate culture changes from company to company, some people like the culture of their companies, while others may not. Considering the relationship between

experiencing corporate culture and being physically in the office environment, it is a great source of motivation to go to the office, especially for people who love their own corporate culture.

4.7.3. Willingness to Telework

One of the questions asked in the interviews was the participants' perspective on telework and the kind of working type they want in the future. In this way, it is planned to understand the perspectives of the participants on telework that they have experienced for a while and the sustainability of this situation for them. Without hesitation, the participants agreed that they would definitely like to telework in the future. However, the desired duration of telework varies from person to person. While some want full time telework, others want to work on certain days of the week. Some argued that this choice should be left entirely to the employee, and that the employee should be able to adjust the rates according to her/his own wishes. One of the interviewees states that teleworking has very positive results for him and that he will definitely want to telework in the future “I am definitely in favor of working from home, and it is quite normal that this is the new order because I think we have reached the sufficient levels in the technological sense as well” (Caner).

Another interviewee said that, like most of the other participants, she does not require going to the office, so she can adopt to teleworking easily:

I definitely want to telework in the future. Let's say, one day of the week is fixed, the whole team can be together at the office, we hold our meetings, then we start working. We can also do another get-together thing in the middle of the week. We all have a back office job, so you can solve any problem from anywhere with a computer. (Dilan)

One of the participants states that it should be based on the initiative of the people:

I wish the remote work would definitely continue. My dream work order is actually a mixed order. So, I think these should be unconstrained. I think that those who want to or need to go should be able to go, and those who do not want to or do not need to go should be able to work from home.” (Berkay)

Another participant expresses similar thoughts “As long as an employee has completed forty hours a week; I am in favor of letting the employee decide how much of this will be in the office, how much will be at home” (Zeynep).

To sum up, as an important finding within the scope of the study, all of the participants states that they absolutely wanted to have teleworking order in their lives in the future. Moreover, while some want to have a full-time teleworking order, others think it will be beneficial to go to the office on certain days of the week. Additionally, most of the participants argue that this choice should be based on people's own decision.

4.7.4. Effect on Job Selection

It is not surprising that while the participants want teleworking so much, having teleworking option affects them when they change jobs in the future. One of the participants, Caner says that offering him such an opportunity will be a plus for him "As I mentioned, when applying to new jobs; it would of course be a huge plus for me to have a company to offer this opportunity, to give such a chance, to make it an option in comparison with the jobs with the normal order" (Caner).

Another interviewee, Berkay, highlights similar things. He says that he currently applies only to companies close to his home to avoid long commute time, so having the option of telework in the future will have positive effects on him.

If it was a company that has teleworking, it would definitely have a very positive effect. I would love to enter. I was already applying to offices close to my house before starting at my current job. So if the company is too far away, even if it is a good company, I did not apply there just for this reason. This would certainly affect. (Berkay)

One of the participant emphasizes that she has experienced such a situation before and that having the option of telework when changing jobs positively affects her. She also emphasizes that it is one of the important parameters for her in the future, but it is also important for her to confirm that this option is applicable.

Having a home-office option had a positive effect on me when I was leaving my previous job for my current job because there wasn't such a freedom like home-office in my old job. So, whether it's a few days, or even two days a month, that is something. But it must be existent and be applicable. (Gizem)

To conclude, all of the participants stated that having the option of telework while choosing a job will positively affect them. In this perspective, it can be concluded that after their teleworking experiences, the participants have benefited from the

advantages of teleworking order and they prefer it to be a continuous part of their lives in their careers.

4.8. Conclusion

In this section, the feelings and thoughts of the participants were analyzed and the results were presented in five parts. At first, participants' feelings and thoughts about commute during office working settings and their feelings and thoughts on this issue were analyzed, then the effects of this on their well-being were examined, the next section focused on consumption habits and time spending patterns, then environmental effects were evaluated, and finally, the participants' forward thinking and motivations were examined.



CHAPTER 5

DISCUSSION

5.1. Introduction

Considering there is no consensus in the literature regarding the effect of teleworking on the well-being, this study aims to enlighten this issue. Moreover, when we consider the dynamics of each city, this study aims to reveal some city-based results. The purpose of this study is to analyze "How do changes in commuting habits due to telework influence the well-being of Millennial white-collar professionals in Istanbul?" In this direction, the qualitative method was used and people's opinions were learned through interviews and presented in the Findings chapter.

5.2. Dissatisfaction with Existing Office Working Order

Before analyzing the effects of telework, it is important to understand the benefits and problems of the current office layout in order to make comparisons in the following sections. In this section, firstly, compulsory commuting, which seems to be one of the most important problems in the office layout, will be mentioned, and then the distractions and group synergy in the workplace will be mentioned.

5.2.1. Compulsory Commuting

Through the data analysis, significant insights were gained about predominant office working order (before moving on to teleworking). The particular interest of this study is access to the office, in other words, commuting. For most people, especially in a metropolis like Istanbul, the commute takes a considerable amount of time in a day. As stated in the Chapter 2 according to INRIX (2019) data, Istanbul is ranked as having the 4th most traffic in the cities of the world. If we refer to the commute time of the interview sample; by public transport, the average of the morning and evening

commuting is 80 minutes single direction (to or from home / work); 47 minutes by private vehicle; 65 minutes with shuttle. This interview sample is not surprising considering the Moovit's data (2019) that shows average commute time in Istanbul is 72 minutes by public transport. According to the same data, the fact that Istanbul has the longest commuting time in the world reveals the importance of this research and consequently teleworking for Istanbul. Moreover, as another important result of the findings, the commute time by private vehicle is almost half of the public transport. This situation positively affects people's perspective on private vehicle ownership and increases concerns for the future traffic of the city.

Furthermore, the importance of this elapsed time for people is one of the issues examined within this research. The conclusion reached within the scope of this study is that commute is seen as a waste of time by the participants, regardless of the type of transportation. An important factor in this can be considered as the long commute time in Istanbul. This situation is supported by other research on commute time such as Lyons & Chatterjee (2008) that also small portion of the respondents in the U.K. say that commute is a waste of time. Significant factors in this situation can be evaluated as the duration of the commute, the comfort of the transportation mode, the traffic density, the fatigue of the people and how this commuting time is evaluated. This shows us that the dynamics of cities are actually different and when evaluating telework, most factors may be changeable based on the city. Because, while all the employees living in Istanbul consider commuting as a waste of time as well as not giving importance to the value of that time period, only a small portion of the employees in the U.K. say things in this direction.

Commuting satisfaction is one of the factors affecting well-being. Lorenz, (2017) explores the relationship between commuting and satisfaction, explaining that this is largely due to time scarcity. She notes that commuting increases the total length of the working day and this causes people to have less time for private use. The findings obtained from my research are similar to the results of Lorenz's study and they show that people have low commuting satisfaction mainly because of long commuting duration. Moreover, factors such as commuting stress and fatigue have been found to amplify the negative impact of commuting on well-being.

As stated in the Literature Review, commuters experience stress associated with congestion, crowding, and unpredictability, which can result from a lack of control (Chatterjee et al., 2020). So, commuting stress is found to be another critical factor affecting well-being in this research. Evans et al. (2002) likewise stated in their study that people feel high levels of stress, especially due to the unpredictability during commuting, which is one of the findings of this study.

In addition, as stated in the Findings chapter, commuting has negative effects on physical well-being, such as fatigue and motion sickness. Kageyama et al. (1998) also states that in their studies with workers in Tokyo, results such as chronic stress and fatigue were observed in those who commuted for more than 90 minutes. Kluger (1998) also argues that the long commuting time is directly related to conditions such as high blood pressure, tension, negative mood, neck stiffness, and fatigue. It can be said that both studies are parallel with the findings of this research as stated by the participants in terms of physical well-being.

5.2.2. Workplace Distractions and Group Synergy

The findings of this study indicate that workplace distractions are another negative effect of working in the office, apart from commuting. Interviewees state that being in an open office environment often distracts them. In another research that reached the same results, Roper & Juneja (2008) state that the disruption problems caused by open office plans can lead to results such as decrease in individual performance and decrease in social satisfaction in the long term. However, contrary to what Oldham & Brass (1979) state, it is found during the interviews that people can encourage each other to work, and their motivation to work can be high in the open office environment especially. As Ahmet, one of the participants, states “So, there is also a difference inside the office environment; If the person next to you works, you are also working, inevitably” (Ahmet). Hence, it can be concluded that the opportunity of group synergy provided by the office environment is found through interviews to be one of the positive aspects of working in the office environment.

Nevertheless, with the pandemic, as most of the companies switched to telework, technologies especially regarding online communication have developed rapidly. While these effects are very up to date, the impact of recent developments on people's

view of office working order is not observed much in the literature. With this study, we had the opportunity to observe people's reactions to technological developments and the benefits of these developments and therefore, this research aims to contribute to the literature in that aspect. If we consider working in the office as a whole, interviews signal that especially the rapid increase of technological developments in recent times has made it possible for people to come side by side with ease in the online environment. In this way, it may be possible to bring the positive aspects of group synergy to telework in the long run.

To conclude, in keeping with the existing literature, office working order has negative consequences related with compulsory commuting such as fatigue. Additionally, it has consequences related with open office plan such as workplace distractions while it also provides positive consequences such as group synergy.

5.3. Teleworking Experiences

Before moving on to the effect of teleworking on people's well-being, the data about teleworking experiences were analyzed. As mentioned in the Chapter 2, Butler et al. (2007) found evidence that working from home has a productivity enhancing effect and that this increase is sustainable over time. One of the interviewees also states “I'm producing more stuff right now. I get more work done” (Dilan). Another participant emphasizes similar things, adding that being able to concentrate better as a result of reduced distraction is an important factor for this productivity increase. In this sense, it can be concluded that there is consistency between this study and the existing literature. Throughout the interviews, it is learned that participants are able to concentrate better and be more productive during teleworking, unlike working in the office environment. This claim stems from the fact that individuals can decide on their workplace and eliminate the distractions in the environment they work in. Moreover, this increase in productivity indirectly contributes to people's well-being by inducing better time management, and it will also contribute to society by increasing total productivity.

This research also point outs that teleworking provides flexibility as also stated by Hill and Weiner (1994). Flexibility is seen as one of the critical features of teleworking that motivates interviewees to work in that order. Flexibility is associated with concepts

such as productivity, work-life balance, time management and locational independency by the Millennial white-collars in Istanbul. Thanks to the flexibility of time, people will be able to work when they are more productive. As one of the participants states “In my more productive moments, I can finish my job in a much shorter time. This both saves time and boosts efficiency” (Filiz). Moreover, since most of the participants do not live in the same city with their families, the possibility of teleworking near their families is among the prominent themes.

As presented in the Chapter 4, in the case of teleworking, face-to-face communication is eliminated, which will negatively affect communication. However, thanks to increasing technological developments, it is also among the findings that this effect can be minimized and new solutions can be found. For example, with the increase of online communication channels such as video calls, an effect close to the impact of face-to-face communication might be achieved, and thus, necessary communication will be provided for workflow and socialization. Millennial white-collar, which is the sample of the study, is a generation that is closely connected with technology and this factor helps to eliminate online communication related problems even further. Nonetheless, findings on this subject contradict with the studies in the literature that show teleworking makes communication difficult for employees and increases the feeling of social isolation (Duxbury & Neufeld, 1999). Furthermore the findings also contradict with Bloom et al.'s (2015) notion that face-to-face collaboration is essential for creativity and innovation and to motivate staff. Considering the conditions of the period in which these studies were carried out, it can be said that the negative effects have decreased much more rapidly with the impact of increasing technological developments, especially in recent years. In fact, during the pandemic period, the increase of the developments in this field has gained a much greater speed and creative solutions has been found due to the shift in the education, business life, and even friends and family meetings for online channels. In this context, it is not surprising that a new adaptation in terms of communication has been achieved and will develop much more in the future.

5.4. Effect on Well-Being

The most fundamental findings examined within the scope of this research are those related to well-being. Well-being can be basically classified under five different categories in consonance with the indications acquired from the statements of the participants in this research. Hence, they are work-life balance, mental well-being, physical well-being, time management and social life.

5.4.1. Work-Life Balance

This study, like the previous studies in the literature, concluded that an important benefit of teleworking is that it provides work-life balance (Caillier, 2012). Undoubtedly, the most significant effect in achieving this can be considered as having more leisure time. Participants stated that they saved a staggering 4-5 hours a day, especially with the disappearance of commute time and preparation time on the way to work. This amount of time saved is especially high in a metropolis such as Istanbul notorious for long commute times. Being at home or wherever they want to go when they turn off their computers is one factor that positively affects the well-being of the participants. Haddon and Lewis (1994) also found that teleworkers save time and have more time left for themselves because of the savings in commute time and reduced interruptions related to work. As mentioned in previous chapters, considering the importance given to leisure time by Millennials (Ng & Johnson, 2015), the fact that teleworking provides leisure time for Millennials seems to be an important advantage. Apart from that, having more time to spend with their families and friends is one factor that positively affects their well-being. Employees, who do not have the opportunity to spend a lot of time with their loved ones in a busy work schedule, can find more time with them because they have more leisure time during telework according to the results of this research. Pabilonia and Vernon (2020) also find that families can spend more time together when people telework. However, Hartman et al. (1991) states the negative relationship between family relationships and teleworking. In addition to that, Standen et al. (1999) also states in his study that people in non-traditional telework tend to work non-standard hours, so their families and friends do not understand this and do not respect the limits of working hours. Moreover, it can result in work-family conflict.

As stated earlier, the result of this study contradicts with Hartman et al. (1991) and Standen et al. (1999). The main factor here may be that the research sample of this study is narrowed down to Millennial white-collar people living in Istanbul. Most of the people in the sample live alone because they are not yet married and have children. Because they move to Istanbul to work, they live away from their families, so that the participants can adjust their working environment and working style. Moreover, most of the participants stated that they had difficulty with friends and family relationships because they did not have time before telework. One of the participants states, “Normally, many people in Istanbul cannot find the energy and time to meet people on weekdays” (Figen) and adds that during telework, she can spend more time with her friends and family. Another interviewee also states, “To be honest, you couldn't meet with anyone in the Istanbul routine anyway back in the normal times. We could only spend a limited amount of time on limited people” (Busra). All these show that different cities have different dynamics and they also highlight the necessity of a city-based analysis on issues that will affect society, such as telework. For this reason, this study offers the opportunity to closely examine the problems and thoughts of people living in a city like Istanbul, where commuting time is extremely high.

Additionally, with the increase in the time spent at home and free time, the more time is left for household chores and this situation positively affects the work-life balance. As stated in a study, sharing household chores, especially in families, is an important factor affecting general well-being (Giovanis, 2015). Furthermore, according to another study, one of the most significant benefits of telework is the ability to overlap household chores with paid employment, such as running the washing machine before doing 1 hour's work at the computer (G. E. Gordon & Kelly, 1986). The result obtained from the interviews is in the same direction with this. One of the participants even gives the same example “I can do house chores even in a small break, I can put some laundry in the washing machine and continue working” (Işık).

To the contrary of all these positive aspects, blurring the line between work and life is identified as a negative aspect of teleworking. Especially working outside of normal core working hours is one of the factors that triggers this situation. This situation is even considered as an intervention in the private lives from the perspective of some employees. Ahmet, one of the participants, says “First of all, I think I can call it a

violation of the private space, since we do not have certain working hours. Mails coming at ten o'clock and business calls coming at eleven o'clock". Nonetheless, some say that this situation is not something new. For instance, one participant states, "I used to receive e-mails in the evenings before teleworking, we sometimes used to carry the computer with us in the evenings." Moreover, according to another study, 60 percent of the participants considered commuting to be a beneficial boundary between home and work (Mann & Holdsworth, 2003). This situation is not observed through the interviews, since the commuting time has reached serious levels with the recent increase in population and traffic, especially in a highly populated metropole such as Istanbul. For the person with the shortest commuting time among the interviewees, commuting duration is 40 minutes by metro even he says the reason he accepted the job offer is because the office is close to his home. This person declares that he has difficulty even finding a place to stand during the metro journey, when considered, it is very hard to say that commuting is a beneficial boundary between home and work for them.

To summarize, although there is some tension related to the blurred boundary between work and leisure, the 4-5 hours of time saving in a day still overwhelmingly support the work-life balance improvement as a result of teleworking in a metropolis like Istanbul. Furthermore, it has been concluded that teleworking is beneficial for people to establish their work life balance, except for situations such as working outside of normal core working hours that blur the line between work and leisure.

5.4.2. Mental Well-Being

In this research, findings of the interviews show that another significant contribution of teleworking is on mental well-being. The most important factor affecting this stands out as the decrease in stress levels of people. A study found that both working patterns create job related stress for employees such as the stress for deadlines; but, working in the office brings additional stress due to reasons such as office politics and compulsory commuting. Moreover, it is also among their findings that having control over their work environment and work schedules during teleworking reduces this stress (Mann & Holdsworth, 2003). My findings are also consistent with this study. Not being obliged to go to the office, being able to determine the place to work, not being bound

by rules such as dress code, and being away from office rules has reduced participants' stress significantly. One of the interviewee states, "After all, you are going somewhere, you are mingling with people. You wake up earlier, you have to go to bed early at night. I can say that these kinds of things were creating some stress. Now, that stress has definitely decreased" (Berkay). The observations of other participants are also in line with Berkay in this issue and they also think that their overall stress level decreased.

Mann & Holdsworth's (2003) study also states that teleworking cause negative feelings, such as loneliness and frustration. It is emphasized that the frustration is caused by the lack of support, especially on technological developments. However, the findings in my study contradict this. Even though the participants did not experience much of a technical problem, they state that it could be solved very easily remotely when they need technological support thanks to the increasing technological developments. When we look at the samples of the studies, we see that Mann and Holdsworth's study was published in 2003 and conducted by 12 journalists with a total working experience of 17 years 11 months and teleworking experiences of 3 years two months. This shows us that this sample does not include Millennials and that this sample is older than the sample of this thesis. Millennials differ from previous generations as the first high-tech generation, and because they grew up with technology, they are advanced in terms of technological literacy and savvy (Calvo-Porrall & Pesqueira-Sanchez, 2019). In this context, the fact that there is a generation difference between the samples can be considered as another reason why the problems experienced in terms of technology were not observed in this study

All these effects can be observed in the societal dimension, and the increasing psychological well-being reflected in individuals' happiness may affect the relationship between individuals positively at the societal level. Additionally, the decrease in the density of people at certain locations, which can reach a very high level, especially at certain hours, is another critical factor that might increase people's and societies' quality of life. In addition to being stressed out mentally, many people may be affected from fatigue as a result of the rush at certain hours. Therefore, eliminating this density of people even at a limited rate can have positive impacts on societal level.

Along with these positive effects, another conclusion reached within the scope of this study is that some of the participants like to have a life that has certain order. Even though working in an office provides people this well-ordered life, the same well-ordered life could be achieved over time in the teleworking order. For instance, one of the participants states that “My daily programs are more well-ordered now, I am more organized. Teleworking has become more beneficial for me in that sense” (Suna). Moreover she shows that while she was having order issues in her daily life at the beginning of her telework experience, she was able to overcome those and managed to get organized in time.

5.4.3. Physical Well-Being

In addition to mental well-being, improved physical well-being is also an important result of telework. Better sleep, change in eating habits and less fatigue are among the most significant findings showing the positive effects of teleworking on physical well-being.

It has been observed during the interviews that one of the most common ways of usage of the time gained during telework is to spend it to improve participants’ sleep patterns. Since the participants no longer have to get up early to go to work in the morning, this time is usually spent asleep. Although most of them benefitted from this situation immensely because of the fact that sleeping more improved their overall life quality, some of the participants stated that they sometimes overused this gained time for sleeping. As an example, one of the participants says, “I started getting more sleep. Of course, after a while, I started to some exaggerate it a little. Sometimes, I woke up only fifteen minutes before work” (Ahmet). Nevertheless, certain working hours are one of the limiting factors preventing this issue from becoming a substantial one.

In another aspect, Chow (2020) states in his study that poor sleep or lack of sleep has a serious impact on health and well-being. Moreover, sleep patterns of employees also affect their job performance because their mental capacities such as attention, concentration, creativity, learning and memory and decision making are affected by sleep (van Dam & van der Helm, 2016). Though the relation between telework and sleep has not been thoroughly studied in related research, some studies have emphasized that replacing the wasted commuting time with more sleeping has a

substantially beneficial effect on the tiredness level of teleworkers (Pabilonia & Vernon, 2020). Furthermore, this can be changed based on the city and the significance of this issue is much higher especially in metropolises such as Istanbul. As the participants mention, people have to go to bed early in order to get the necessary sleep since they wake up much earlier than working hours. They have to compromise their sleep in order to socialize, spend personal time or do their daily work. To give an example, one of the participants talks about this as follows, “I could not watch theatre or go to concerts. But now I can because I do not have to wake up at 6:30 in the morning anymore” (Suna). As can be seen, after adapting to teleworking, they say that their social lives positively changed as they did not need to save more time for enough sleeping because they no longer had to get up very early for commuting.

Song & Gao (1993) find evidence that teleworking reduces fatigue more because of the time and energy saved on commuting. Additionally, they explain the beneficial effect of telework on fatigue by the fact that teleworking offers greater flexibility and autonomy, and teleworking potentially leads to higher productivity. The findings within the scope of this study also support the findings of Song and Gao. During this study, it is concluded that telework has reduced fatigue both psychologically and physically. It is also determined that the main reason why telework causes less fatigue is because of the fact that it reduces the commuting time significantly. Even beyond this commuting time, problems related to commuting are also eliminated. One of the interviewees emphasizes that “The elimination of time I spend in traffic and not being exposed to irrational behavior of people and the pollution of noise in traffic, which is probably very important in terms of physical fatigue.” (Ahmet). Moreover, the fact that this issue is emphasized by all participants, regardless of the mode of transportation used and regardless of the commuting time, reveals the low satisfaction of commuting and commuting related fatigue in Istanbul.

Another important finding is that employees have a healthier diet during telework. Although employees who live alone think that the lunch break is not sufficient to prepare and eat at the same time, it is among the findings that they can adopt to much healthier and nutritious options, especially for breakfast and dinner. Allen et al. (2008). also emphasizes that employees who have teleworking option or have flexible working hours consume less fast food than people with a stricter working schedule because they

are able to find more time. Additionally, with the disappearance of the daily commute, families can find more time together at the dinner table for a quality meal according to the same research. One of the participants highlights the same issue as follows, “During this period, we had breakfast and dinner with my father and my husband and chatted” (Büşra). Hence, it can be concluded that being able to find time for having dinner or breakfast with family and being able to consume healthier food may be considered as another positive factor for work life balance and mental well-being subjects as well as physical well-being.

5.4.4. Time Management

It is likely to observe better the effect of telework on time management and time savings, especially in cities with heavy traffic such as Istanbul. Throughout this study, it is observed that time constraints have a negative effect on people's well-being, and even it is learned that people have to move to a neighborhood that is close to their workplace in order to save time in their office working order.

According to Thulin et al. (2019) the most critical reasons that push people to telework are the efficiency of working time, avoiding commuting and saving time on travel, and more time to easily coordinate their daily work and non-work engagements. In this sense, the findings coincide with the findings of this study. For instance, one participant states, “Even on a day when everything is going well, with not a lot of traffic, there is a three-hour saving of time for me. This is, of course, without the traffic jam. If there is heavy traffic, we are talking about a period of up to four hours.” (Figen) and she adds she is content with the saving of time during telework. Furthermore, nearly all of the participants have similar expressed feelings about this subject.

However, Mazmanian et al. (2013) report conflicting findings between telework and time control in their study. They state that while they report a more relaxed mental state that comes with control in the use of time in the short term, the sense of being in control decreases with the collective understanding of availability and the blurring of the line between work and private life in the long term.

Although it does not support Mazmainian et al.'s findings, this research shows that participants believe that teleworking will be more beneficial in terms of time

management both in the short term and in the long term. During the interviews, it is emphasized that the most prominent reason affecting this can be the disappearance of commuting time, which is among the disadvantages of living in a metropolis like Istanbul. In addition, participants express that they saved time in preparation routines before going to the office, they saved time thanks to faster completion of concentration-based tasks, and they became even better in time management for their chores at home.

Nevertheless, it should not be neglected to mention that, within the scope of this study, people have not yet experienced the long-term results because they only have experienced teleworking during the pandemic.

5.4.5. Social Life

In this research, social life is discussed as the last but not the least important factor affecting well-being. The socialization needs of people during teleworking and how much they satisfy these needs are among the subjects of this research. It is important to mention that within the scope of this research, curfews and lockdowns can be considered as limiting factors due to pandemic conditions. However, findings show that people can be much more social in their private lives, even if they do not go to their physical offices.

According to Gajendran & Harrison (2007)'s findings, working as a teleworker does not harm people's social ties in the workplace, contrary to what is expected. The results within the scope of this study also support this by showing that participants can maintain their social communication with the people at work through different channels. For example, some participants state that they could organize coffee hours online, while others state that they could get together and work outside of the office with their colleagues. Additionally, teleworking is also positively evaluated by employees as it offers more time to socialize with their social environment outside of the office, for which people cannot find time during the office working in a city with such a long commuting time. According to the insights obtained from the participants in the interviews, many of them have positive thoughts on their socialization routines after the pandemic as well. As Büşra states, “As I mentioned, teleworking will

decrease the inner-city circulation and therefore we will be more able to reach our loved ones. Because I even hesitate to go out at the weekends in Istanbul due to traffic.”

Contrary to these, there are studies in the literature that defend the opposite of these findings. According to Mann & Holdsworth (2003) teleworking increases the feeling of loneliness due to the social isolation of working away from the office. Nonetheless, this research's conclusions show that people care more about socializing with the people they prefer, rather than the people in the office with whom they have to socialize. The words of one of the participants summarize this situation: "Even with the people we have to talk to every day at work, we do most of our conversations out of necessity. I think we can be more ourselves when we are at home. We can talk to the people we want, we can behave the way we want" (Filiz).

Likewise, there are those who prefer to keep their distance from their friends at work. Suna states “I do not think that I am negatively affected as I always prefer to keep my distance with colleagues. Because I think business and friendship are different things” (Suna).

To conclude, in light of the findings represented above, it can be stated that teleworking may affect people’s well-being positively by increasing their work-life balance, mental well-being, physical well-being and provide them better time management and better social life.

5.5. Effect on Environmental Well-Being

In order to measure the total impact of telework on the environment, an inclusive study with many variables is required since many changes occur in different categories during the teleworking. For example, according to a research, when measuring the environmental footprint of the mode of transportation, many factors are taken into account, not only by focusing on fuel consumption and combustion as in traditional methods but also from production to the services required to obtain a more accurate result (Horvath, 2010). Likewise, while evaluating the total impact of telework on the environment, many factors should be taken into consideration from eating habits to consumption, from energy use to travel changes, from how people evaluate their time at home to technology used. Nonetheless, it should be noted that a quantitative analysis

has not been carried out within the scope of this research when evaluating environmental impacts. Only the participants' opinions and perspectives have been analyzed, and in this section, they are associated with the data in the literature.

The most well-known environmental impact of telework is the substitution effect that occurs with the elimination of the need for commuting, that is, the replacement of commuting by an activity that consumes less energy (Hook et al., 2020). Within the scope of this research, the first result observed by the participants about the impact on the environment is that the emission has decreased because of the elimination of commuting. The findings of Henderson et al. (1996) on this subject also coincide with this research and conclude that emissions and energy use from commuting decreases during teleworking.

To add more, it is among the results of this research that the reduction in emissions due to the elimination of commuting may also affect air quality in a positive way. In this context, as mentioned by Niles (1994) in his research, telework can be seen as an environmental or energy strategy to reduce air pollution associated with peak time traffic congestion.

Another impact of telework on the environment is related to energy use. According to a study, telework leads to energy savings of heating, cooling, and lighting in large offices (Williams, 2003). Nevertheless, Kitou & Horvath (2008) argue that in order to save energy, the offices must either move to a smaller office or close completely. In addition, they argue that many different parameters such as office location and office size might affect the result. Additionally, in this research, interviewees argue that there can be energy savings, but the most important reason for this is that people are more careful when consuming energy in their homes compared to the office since their consumption at home has a financial impact on them. Additionally, the financial considerations while consuming can be observed in other fields. For instance, one interviewee expresses it as “We can get a lot of printouts because we do not give money from our pockets in the office, but when we are at our own home, we do not print everything on our own printer” (Suna).

Another finding in terms of environmental impact is related to waste consumption. Participants states that they consume less plastic because they use more sustainable

solutions in their home than in the office. In addition, it is observed in their statements that they recycle more in their home. The findings on this subject are similar to those of McDonald (2011) emphasizing that people recycle more things in their homes while not bringing this behavior to the office.

Moreover, some of the participants state that this period caused them to reconsider their normal consumption understandings. Also, they see this period as an opportunity for them to change their usual consumption habits. For example, one of the participant states, “I actually realized that I didn't need that much, that I could continue without them” (Suna). Another participant emphasizes that this process pushes her to be more productive. She says, “I think it's actually pushing people to be more productive than being completely consumption based individuals” (Figen). Therefore, with the new working order, people's consumption behaviors have changed a lot, prompting some participants to consume less and be more productive. When we consider Schor's (2011) view that self-provision is an essential contribution to smart and sustainable living, the contribution of participants' emphasis on the environment cannot be underestimated. In addition to this, Schor's (2011) emphasis on correct materialism, which takes into account the ecological effects of production, use, and disposal of consumed products, is another element that highlights the participant's views. Taken together, the pandemic can be seen as a catalyst for societal change, with the potential to speed the recognition of Schor's (2011) recommendations.

As a result, it can be evaluated that teleworking can be beneficial for the environment in the long run when factors mentioned above are taken into consideration. In addition, as stated by Lari (2012), it is among the findings that the spread of the traffic during the day from the peak hours and the decrease in the density in certain regions or cities may be beneficial for the society.

5.6. Limitations and Future Research

In addition to the strengths of this study, there are also some limitations. First of all, this study found the opportunity for researching teleworking with an unprecedented number of people experiencing teleworking during the pandemic. However, pandemic conditions have been a limiting factor as well as providing opportunities. First, quarantine practices were imposed due to the pandemic, and also various restrictions

were imposed by the state, such as intercity travel ban and curfew to reduce transmission of the virus. It is impossible to ignore the effects of these on the mental and physical well-being of the participants. For example, it is possible for the participants to interpret their social isolation and their inability to maintain their socializing habits due to the pandemic as an effect of teleworking. However, the very rapid transition to telework and even the fact that most employees do not know that telework will be applied when leaving the office is another limiting factor. The lack of necessary infrastructure and preparations or employees' inability to prepare themselves mentally will seriously increase the appearance of a possible malfunction. For example, the fact that employees' homes are not adapted for telework, the necessary training is not provided, or even not having monitors in their home may reduce the efficiency of telework. Additionally, people's inability to know how long telework will continue due to unpredictability was another important constraint that affected this process's management. In order to eliminate these factors, the participants were asked in detail about their post-pandemic thoughts and the effect of the pandemic on their current thoughts. Future studies may focus on teleworking experiences of people in the new normal” through the normalization process or after pandemic effects disappear.

In future studies, perhaps these interviews can be supported by studies such as questionnaires. It is also possible for people to feel pressured during the interviews. This can lead to them not giving correct answers. To remedy this, the participants were given the confidence that their identities and workplaces would be kept confidential.

Additionally, the fact that the research was conducted with a relatively small sample (11 commuters) can be considered as a limiting factor, and it may be considered to be conducted with a larger sample for future studies. Participants can also be grouped according to their commuting time for future studies. Thus, the relationship of commuting to well-being can be analyzed much better.

In the interviews, people were grouped according to the type of transportation they frequently use, in order to better analyze the thoughts of those who use different transportation modes about commuting. As a result, people from three different modes of transport were selected: public transport, private vehicle and shuttle service.

In addition to all these, as the subject is a popular subject with the increase of telework with the pandemic period, it will increase the number of studies in the literature and there will be a chance to reach much more secondary data in the future.

5.7. Conclusion

This study examines the subject of influence of the changes in commuting habits due to telework on the well-being of Millennial white-collar professionals in Istanbul. The significant contribution of this study to literature is that it conducts city-based research and offers the opportunity to observe the impact of that city's dynamics on the well-being of employees.

In order to better observe the effect of telework on well-being, it was important to choose a group in which teleworking is highly applicable. White-collars are highly interconnected with the technology, and therefore they are not actually tied to a location and can continue their business wherever technology allows. This is the most significant factor explaining why this research focuses on the white-collar workers. Furthermore, white-collar workers participating in the study evidently confirmed that their jobs could be carried out remotely. In addition, all participants stated that even their companies were not prepared before, they were able to continue their workflows by adapting to telework quickly even in a global crisis such as a pandemic. Even during this unexpected situation, this quick adaptation expressly demonstrates the importance of teleworking for business sustainability on a larger scale and stands out as one of the most significant benefits of teleworking for society.

According to some estimates, by 2020's, almost half of the workforce will consist of Millennials (CBRE, 2017). For this reason, the findings found for Millennials can guide the business world for the future. It is revealed in a study that Millennials give importance to the work-life balance and want to have options to control their own working hours and location. In the same study, findings show that work-life balance and option of controlling the work location are important for Millennials (KPMG UK, 2017). In CBRE (2017)'s study, 69 percent of Millennials say they can compromise other benefits for a more flexible job. During the interviews, participants state that while only some of them saw the option of teleworking as an important plus in the

past, now all of them consider it as a significant factor when changing jobs after the pandemic.

If we examine from the locational perspective, the results of the study emphasize that some results may differ based on the city where the employees live. The traffic problem that arises due to population growth seems to be the root of the location-based problems in Istanbul. According to the findings of this study, for employees living in Istanbul, traffic-related problems such as long commuting time, traffic-related stress and fatigue are among the factors that reduce commuting satisfaction and negatively affect their well-being. It is understood that this situation, which is excessive in Istanbul compared to other cities, is the most common problem they face in their daily lives. This situation, which from time to time prompts them to question their own lives, is summarized as follows by one of the participants;

Ideas like "Why do I live in Istanbul? Why am I not in Bodrum? Why am I not in Çeşme? Should I have an office close to home?" are constantly circulating. Questions like "Why am I suffering this torment? I'm thirty-five years old. Is this salary worth that much torment?" are constantly coming up. And if there is rain, it is disastrous, you get so depressed. In the metrobus, you feel trapped; you are like in a canned food. (Büşra)

Another important finding is that people tend to concentrate better and indicate that they are more productive during teleworking. The most important factor here has been identified as the fact that people are often unable to focus since they distracted or take a break to socialize with other people.

The participants stated that face-to-face communication is important, but this deficiency can be minimized with the effect of the developments in online communication.

The findings suggest that for Millennials, developments in the online communication channels can largely compensate for the lack of face-to-face communication in telework. One of the biggest influences in this result may be Millennials' perspective on technology since they are intertwined with technology for the vast majority of their lives

Another result is that they do not have too many technical problems during the teleworking period. One of the most important reasons why this situation, which can

be observed in other studies in the literature, was not observed in this study, can be considered the fact that Millennials are intertwined with technology as mentioned before.

Considering the city-based dynamics, it would not be surprising to talk about locational inflexibility in a city with such high traffic since such a long commuting time is an obstacle for people's lives after work. Moreover, most of the millennial white-collar workers living in Istanbul stated that they would like to live in another neighborhood if they had a choice. Consequently, the fact that telework offers locational flexibility is also very attractive to those living in Istanbul.

Another finding is that while the most important reason why Millennials want to go to office is the opportunity to socialize, it can be said that they give more importance to their social environment outside of work.

As expressed in the previous chapters, the conditions of pandemic are among the limiting factors of this research causing issues like socialization problems due to curfews and restrictions, psychological effects of pandemic and the compulsory implementation of teleworking without the necessary preparations mentally, physically and technically. On the other hand, the pandemic is the sole reason for having an opportunity of such an experience of teleworking on a global scale.

As for academic perspective, never before has there been a time to study so many white-collar workers teleworking. For instance, in this study it is found that after seeing that telework is feasible, the telework option has been a ray of hope for participants. According to their statements, with the effect of pandemic, there was a very rapid transition to teleworking order despite the unpreparedness. In spite of all the negative effects caused by the pandemic, the interviewees state that their telework experiences were mostly positive. In light of their experiences, the participants indicate that they are more hopeful for teleworking after the pandemic. They think they will encounter with much more positive experiences compared to their current ones. Therefore, they state that they definitely would like to telework in their future careers. In fact, participants predict that teleworking will replace predominant office working order in the long run. For instance, one participant states; “Well, first of all, I wish the telework would definitely continue, which is also my guess. It will come into our lives

at some point more or less” (Berkay). On the other hand, when the findings are analyzed, it seems that the ideal order for the participants is a hybrid working order that includes both office work and telework. Thus, ideally, to benefit from the positive aspects of both orders will be the most logical solution.

As mentioned in previous chapters, most social marketing initiatives focus on changing behavior to increase the well-being of people and society as well as building social goodness that leads to more sustainable societies. (Bhat et al., 2019). If we consider that individual well-being is characterized by values such as the level of satisfaction with people's lives, mental well-being, work-life balance, and physical well-being and take into account the direct relationship between social well-being and individual well-being, we can conclude that they may both improve as a result of teleworking according to the findings of the interviews. Therefore, benefits of teleworking on individual, societal, environmental levels as a result of this study, can be incorporated into a social marketing strategy after the pandemic.

CHAPTER 6

SOCIAL MARKETING STRATEGY

6.1. Introduction

Social marketing uses the principles and processes of commercial marketing, but these principles and strategies are different from commercial marketing in their intended use. The aim is to design and implement programs that promote socially beneficial behavior change rather than selling products and services (Andreasen, 1995). Social marketing has been used in many areas, from health to education, from the environment to transportation. Since social marketing's primary purpose is increasing social welfare, it is directly related to the subject studied in this research, namely the well-being of individuals, the environment, and consequently the society.

The ways that telework may improve well-being has been analyzed in detail in this study. Telework is one of the most important transportation demand management strategies, with potential to benefit the well-being of individuals and society (Lin et al., 2006a). It provides social benefits by reducing traffic demand and fuel consumption, especially in highly populated metropolitan areas. Based on the success of social marketing in other fields, it can be applied in the context of telework to increase well-being. Accordingly, a social marketing strategy was developed for the promotion of teleworking based on the preceding data collection and analysis (Kotler and Lee, 2019).

6.2. Social Issue, Background, Purpose, and Focus

Nowadays, the compulsory commuting arising from the office working order brings with it many problems. These problems can be observed at each of the individual, societal and environmental levels, as has been developed in depth in the previous chapters. For example, while it has consequences such as fatigue, stress, loss of time

for individuals Kageyama et al. (1998), it can also result in increased greenhouse gas production (Gorham, 2002) and more vehicles driving at the environmental level due to the compulsory commuting. This social marketing strategy is mainly developed to draw attention to the effects of compulsory commuting on individuals, environment and society at a larger scale and the problems people experience. When these factors are considered, it can be concluded that the purpose of this strategy is to reduce the frequency of daily commuting in Istanbul.

If daily commuting is minimized, it can be expected that net results of many campaigns may have positive effects on time-saving, establishing work-life balance, reducing stress levels and fatigue, improvement in environmental factors and the social dimensions of all of these components. In light of these, it can be said that the overall intended outcome of the series of campaigns will be on a well-being increase for all of above mentioned levels.

Different potential options have been found as stated in the Literature Review section as a solution to the compulsory commuting problem to achieve the purpose and intended outcomes. The first is applying a flexible working hours policy to keep employees away from peak commuting hours, which can significantly impact the length of their daily commutes and, as a result, their quality of life. The second strategy is to provide free public transport tickets or service by the company, thereby reducing the number of people using private vehicles and reducing traffic in the long term. Another strategy is teleworking, which allows people to work from outside of the office with the help of information technologies. In order to narrow the scope of this strategy, increasing the number of ongoing days of telework has been chosen from the options mentioned because it highly eliminates the effect of compulsory commuting rather than reducing it.

Sometimes instead of trying to reach a targeted behavior change at once, aiming to reach that point with smaller changes may be necessary for the success of the overall strategy (Fogg, B. J., 2020). That is why, within the scope of the campaigns, teleworking on some days of the week is initially recommended instead of full-time telework.

6.3. Stakeholders and Segmentation

Within the scope of this strategy, employees are determined as the first stakeholder group as the direct addressee of the behavior change. In the interviews in this research, several of the interviewees are offered some discretion by their employers in whether they use teleworking in specific days. Since it is up to some of the employees' decision to work from home on some days, employees are expected to change their behaviors in favor of teleworking. Moreover, employers are also included as another stakeholder group as decision-makers. Although the employees' view on the subject guides the employers at the decision stage, it is often the employer who will make the final decision. However, the importance of employees' desire for targeted behavioral change in this decision should not be underestimated because the employer will want to satisfy their employees at a certain level.

In addition, state authorities are another critical stakeholder group and they play a role as the most significant stakeholder that encourage the strategy, as well as make the necessary arrangements in the implementation phase and act as a supervisory authority. Trade unions are another critical stakeholder to protect workers' rights in this work order change. Furthermore, the society is another stakeholder, as it is indirectly affected by the benefits of the strategy. The decrease in traffic, the increase in the well-being of the people, and consequently the increase in the well-being of the society as a result of teleworking, and its contribution to the environment according to the interview results presented in the Findings section also affect the society.

After the stakeholders have been determined in general terms, segmentation is important for then defining the target audience. The purpose of this audience analysis is to identify the needs of different segments and determine the costs and benefits of addressing these needs (Lefebvre & Flora, 1988). Assuming that after the pandemic, more companies will think positively for telework and the number of companies that leave the decision to come to the office or not to employees will increase within the scope of the study, only employees are the primary stakeholder group that is expected to change behavior. Therefore, different segments within this group have been evaluated.

In this research first, a demographic segmentation is made according to the generation, and employees are divided into groups as Baby boomers, Generation-X, Millennials and Generation-Z. Among these segments, Millennials are the group that is most intertwined with technology after Generation Z. However, since the proportion of the Millennials in business life is much higher than the Generation Z, Millennials were chosen to reach a larger audience. Another demographic segmentation is made by occupation, and groups such as white-collar, blue-collar, pink-collar emerged. As mentioned in the Literature Review section, the primary tool used by the white-collar group to carry out their business is technology. In other words, by using technology, they can carry out their work regardless of time or place. For this reason, white-collars were chosen from among these segments. Finally, a geographic segmentation is made, and employees are grouped according to their cities. As presented in the Literature Review section, Istanbul is one of the cities with the longest commuting time, not only in Turkey but also in the world. Additionally, sectors that are more suitable for teleworking are dominant in Istanbul (Deloitte, 2020). For this reason, Istanbul was chosen among the cities. To sum up, for the reasons mentioned above, among all these different segments, Millennial white-collars, who live in Istanbul, which were interviewed within the scope of this research and presented in the Findings section, were selected as the target audience for the social marketing strategy.

6.4. Set Behavior Objectives and Goals

The behavior objective is what is asked to the target audience to accept, reject, switch, abandon or continue (Lee & Kotler, 2019). The behavioral objective within the scope of this strategy is to obtain a switch from daily office working being the norm to a preference for telework. A more specific near-term goal is for the post-pandemic rate of teleworking amongst white-collar workers in Istanbul to be at 60 percent, or approximately three days of the work week on average. Over the long-term, the goal is for the rate of teleworking to remain about 40 percent. Moreover one other important goal of this strategy related behavior objective is a well-being increase for all of individual, societal and environmental levels. In order to measure well-being at the individual and societal level, surveys will be conducted at regular intervals and also changes will be analyzed through interviews. These surveys are aimed to reach many more people through the website and social media.

The information and facts we want the target audience to be aware of in order to act and motivate in this direction are referred to as the knowledge objective (Lee & Kotler, 2019). This strategy will focus on people's psychological or physical problems caused by commuting. Additionally, the environment issues caused by commuting will also be conveyed to the target audience within the scope of the knowledge objective. People are generally aware that the commute time is too long, but their main concern is that they do not believe that they will be able to work as effectively in their home. However, with the belief object, it will be aimed for people to believe that many things can be done in the same way when working remotely, thanks to the increasing technological developments and experience on the subject.

6.5. Identify Target Audience Insights

It is important to deepen the understanding of the target audience before moving on to the strategic planning stage for a successful social marketing strategy. This research is based on the in-depth interviews with 11 people from within the target audience presented in the Findings section.

In this context, while it was shown that the target audience thinks positively about teleworking, more detailed perceived barriers and benefits have also been observed. The main reasons for these barriers are the existing habits and comfort zone needs of the target audience. As highlighted in the Findings section, the hesitation of social isolation, the fear of loss of motivation, and the blurring of the boundary between work and leisure time are among the perceived barriers. Furthermore, there are perceived benefits of teleworking for the target audience such as time saving, better sleeping, ability to spend more time with loved ones and staying away from office politics.

The consideration of the competition formed by similar products or substitute products to meet a request or need in commercial marketing is also used in social marketing. In social marketing, the actual behavior of the target audience instead of the promoted behavior is called competing behavior (Lee & Kotler, 2019). Based on this definition, the current behavior of the target audience instead of telework is to work in the office. Therefore, working in the office can be seen as a competing behavior within the scope of this teleworking social marketing strategy.

Table 6 Target Audience's Perceptions of Teleworking and Office Working

Target Audience Perceptions	<u>Desired Behavior</u> <u>(Teleworking)</u>	<u>Competing Behavior</u> <u>(Office Working)</u>
<u>Perceived Benefits</u>	• Time saving • Better sleeping • Spending more time with loved ones • Removal of limiting factors such as waking up early in the morning or dress code • Time for personal development • Decrease in emission • Decrease in plastic consumption • Decrease in food waste • Decrease energy usage at the office	• Office socialization • Group synergy • Face to face communication
<u>Perceived Barriers/Cost</u>	• Social isolation • Lack of motivation • Blur the boundary between work and leisure • Increase in home based energy usage	• Time wasted on traffic • Lack of time for socialization • Lack of time for doing house chores • Commuting stress • Increase in emission • Increase in plastic waste • Increase in food waste • Increase energy usage at the office

Understanding competitive behavior and evaluating perceived benefits and barriers are necessary for formulating strategies of the campaigns. The table above presents the target audience's perceived benefits and barriers for desired behavior and competitive behavior.

6.6. Positioning

Positioning within the scope of social marketing is related to how the target audience is desired to perceive the desired behavior. Additionally, positioning guides the product, price, place, and promotion strategy to develop the intended behavior change (Lee & Kotler, 2019). The positioning aimed within the scope of this strategy is benefit-oriented positioning and focuses on the benefit that the target audience believes and wants. The positioning statement is the following:

We want Millennial white-collars in Istanbul to see teleworking as a working order that improves the work-life balance, overall well-being and environmental factors better than the office working order with the elimination of compulsory commuting.

To summarize, the value proposals offered to the target audience here are to have a better work-life balance, to improve people's well-being, and to increase environmental well-being.

6.7. Mission Statement

“The mission of the Teleworking program is to increase the teleworking behavior of Millennial white-collar workers in Istanbul through the use of social marketing techniques so as to increase the well being and to improve the quality of their lives.”

6.8. The Marketing Mix

Another important step in achieving the determined goals is the marketing mix. The marketing mix is defined by (Philip Kotler, 2000) as the set of marketing tools that it uses to achieve specific goals in the target market.

6.8.1. Product

Generally, the word product means a tangible physical asset or service; however, within the scope of social marketing, the product can cover more than that. Namely, an idea or a targeted behavior change can be considered within the scope of the product (Lefebvre & Flora, 1988). Telework is what is offered as a product within the scope of this strategy, and with the help of this product, it is promised to provide a better life by increasing the well-being of white-collar employees, who are the first target

audience. The “product” of teleworking has benefits such as employee motivation, productivity, and spending savings for employers, another target audience.

As Lee and Kotler (2019) point out, products can be evaluated at different levels. To start with, the core product focuses on the benefit of value to the user. Under this strategy, the core product is considered as more discretionary time since teleworking offers more time due to the reduction in commuting time to the target audience. Secondly, the actual product is comprised of the desired behavior change. Consequently, teleworking is considered as the actual product in this research. Finally features to enhance the products value can be referred as augmented product. Tax benefits for the teleworkers, technology supports and training supports in order to develop themselves and savings calculation tool (Figure 9) can be considered as augmented product. According to the information obtained from the participants in the interviews, it is known that people may lose up to 4-5 hours a day in some cases, mostly due to commuting time and preparation time, and this has adverse effects on their lives. Especially for those who experience telework, saving such a large part of the day will be a great advantage. The fact that the core product has notable benefits will increase the effectiveness of the core product on the actual product within the scope of this strategy and it will increase people's desire to adapt to the main product and make it much easier.

6.8.2. Price

Social marketing evaluates price within the framework of psychological, social, geographical and daily behavior beyond just being a monetary value (Lefebvre & Flora, 1988). For example, giving up the convenience or time to transition in a behavior change can be considered as a price within the scope of a social marketing strategy. Price is also seen as incentive opportunities by economists and marketers (Lefebvre, 2011).

In order to analyze price element, a costs and benefits table is created. Teleworker, employer, societal and environmental perspectives are taken into consideration to evaluate teleworking order in light of the Findings section. Since working in the office environment is considered as the primary competitive behavior, there is a need to analyze both together.

Based on the data analysis of the interviews, in addition to the perceived non-monetary benefits and costs of the target audience for telework and office work presented in Table 6 above, interviewees state that teleworking has monetary costs for the teleworker, such as home energy use and internet use since they increase considerably during teleworking. On the other hand, it has monetary savings including value of travel time, saving on clothing and cosmetics expenses and saving on transportation expenses since there is no need to commute on the days an employee works from home. It is possible to say the opposite for working in the office, it has monetary costs such as the value of travel time, clothing and cosmetics expenses, and transportation expenses.

In Table 6 in the Identify Target Audience Insights section above, the perceived non-monetary benefits and costs of the target audience for telework and office work are presented. In other words, Table 6 includes nonmonetary costs from the teleworker perspective. In addition to this table, the following table includes the total monetary and non-monetary costs and benefits of teleworking and working in the office for teleworker, employer, environment and society. Since only white-collar employees are interviewed, the literature is used in addition to the result of the data analysis of the interviews, especially for interpretation from the employer perspective.

Table 7 Costs and Benefits of Teleworking and Office Working

		Teleworking	Office Working
Costs	Teleworker Perspective	House based energy usage Internet costs Lack of face to face communication Lack of face to face office socialization	Value of travel time Clothing and cosmetics expenses Transportation expenses Lack of leisure time Decreased work-life balance Less time spent with loved ones
	Employer Perspective	IT program costs Integration costs	Parking space expenses Office building rent and expenses Transportation expenses Cafeteria expenses

Table 7 (continued)

Costs	Society and Environment Perspective	Increase in house based energy usage Slowed economy	Emission costs Increasing traffic Noise and air pollution Commuting stress
Benefits	Teleworker Perspective	Value of travel time Savings on clothing and cosmetics expenses Savings on transportation expenses	Office socialization Face to face communication
	Employer Perspective	Productivity increase Savings from office rent, energy consumption	Control over employees
	Society and Environment Perspective	Fuel savings Air quality benefits Decrease in the traffic	Stronger economy

The above table highlights the costs and benefits of each working order in a detailed way. As seen in the above table, teleworking has more monetary and non-monetary benefits while its competing behavior, working in the office, has more monetary and non-monetary costs. In addition, telework is not only advantageous in terms of numerical units, but also because the value of these benefits is high according to the participants. In light of these, teleworking is expected to be more attractive to the employees based on the insights gained from the interviews with employers. Moreover, it is expected to be more attractive to the employers based on the insights gathered from interviews and the literature.

6.8.3. Place

Within the scope of social marketing, as Lee and Kotler (2019) mentioned, the place is where the specific target audience will perform the desired behavior and receive the relevant service and goods.

As for place subject, in relation with the targeted behavior change, this strategy aims for people to work in a home office environment, cafes or any place in which

employees may want to work instead of being obliged to work in a single compulsory place like an office building. Today's technology enables people to work anywhere they want. Specifically, thanks to the increasing internet infrastructure all over the world, people are becoming accessible from anywhere. Since the white-collar workers, which are the target audience of this strategy, mostly work with their computers, they can continue their work as in the office as long as they have computers. As companies are providing equipment such as a desk, computer and chair for people to carry out their work in the office environment, people will be able to continue their work outside of the office without any additional equipment cost by transferring their equipment.

As mentioned in the data presented in the Finding section, the target audience thinks that new opportunities will arise other than the existing options in terms of place. For example, the emergence of office cafes where people will socialize and work at the same time are among the prominent ideas that will emerge. In this way, even people who want to work outside of their home will save commuting time. As some of the participants in the interviews emphasized, people will prefer to go to cafes close to their homes, or if they have a meeting after work, they may walk to a cafe close to their meeting place early and work there since there are many options in the city. But it will reduce the commuting time for work because they will go to this place, no matter what. Nevertheless, it will reduce commuting time for work as they will go to this neighborhood for their non-work related meeting even if they do not work in this place.

In this direction, it may be aimed to establish telecenters to encourage telework and the state will incentivize private companies to establish telecenters. The aim is to offer an alternative place that will eliminate the commuting obligation for employees who want an environment similar to a library or office atmosphere to work. Additionally, a place option will be provided to the employers where they can gather employees together, hold meetings, or organize events on certain days. These telecenters are planned to offer office space and services to both individuals and companies. Vital services such as computers, internet, and photocopy as well as solutions to IT problems and meeting or event organizations are also provided. Furthermore, an environment will be created where people can socialize while eating and drinking. The main purpose of these centers being attractive is to eliminate the commuting time for employees and to reduce the fixed costs of employers. By ensuring that the meal cards

provided by most companies to their employees while going to the office can be used in these telecenters, employees who have lunch can benefit from the facilities free of charge. In this way, no extra cost is provided to both the employee and the employer. In order to encourage the strategy the government could support participating employees motivate through providing access to telecenters This project, which will initially be carried out with public investment, is expected to be developed by private investors in the long term, as it will generate revenue. Especially when implemented in rural areas, it will be an important step as it ensures social equality and contributes to social well-being.

6.8.4. Promotion

For an effective promotion, there should be clear messages developed based on the strategy that includes what is expected from the target audience to do, believe and know. (Lee and Kotler, 2019).

Based on the interviews conducted with people who are also the target audience of this strategy, the findings suggest that compulsory commuting leads to waste of time, stress, fatigue, lack of control and unpredictability among the interviewees. As also stated on the knowledge objective of this teleworking social marketing strategy, the aim is emphasizing those problems upon which people may not have fully focused before. So that an attention to the series of the campaigns will be created.

Findings of the interviews also state the elimination of compulsory commuting will positively affect target audiences' overall well-being through work life balance, mental well-being, physical well-being, time management and social life. In light of these, another message to be conveyed to the target audience in these series of campaigns is that personal and social well-being will increase through telework. Hence, it is targeted to attract their interest to the campaigns. Another message is that there will be environmental improvements due to the elimination of the commute time with telework such as better air quality, decreasing carbon emission. In this way, it can be ensured that teleworking is beneficial for them and the environment and the target audience interest with these campaigns as a result a desire can be created.

After the messages are determined, they should be translated into specific communications in order to deliver the content to the target audience with the help of creative strategies such as logo, graphic, title, images and colors (Lee & Kotler, 2019). In order to emphasize the message, slogans such as the following will be used:

- “Commuting is a big deal”
- “Teleworking just 1 day per week for better well-being”
- “What if you could get all these meetings done in one day and actually get more work done the others?”
- What if a return to health didn’t have to mean a return to the office?

Moreover the series of campaigns is imagined to be integrated through a consistent organization and logo. In the design of the logo, the Bosphorus Bridge symbol, the symbol of Istanbul, emphasized the place where these campaigns were carried out, and the importance of information technologies was emphasized with the person using a laptop and the Wi-Fi symbol.



Figure 2 Logo of the Campaigns

Advertising is the first of the social marketing communication channels. Persuasive advertising is used as an advertising strategy, where perceptions about teleworking and working in the office will attempt to be changed by informing the target audience and raising awareness. Thus, it is also aimed to encourage behavioral change.

First of all, printed materials will be used and it will be aimed to convey the message to the target audience through billboards and posters. Hence, it is aimed that the target audience is aware of the strategy and its benefits. Moreover, it is also aimed to make them want to change their own behavior accordingly through the stages of change to attention, interest and desire (Rawall, 2013). To reach the target audience that is using public transportation, the posters will be placed at the bus and metro stops. Moreover, to reach target audience using other modes of transportation, the posters will be placed in the shopping centers especially in the business districts where white-collar workers generally visit for eating and drinking as well as shopping. In this way, it is possible to reach the whole target audience regardless of the mode of transportation used.

In the first poster (Figure 3), the stress of commuting is emphasized since it is one of the negatively emerging themes from the interviews about the office working order as stated in Findings section. Accordingly, a photo is shared from the targeted location of the campaigns, Istanbul, during the rush hour and people were reminded of how difficult commuting is. In addition, it is aimed to raise awareness among people with the slogan emphasizing “commuting is a big deal” instead of “commuting isn’t a big deal”. In addition to these, the chaotic atmosphere of commuting is reflected by using black and white colors and people are asked to consider whether they wanted such a life or not. Based on the analysis of the in-depth interviews where the stress of commuting was so frequently emphasized, the graphic should touch on a nerve and get the attention of the target audience.



Figure 3 Poster Design: Commuting is a Big Deal

According to the Findings of the interviews, participants which are the target audience for this strategy state that teleworking provides flexibility, productivity and comfort for them. Moreover better well-being as a result of teleworking is another emerging theme. Therefore, the second poster demonstrates the more comfortable working environment, flexibility and the increase in productivity during the telework compared to the rush in the office setting. In addition, the positive effects of telework on well-being are mentioned. Additionally, visuals are used to emphasize the positive effects of telework on the environment, and teleworking is associated with the green color.

TELEWORKING JUST 1 DAY PER WEEK CAN IMPROVE WELL-BEING



Figure 4 Poster Design: Telework vs. Office Working

In another poster (Figure 5), it was emphasized that telework, which was applied during the pandemic period and the behavior change people acquired, continued afterwards by giving a message “What if a return to health didn’t have to mean a return to the office.”

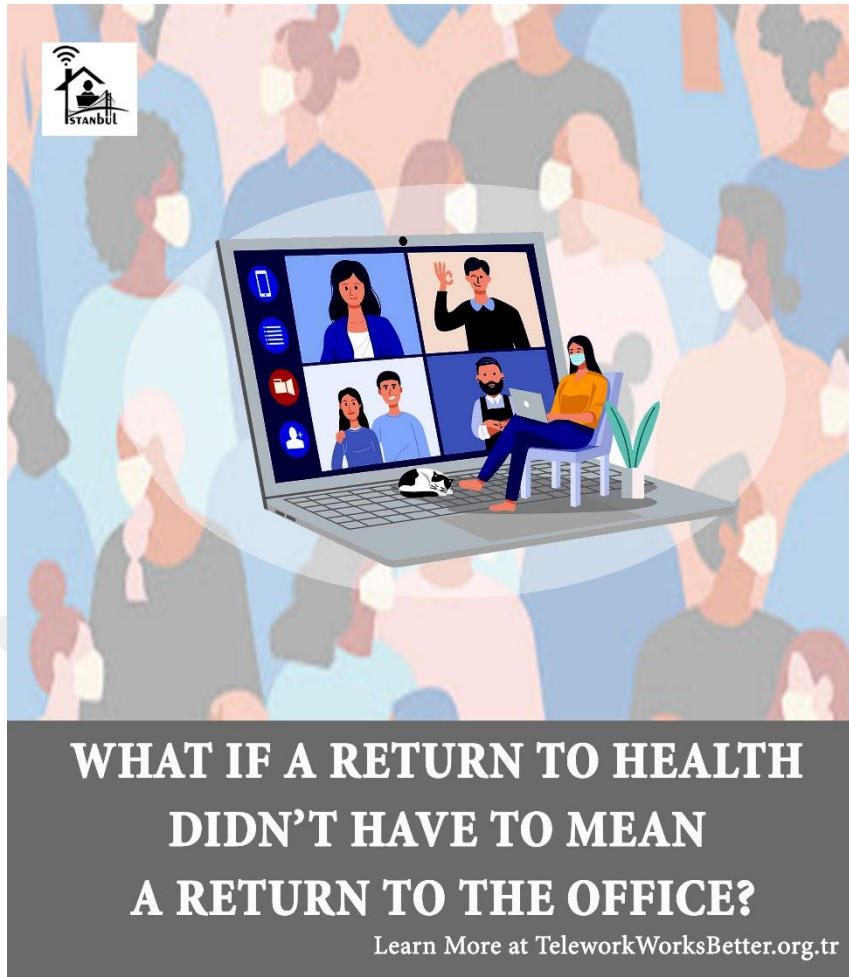


Figure 5 Poster Design: Telework after Pandemic

Secondly, unpaid public service announcements (PSAs) will be useful in spreading the series of campaigns. Hence, Therefore, it is aimed that the target audience is aware of the strategy and and they believe this is beneficial for them through the stages of change to attention and interest (Rawall, 2013). The biggest advantage of PSAs is their costs. It is aimed to convey the message to the target audience through the public service advertisements to be broadcast on television or on streaming services. Thus, it is aimed to reach more people.

Finally, in order to move the target audience through the stages of change to desire and action (Rawall, 2013), we also recommend developing a website. This website will provide more information about teleworking and to support it through the process with the help of website, which is presented below. The website covers areas such as

training support, overcoming barriers to telework, space and location solutions, influencing factors, IT solutions and resources as can be seen in the Figure 6 below.

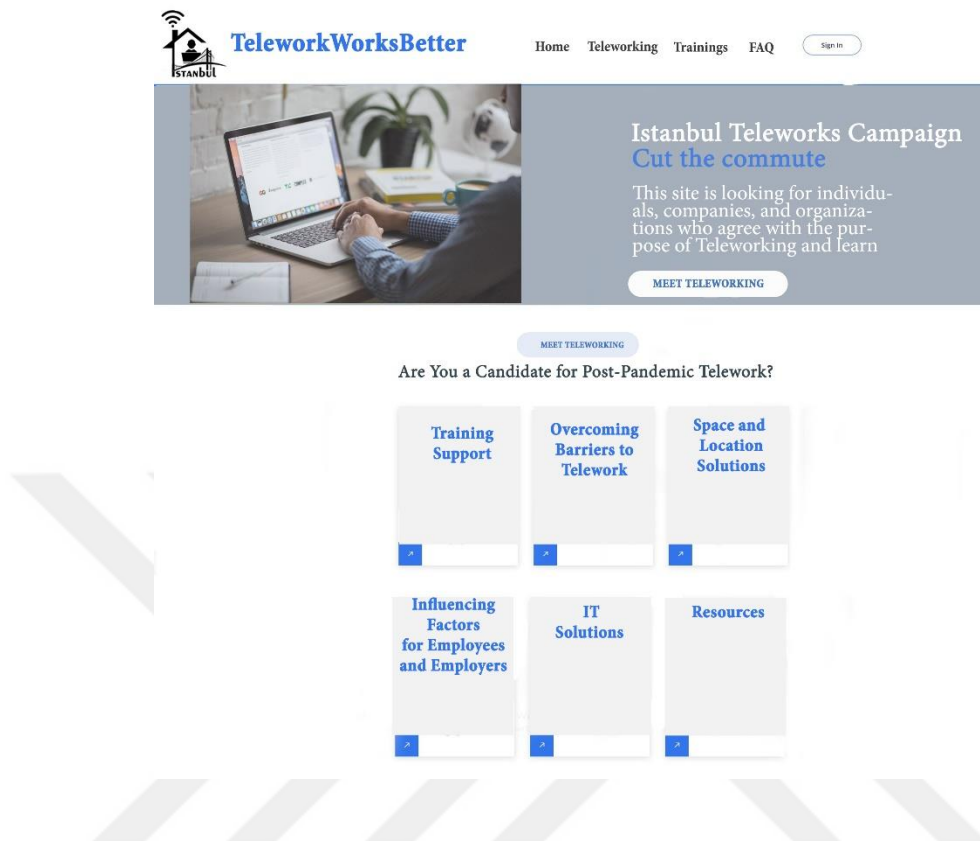


Figure 6 Website Homepage Design

To be more specific, it is intended to give training on teleworking to change the behavior of the target audience as well as to make this change permanent by supporting various training in the process after a change of behavior in the target audience. For example, to mention the content of these training related to the telework process. In addition to the training directly related to work such as the use of equipment and software, information security, teamwork and communication with the office, training which aim to ensure people's time management, well-being, and work-life balance such as avoiding procrastination, avoiding distractions at home and facing difficulties were also included.

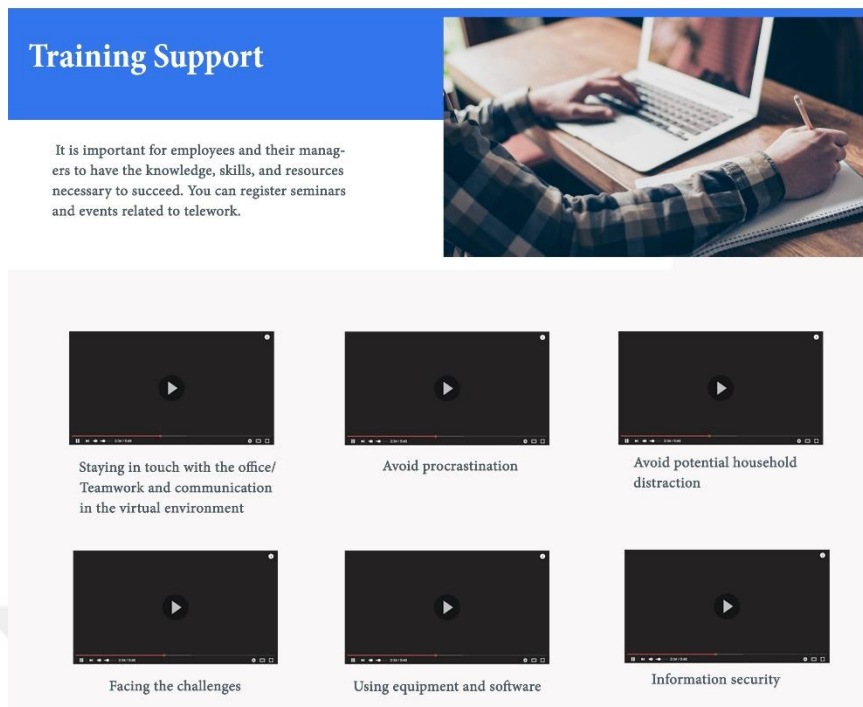


Figure 7 Website Training Page Design

Additionally, the website includes resources about teleworking. For instance, in order to facilitate behavior change as a result of the increase in awareness; the costs and benefits of telework are also presented from the perspectives of the employee, employer, society and environment. In addition, barriers and strategies for success are provided to gain more efficient telework process, surveys and data about telework are presented to give people information about other people's opinions and evaluation guideline is provided to evaluate themselves and implement better strategies. Also, with the space and location solutions page, information such as how people can find the nearest telecenter or how to make their homes suitable for remote work will be presented to solve locational problems.

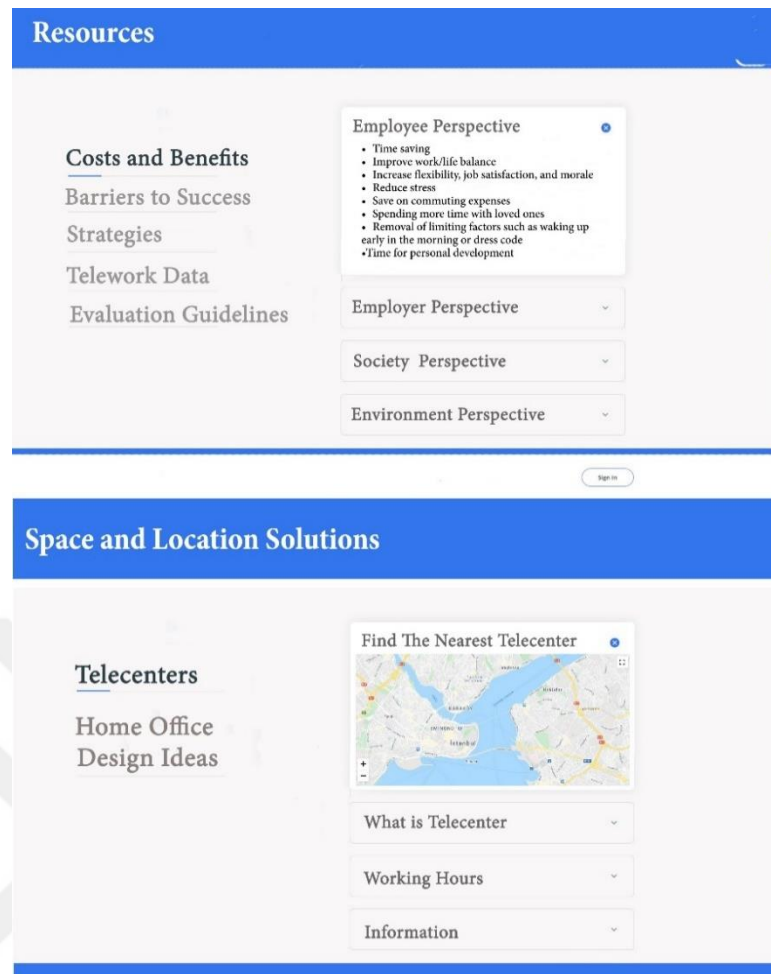


Figure 8 Website Resources and Space & Location Solutions Page Design

Additionally, the website offers a savings calculation tool that will be developed for employees and employers to better analyze the benefits of telework. The development of this tool is based on the existing tool developed by Global Workplace Analytics. In this tool, the data obtained through the company and employee surveys will be used as input and will be constantly updated throughout the strategy. In this way, people will have the chance to learn about the gains of telework from the perspectives of employees, employers, and the environment. As mentioned in the previous sections, if most of the employees request telework, employers will need to offer teleworking to their employees as a side benefit in the long run. Also with this calculation tool, a data set will be created where employees can present their outputs using their own company data to request telework from employers.

Teleworking Savings Calculator

Templete

Enter Information

Total number of employees

How many days a week, will employees telework?

Benefits

Employer Benefits

Productivity Increase

Real Estate Savings

Parking Space Savings

Energy Savings

Employee Benefits

Value of Travel Time

Transportation Savings

Environment Benefits

Fuel Savings

Greenhouse Gas Savings

Figure 9 Teleworking Savings Calculator

Another way chosen to create awareness about the subject in the target audience is to share content on social media. Social media will be helpful in reaching the target audience, since it is an ideal way to reach the specific segment of white-collar employees living in Istanbul. Therefore, it is aimed that the target audience is aware of the strategy and benefits of that strategy through the stages of change to attention (Rawall, 2013), In this direction, examples of the content to be shared are prepared. Insights obtained from the interviewees in the Findings section are used once more to create these contents.

For example, a content is designed and presented below (Figure 10) about the problems frequently mentioned by the participants in the interviews about compulsory commuting that people face every day in the office working order. By appearing to people suddenly through social media, the main purpose of this content is to make people remember and be aware of the negative aspects of compulsory commuting they faced every day. Moreover, by giving the message what if you could get rid of all the stress, it was emphasized that a different working order is possible.



Figure 10 Commuting Problems Content Design

In another content design below (Figure 11), commuting times in different cities are emphasized.

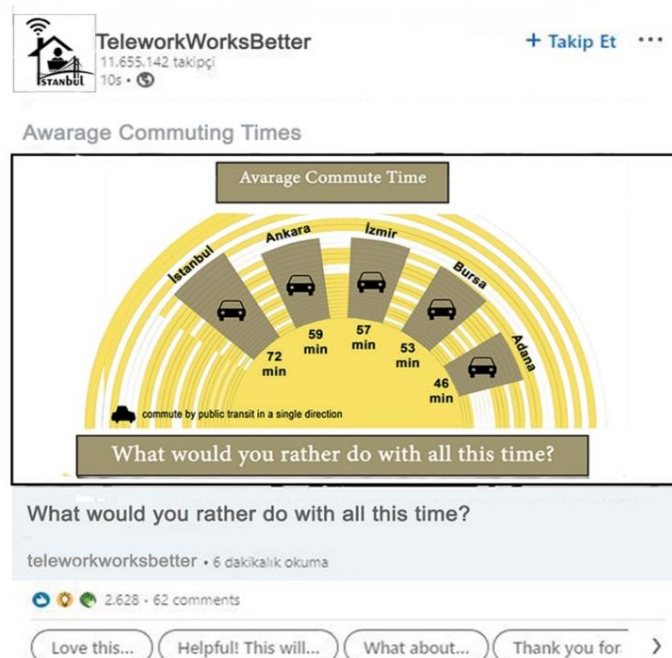


Figure 11 Average Commuting Times Content Design

Movit's data (2019) were used in the creation of the content. It is aimed to create awareness among the target audience about how long the commute period is by giving various information. Moreover, it is aimed to create an awareness by evaluating this commuting time within themselves by asking a question “What would you rather do with all this time?”

Table 8 Communication Channels of Messages

	Communication Channels	Communication Types	Advantages	Messages and Targeted Stages of Change
Public Service Announcements	Television (40% of the white-collars in Istanbul expected to be exposed)	Mass media channels	Good mass market coverage, low cost per exposures, appealing to the senses.	Personal and social well-being will increase through telework (Attention, Interest)
Printed Materials	Brochures, Posters (20% of the white-collars in Istanbul expected to be reached)	Mass media channels	Flexibility, high repeat exposure, low cost, good personal selectivity	There will be environmental improvements due to the elimination of the commute time with telework (Attention, Interest, Desire) Personal and social well-being will increase through telework (Attention, Interest, Desire)
Social Media	Links (30% of the white-collars in Istanbul expected to be exposed)	Mass media channels	High selectivity, low cost, immediacy	Compulsory commuting leads to waste of time, stress, fatigue, lack of control and unpredictability (Attention)

Table 8 (continued)

Websites	Links (20% of the white-collars in Istanbul expected to be exposed)	Mass media channels	High selectivity, low cost, immediacy	There will be environmental improvements due to the elimination of the commute time with telework (Desire, Action) Personal and social well-being will increase through telework (Desire, Action)
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As a result, as summarized in the table above, the message is be conveyed to the target audience by using different communication channels. Problems with office working order are emphasized by using those channels. In addition to that, benefits of teleworking are highlighted in order for the target audience to notice these benefits and raise awareness, and as a result, a change in behavior is expected.

6.8.5. Partnership and Policy

Social marketing programs are aimed primarily at manipulating the actions of customers in a way that is beneficial to society. Organizations also seek to initiate alliances with other organizations involved in the social problem in order to achieve their goals. A company, whether non-profit or private, should consider the following factors when selecting a reputable partner: common market segments, compatible mission and values, good market image, similar reputations and sufficient resources (Lefebvre, 2006).

Within the scope of this social marketing strategy, major companies in Istanbul with a high number of employees are selected as the first partner. The main purpose here is to reach as many employees as possible even with a single partnership. Turkish Employment Agency is chosen as another partner. This institution, which helps people to find a job, carries out various projects with companies and provides training to individuals, can establish an important bridge between employees and employers.

It is important that the behavior change targeted within the scope of the campaign is supported by policies in order to make it sustainable. In this context, state authorities' support with the necessary policies is important to protect the rights of workers within the scope of this study. In addition, the support of the trade unions is also important to protect worker rights.

6.9. Pretest

A pre-test on small scale before implementation is essential in determining the future of the strategy (Lefebvre & Flora, 1988). A research conducted at this stage will prevent unwanted situations in the future and provide information about the applicability of the campaign. A strategy that is considered beneficial for the community may not resonate with the target audience, and the study may result in complete failure.

Increasing demand for telework due to pandemic conditions was an opportunity for the pre-test phase of the strategy. Thus, research and practices were examined, people's comments were followed through social media, the news was followed, and people were interviewed. In this way, all stakeholders' views about telework and whether they are willing to change the behavior in the future could be followed.

6.10. Monitoring & Evaluation

Since the social marketing strategy will not be a one-time activity but an ongoing process, it is important to monitor and evaluate it continuously. Evaluation refers to the measurement and final report. Moreover monitoring refers to taking measurements after implementation has begun and reveals whether adjustments should be made to reach the final marketing goal (Lee & Kotler, 2019). In another words, monitoring the implementation is also a way to understand the success of the strategy. In order to measure, first how many people visit the website or follow social media accounts can be analyzed. Thus, whether the target audience is reached or not can be measured.

Apart from these, another criterion to be measured is at what stage of change the target audience is. As mentioned in the Literature Review section, the stages of change consisted of attention, interest, desire and action. By examining the reactions people

give to the posts, the stage of change mentioned in the Literature Review section can be analyzed. Apart from these, much more feedback can be collected through interviews and surveys and powerful insights can be gained. Therefore, outcomes will be measured such as attention to the series of campaigns, changes in knowledge, change in behavior desire, and change in action and responses to campaigns' elements.

Moreover, impacts will be measured firstly by measuring post pandemic rate of teleworking. Then well-being increase for individual, social and environmental levels will be measured. In order to measure individual and social well-being surveys and interviews will be conducted and questions related with work-life balance, physical well-being, mental well-being, happiness level, level of satisfaction will be directed. In order to measure environmental well-being secondary data will be used.

In addition to all these, the monitoring process can also provide information about whether unintended consequences occur after adaptation to teleworking system in the long term. For example, in the long run, if people are not dependent on a location to work, it can increase migration out of the city and accelerate the development of the suburbs. If suburbs are not supported by public transport, it can also create vehicle ownership pressure. In addition, if the necessary laws do not support teleworking, it can lead to loss of vested worker rights. For instance, the employees' right to have free lunch can be eliminated entirely by employers. Security problems may arise for companies, if the necessary technical infrastructure cannot be established.

6.11. Conclusion

Teleworking increases the well-being of people, as presented in the Findings section based on the interviews with white-collar workers living in Istanbul. For this reason, all of the interviewees stated that they wanted to continue their telework order after the pandemic at least some days in a week. For example one of the participant states "I think we get rid of our tiredness, we make ourselves feel much better and happier mentally in the teleworking order. It would make me feel better to have such an option, at least a few days a week" (Figen).

Moreover, the data in the literature supports the purpose of this strategy. Even if the strategy encourages partial teleworking, it can make a big difference. For example,

according to Global Workplace Analytics, when a workplace with 10,000 employees applies telework 3 days a week, it provides annual gas savings of more than 1 million gallons and reduction in the greenhouse gas equivalent to almost 2,000 cars off the road for a year (Global Workplace Analytics, n.d.). In addition to the environmental improvement, this strategy aims to improve people's well-being. One global survey suggests that those who work remotely just once a month are 24 percent more happy and productive. According to a survey in the U.S., 83 percent agree that their ability to work remotely will make them happier (Owl Labs, n.d.).

The in-depth interviews with white-collar employees in Istanbul completed in this research has indicated a similar sentiment that teleworking improves their well-being. Based on the research presented in the Literature Review section that show the teleworking increases the well-being of people and the environment and the primary data collection, a strategy is designed to make teleworking a more acceptable possibility in society.

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APPENDICES

A. INTERVIEW QUESTIONS

NORMAL YAŞAM / NORMAL LIFE

- Bize COVID-19 dan önceki normal iş düzeninizden bahsedebilir misiniz?

Can you talk about your normal work order before COVID-19?

- COVID-19 dan önceki normal düzende işe ulaşımınızdan bahsedebilir misiniz?

Evden işe ulaşımınız normal şartlarda ne kadar sürüyor?

Can you talk about your commuting in your normal work order before COVID-19?

How long does your commuting take under normal conditions?

- Hangi vasıtayı/vasıtaları kullanıyorsunuz? Bu tercihinizde etkili olan faktörler nelerdir? (Zaman faktörü, ekonomik nedenler, çevre bilinci vb.)

Which vehicle/vehicles do you use? Which factors are effective in your choice? (Time factor, economical reasons, environmental awareness, etc.)

- Özel araçla/servisle işe gitmediğiniz durumlarda işe nasıl gidersiniz? Bu yolculuk ne kadar sürer?

How do you commute when you are not using your private vehicle or shuttle? How long does this commuting type take?

- İşe gidiş gelişlerde yolda zamanınızı nasıl değerlendiriyorsunuz? Bu geçen süredeki yaptıklarınızın sizin için önemi ne kadardır?

How do you make use of your time while commuting? How important are these things you do while commuting?

- İşe gidiş ve dönüşlerde yoğunlaşan trafikte bulunmak size stres veya herhangi bir olumsuzluk yaşıyor muydu? Bu sizi nasıl etkiliyordu?

Did it use to cause you stress or any negativity to be in the heavy traffic while commuting? How did it use to affect you?

- Bu normal düzeninizde özel araç almayı düşünüyor muydunuz? Almak isteme veya istememe nedenleriniz nelerdir? Araç almanız durumunda işe döndüğünüzde işe gidiş gelişlerde kullanmayı düşünür müsünüz?

Did you use to consider buying a private vehicle in your normal order? What are your reasons for buying one or not buying it? If you purchase a vehicle, would you consider using it while commuting when you return to office work?

- COVID-19 ve uzaktan çalışma öncesi günlük rutinleriniz nasıldı? İş yerinde ve evde zamanınızı nasıl değerlendiriyordunuz.

What were your daily routines before COVID-19 and telework? How did you use to make use of your time at your workplace and home?

- Çalışma ortamınız nasıldı, verimli çalışabiliyor muydunuz?

How was your working environment? Did you use to be able to work efficiently?

- Tipik bir iş günü boyunca, ne tür kişisel aktiviteler sizi işle ilgili görevlerinizden uzaklaştırır?

During an ordinary workday, what kinds of personal activities distract you away from your work tasks?

PANDEMI SEBEBİYLE YAŞANAN DEĞİŞİMLER / CHANGES DUE TO PANDEMIC

- Salgın başladığında şirketinizin tutumu nasıl oldu, nasıl bir aksiyon alındı, ne gibi önlemler uygulandı?

How was the attitude of your company when the pandemic broke out? Which actions were taken? What kinds of precautions were applied?

- Bize COVID-19 dönemindeki iş düzeninizden bahsedebilir misiniz?

Can you talk about your work order during COVID-19?

- Kuruluşunuzdaki normal çalışma düzenini düşündüğünüz zaman uzaktan çalışma sürecinde size yüklenen iş yükü ve beklentilerinde bir fark olduğunu düşünüyor musunuz? Lütfen örnekler vererek açıklayınız.

When you consider the normal work order at your company, do you think there is a difference in your workload during telework? Please explain by giving examples.

- Uzaktan çalışmaya başlama işinizi yapma şeklinizi etkiledi mi? Nasıl? Neden?

Does teleworking affect how you work? How and why?

- Çalışma saatlerinizde günlük hayatınızla ilgili kişisel engeller ortaya çıkıyor mu? Bu engellerle nasıl baş ediyorsunuz?

Does any personal obstacle related to your daily life come up during working hours? If so, how do you handle them?

- Uzaktan çalışmaya başladığınızda günlük rutinleriniz nasıl değişti?

How have your daily routines changed after telework?

- Bu değişimlerin sizin için olumlu veya olumsuz yönleri neler oldu?

What were the positive or negative sides of these changes for you?

- Uzaktan çalışma süresince yeni hobiler edindiniz mi?

Did you start a new hobby while teleworking?

- Bu süreçte kendinize daha çok vakit ayırabildiğinizi düşünüyor musunuz?

Do you think you can spare more time for yourself in this process?

- Zaman harcama şeklinizin değişimi hakkında ne düşünüyorsunuz?

What do you think about the change in the way you spend your time?

- Evde bulunma sürenizin artması, sizi psikolojik olarak nasıl etkilemektedir? Normal iş düzeninde, evden sabah ayrılmak ve eve akşam saatlerine yakın geri dönmek psikolojinizi olumsuz etkiliyor muydu? Evde daha fazla süre geçirmek sizin için nasıl bir değişiklik oldu?

How does the increase in time for staying at home affect you psychologically? In the normal work order, did leaving home early in the morning and returning late in the evening use to affect your psychology adversely? What do you think about the change in the way you spend more time at home?

- Harcama ve tüketim alışkanlıklarınız nasıl değişti? Bu değişiklikler hakkında ne düşünüyorsunuz? (Bu süreçte en çok harcama yaptığınız şeyler nelerdir? Geçmişte en çok nelere harcama yapıyordunuz? Bu süreçte düşündüğünüzde eski harcamalarınızdan size gereksiz gelenler var mı?)

How have your spending and consumption habits changed? What do you think about these changes? (What are the things you spend on the most in this process? What did you use to spend most on in the past? When you think about this process, do you think there are any unnecessary things among your old expenses?)

- Bu süreçte sosyalleşme alışkanlıklarınız nasıl değişti? İş arkadaşlarınızla/yöneticilerinizle/arkadaşlarınızla nasıl iletişime geçiyorsunuz? Hangi yolları kullanıyorsunuz?

How have your socialization habits changed during this period? How do you get in touch with your colleagues/managers/friends? Which communication channels do you use?

- Kendinizi iş arkadaşlarınıza ne derece yakın hissettiğinizi söyleyebilir misiniz? Bu süreçte arkadaşlarınızla ilişkiniz nasıl değişti?

Can you tell how close you feel to your colleagues? How has your relationship with your friends changed during this period?

- Sizce insanlarla yüz yüze iletişim ve uzaktan görüntülü veya sesli iletişim arasında ne gibi farklar var? Bu farklar iş düzeninizi size göre ne kadar etkiliyor?

What do you think is the difference between face-to-face communication and remote video or audio communication with people? In your opinion, how much do these differences affect your working order?

- Kendinizi çalışma ortamına hazırlamak için hangi adımları atıyorsunuz?

What steps are you taking to prepare yourself for the work environment?

- Uzaktan çalışma sürecinde fiziki ev düzeninizde bir değişiklik oldu mu? Evinizi bu sürece adapte ettiniz mi? İş için ve günlük yaşantınız için kullandığınız alanları ayırdınız mı?

Has there been any change in your home layout during teleworking? Have you adapted your home to this process? Have you separated the areas you use for work and daily life?

- Salgın süresince evde çalışma/ofise gitme durumunuz nasıldı? Zorunlu olarak gitmek durumunda kaldınız mı? Eğer öyleyse, bu size neler hissettirdi? (Eğer gitmek zorunda kalsaydınız bu size neler hissettirirdi?)

How has been your commuting/teleworking status during the pandemic? Did you have to go to the office mandatorily? If so, how did that make you feel? (or if you had to go, how would that make you feel?)

GELECEK / FUTURE

- Alışlagelmiş çalışma hayatı alışkanlıklarının yerlerini zamanla uzaktan çalışma alışkanlıklarına bırakmasına nasıl bakıyorsunuz? İleride bu yönde bir değişim ister miydiniz? Bu konuya bakışınız nasıl?

What do you think about the habitual working habits being replaced by teleworking habits over time? Would you like a change in this direction in the future? What is your opinion on this subject?

- Uzaktan çalışma dönemini şirketiniz için nasıl değerlendiriyorsunuz? Şirketinizde karar verebilecek yönetici olsaydınız uzaktan çalışma hakkında nasıl düşünürdünüz?

How do you evaluate the teleworking period of your company? How would you think about teleworking if you were a decision-maker manager in your company?

- Pandemi dönemi sonrası uzaktan çalışma olursa günlük rutinlerinizde nasıl değişimler olur?

How will your daily routines change if teleworking occurs after the pandemic?

- Yeni bir işe başvururken uzaktan çalışma opsiyonu olması sizi etkiler mi?

When applying for a new job, would it affect you to have the option of teleworking?

- Sizce ofiste çalışmaktansa, evden çalışmayı tercih etmenizin bir farkı var mı? Uzaktan çalışmaya sizi motive eden şeyler nelerdir? İşe gitmeye sizi motive eden şeyler nelerdir?

Do you think it matters for you if you prefer working from home rather than working in the office? What are the things that motivate you to telework? What are the things that motivate you to go to work?

- Sizce uzaktan çalışmanın, tüketim anlamında bireysel ve toplumsal getirileri ve götürüleri nelerdir? Sizce hangi taraf daha olumludur?

In your opinion, what are the advantages and disadvantages of teleworking for individuals and society in terms of consumption? Which side do you think is more positive?

- İnsanların evde çalışmaya başladığı süre boyunca çevresel problemler önemli ölçüde azaldı. İstanbul Büyükşehir Belediyesi (İBB) İstatistik Ofisi verilerine göre İstanbul'da yalnızca nisan ayının ilk iki haftasında bile hava kalitesinde yüzde 28,6

iyileşme görüldü. Çevre sorunlarına çözüm olabilmesi için uzun vadede uzaktan çalışma hakkında ne düşünüyorsunuz?

Environmental problems decreased significantly during the time people started working at home. According to the statistics of the Istanbul Metropolitan Municipality (IMM) Statistical Office, an improvement of 28.6 percent was observed in air quality in Istanbul even in the first two weeks of April. What do you think about teleworking in the long run so that it can be a solution to environmental problems?

- Sizce ofiste çalışmanın ve evde çalışmanın sürdürülebilirlik açısından çevreye ne gibi artıları ve eksileri vardır? (örn. kâğıt bardak tüketimi, elektrik tüketimi vb.)

In your opinion, what are the pros and cons of working in the office and working from home in terms of sustainability for the environment? (e.g., paper cup consumption, electricity consumption, etc.)

- Eklemek istediğiniz başka bir şey var mı?

Is there anything you would like to add?

- Bu konuda farklı görüşlere sahip olabilecek, bize katkı sağlayabilecek ve görüşmemizi önerebileceğiniz birisi var mı?

Is there anyone you could suggest us to meet who could have different opinions on this matter and could contribute to us?

- İleride konu hakkında başka sorularımız olursa sizinle tekrar iletişime geçebilir miyiz?

If we have other questions about the subject in the future, can we contact you again?

B. TURKISH SUMMARY / TRKE ZET

1. Giriř

oęu insan iin iře gidip gelmek gn iinde karřılařtıkları en zorlu olaylardandır. Bununla birlikte oęu insan her gn hangi ulařım trn seeceęine karar vermek zorundadır. Bazılarımız rahatımızı ve zaman tasarrufunu tercih ederek zel ara kullanırken, bazılarımız ekonomik řartları veya evreyi gz nnde bulundurarak toplu tařıma, yrmek veya bisiklete binmek gibi daha srdrlebilir yntemleri tercih ediyoruz. İnsanlar iin her gn psikolojik savař haline dnřen bu iře gidip gelmek evre iin de en byk tehditlerden birisini oluřturmaktadır. Ulařım sektr dnyadaki toplam enerjinin yzde 25'ini, petroln de yaklařık yarısını tketmektedir (Gorham, 2002). Sonu olarak bu basit gibi gzken karar sadece kiřilerin nasıl iře gidip geldięini deęil, iinde yařadıęımız gezegeni hatta gelecek nesilleri de etkilemektedir.

2020 yılına geldięimiz zaman oęu insan iin iře gidip gelme tercihlerinde saęlık faktr dięer tm faktrlerlerin nne geti. Dnya Saęlık rgt korona virs salgınını 11 Mart tarihinde kresel bir pandemi haline geldięini ilan etti. Sokaęa ıkma yasakları, karantina uygulamaları, řehir deęiřtirme yasakları gibi birok sıkı nlem uygulandı. . Bu hayatı derinden sarsan geliřme, iř hayatı da dahil olmak zere bir ok řeyi derinden etkiledi. řirketler ve alıřanlar bulař riskini azaltmak iin tele alıřmaya teřvik edildi. Daha nce hi tele alıřma uygulamayan ve gerekli alt yapıları olmayan řirketler bile ok kısa bir zamanda tam zamanlı olarak tele alıřma sistemine geiř yaptılar. Bu durum da tele alıřmayı tele alıřmanın iř ev seyahat sresini azaltması veya tamamen ortadan kaldırması, mekan ve zaman esneklięi saęlaması, ofisteki dikkat daęıtıcı unsurların ortadan kalkmasıyla alıřanların daha iyi konsantrasyonunun saęlanması, daha iyi iř- zel hayat dengesi sunması, iřlerin devamlılıęını saęlaması gibi grlen pozitif yanlarının yanı sıra sosyal izolasyonu arttırması, iř aile atıřmasını arttırması gibi negatif olarak grnen ynlerini de analiz etmek iin daha nce insanlık tarihinde daha nce eři benzeri grlmemiř bir fırsat sundu. Bu tez de pandemiyle birlikte artan tele alıřma deneyiminin sunduęu fırsat ile beraber tele alıřmanın

alıřanların refahlarındaki deęiřime odaklanarak ařaęıdaki arařtırma sorusunu cevaplamaya odaklanmaktadır:

“Tele alıřma sebebiyle ev iř seyahati alışkanlıklarındaki deęiřikler, İstanbul’daki Y kuřaęı alıřanların refahını nasıl etkilemektedir?”

2. Literatür Taraması

Bugün dünyada ulařıma olan talebin artmasıyla birlikte; trafik sıkışıklıęı, gürültü kirlilięi, trafik güvenlięi, kentsel yayılma, hava kirlilięi, sera gazı emisyonu gibi etkiler de artmıřtır (Scholl et al., 1996). İstanbul da bu ulařım talebinin artmasıyla ortaya ıkan sorunların en ok gözlemlenebileceęi řehirlerden birisidir. INRIX (2019) verilerine göre İstanbul dünyada trafięin en ok olduęu 4. řehirdir. Bununla birlikte her bir alıřan günde yaklaşık 70 dakikasını trafikte sıkışarak kaybetmektedir. Bu geen sürenin toplamı ise ortalama olarak 4 yıla tekabül etmektedir (İnan, 2019). Bu bilgiler ışığında bu alıřma kapsamında İstanbul iře gidiř geliřteki deęiřimin etkilerini analiz etmek için uygun bir řehir olarak karar verilmiřtir.

Bununla birlikte daha önce bahsedildięi gibi dünya Saęlık Örgütü tarafından pandemi ilan edilmesiyle birlikte kiřilerin hayatları tamamen deęiřmiřtir. Bunun İstanbul trafięinde dahi etkisi görölmüş ve trafięin yüzde 1 oranına kadar azaldıęı gözlemlenmiřtir (Sputnik Türkiye, 2020). Aynı zamanda hava kalitesi deęiřiminde de önceki yılın aynı dönemine kıyasla ocak nisan ayları arasında yüzde 13 iyileřme gözlemlenmiřtir (Güvemli, 2020).

Pandeminin etkisiyle meydana gelen bir dięer deęiřim de iř hayatında gözlemlenmiřtir. İstanbul’daki alıřanların yüzde 52’si tamamen tele alıřma sistemine geerken, yüzde 45’i ise dönüşümlü olarak tele alıřma sistemini uygulamıřtır (Deloitte, 2020b). Bu rakamlar da yine İstanbul apında böyle bir alıřmanın yapılabilirlięini gözler önüne sermektedir.

Pandeminde bahsedildięi gibi olumlu ve olumsuz birok deęiřim olmuřtur. Hatta bu deęiřimlerin bazılarının pandemi sonrası dönemi de etkileyebileceęi ve kalıcı deęiřikliklere dönüşeceęi düşünölmektedir. Bu bağlamda Uluslararası alıřma Örgütünden Hayter’a göre pandemi sonrası etkilemesi beklenen en önemli deęiřimlerden birisi tele alıřmadır (Hayter, 2020). Pandemi iř yeri kavramını

etkilemiş ve tele çalışmanın işverenler ve çalışanlara maddi ve manevi olarak faydalı olacağını göstermiştir (Sharfuddin, 2020).

İlk olarak, tele çalışma etkin bir şekilde uygulandığı zaman özellikle yoğun nüfuslu metropollerde önemli bir ulaşım yönetim stratejisi olarak görülmektedir (Lin et al., 2006b). Bununla birlikte tele çalışma zaman ve mekan anlamında esneklik sağlamaktadır (E. J Hill & Weiner, 1994). Bu esneklik sayesinde de pandemi gibi artan belirsizliklere karşı daha hızlı tepki verilme imkanı artmaktadır (Sánchez et al., 2007). Ayrıca tele çalışma çalışanların da iş ve hayat dengesini kurmaları konusunda yardımcı olmaktadır (E. Jeffrey Hill et al., 1996). Golden ve Gajendran (2019)'e göre ise çalışanların performansını arttırmaktadır. Bunlara ek olarak işe gidiş gelişi de azalttığı için zaman ve maddi tasarruf sağlamaktadır. İşverenler ise de ofis ve ekipman tasarrufu sağlamak gibi faydaları bulunmaktadır (Lin et al., 2006b).

Literatüre Kotler ve Zaltman (1971) tarafından kazandırılan sosyal pazarlama; ürünlerin satışını arttırmak için kullanılan genellek pazarlama stratejilerinin, fikirleri davranışları da teşvik etmek için sosyal fayda yararına kullanılmasını temel alır. Temel amaç tüketim, tüketici tatmini veya tüketici tercihlerinden ziyade toplumun refahı ve hayat kalitesidir (Andreasen, 1994).

Önceki bölümlerde de belirtildiği gibi tele çalışmanın çevre ve toplumsal refah üzerine önemli katkıları tele çalışmanın sosyal pazarlama kapsamında değerlendirilme ihtiyacının önemini ortaya koymaktadır.

3. Yöntem

Bu çalışma boyunca, tele çalışmanın işe gidiş gelişi önemli ölçüde ortadan kaldırmasıyla İstanbul'da yaşayan Y kuşağı beyaz yaka çalışanların refahlarının nasıl değiştiği ele alınmıştır. Bunu araştırabilmek için çalışanların düşünce, gözlem ve tecrübelerinin derinlemesine analiz edilmesi gerekmektedir. Bu nedenle nitel araştırma yöntemlerini tercih edilmiştir ve yarı yapılandırılmış görüşmeler kullanılmıştır. Yaşları 25 ile 35 arasında değişen 11 kişi ile ortalama 1 saatten fazla görüşmeler gerçekleştirilmiştir. Görüşmelerden önce yarı yapılandırılmış görüşme kıstasları dikkate alınarak görüşme kılavuzu hazırlanmıştır. Görüşme temel olarak üç parçadan oluşmaktadır. İlk olarak katılımcıların pandemi öncesindeki normal hayatları

konu alınmış ve katılımcılara işe gidiş geliş süresi, tatmini, deneyimleri, farklı ulaşım türleri arasında nasıl seçim yaptıkları, ofiste çalışmanın avantaj ve dezavantajları gibi sorular yöneltilmiştir. Daha sonra pandemiyle birlikte çalışanların tele çalışma düzenleri incelenmiştir. Bu bağlamda tele çalışma sürecinde zihinsel refah, fiziksel refah, iş hayat dengesi, sosyal ilişkiler ve çevresel refaha dair sorular yöneltilmiştir. Son olarak da katılımcılara pandemiden sonrası hakkındaki beklentileri ve düşünceleri ile ilgili sorular yöneltilmiştir. Böylelikle çalışanların pandemi sonrasında tele çalışmaya bakış açıları ve motivasyon kaynakları öğrenilmeye çalışılmıştır.

Veri analizi aşamasında açık ve eksenel kodlama kullanılmıştır. İlişkileri, benzerlikleri ve farklılıkları daha iyi gözlemleyebilmek ve karşılaştırabilmek için kod ad verilen etiketlerle işaretlenmiş ve bu kodlar özelliklerine göre kategorilendirilmiştir (Vollstedt & Rezat, 2019).

4. Bulgular

Araştırmanın bulguları beş farklı bölüm halinde sunulmuştur İlk olarak işe gidiş geliş sürecinin tele çalışma ile birlikte yarattığı değişimleri daha iyi analiz edebilmek için katılımcıların ofis çalışma düzenindeki işe gidiş gelişlerine dair bulgular sunulmuştur. Buna ek olarak tele çalışmaya geçiş süreçleri ve ofis düzenindeki tecrübelerine de yer verilmiştir. Daha sonra bu çalışmanın araştırma sorusunu cevaplamak için en önemli kısmını oluşturan, tele çalışmanın refah üzerindeki etkisi ile ilgili bulgular sunulmuştur. Bu süreçteki kişilerin davranış değişimi ve tüketimlerine ek olarak çevresel refah ile ilgili bulgulara da yer verilecektir.

Kişilerin kullandıkları ulaşım türlerinin etkisini belirleyebilmek için katılımcılar sık kullandıkları ulaşım türlerine göre üç grupta toplanmıştır. İlk bölümdeki işe gidiş geliş ile ilgili analizlerdeki bulgulara göre toplu taşıma kullananlar ortalama sabah 65 dakikada akşam ise 95 dakikada işe ulaşırlarken özel araç kullananlar sabah 40 dakika akşam 55 dakika; şirket servisi kullananlar ise sabah 50 dakika akşam 80 dakikada işe ulaşmaktadırlar. Bu geçen sürelerin kişiler tarafından zaman kaybı olarak nitelendirdikleri, hayat kalitesini önemli ölçüde azalttığı, kişilerde stres ve yorgunluk yarattığı çalışmanın önemli bulguları arasında yer almaktadır. Bununla birlikte toplu taşıma kullananlar genellikle zaman tasarrufu ve ekonomik nedenler ile tercih ederken, özel araç kullananların tercihinde en önemli rolü zaman tasarrufu ve konfor

oynamaktadır. Şirket servisi kullananlar için ise önemli kriterler konfor ve ekonomik kriterlerdir. Bir diğer önemli bulgu olarak özel aracı olanların hepsinin işe gidiş gelmek için özel araçlarını kullandığı diğer katılımcıların çoğunun da temel olarak trafikte daha az zaman kaybetmek ve daha esnek olabilmek için ileride özel araç almayı düşündüğü sonucuna varılmıştır.

Bir diğer bulgu tele çalışma deneyimleri hakkındadır. İlk olarak tele çalışma hakkında yorum yapabilmek için ofis çalışma düzenine dair bulgulara yer verilmiştir. Ofisteki dikkat dağıtıcı unsurlar katılımcıların üretkenliklerin düşmesine sebebiyet vermekte bazı katılımcılar tarafından da bu durum çok daha kıstada bitirebilecekleri bir işi tamamlamaları uzun sürdüğü için zaman kaybı olarak nitelendirilmektedir. Fakat bununla birlikte olumlu bir taraf olarak bazı katılımcılar tarafından ofis ortamının bir kütüphane ortamı gibi grup sinerjisi yarattığı ve çalışmaya motive ettiği. Katılımcıların tele çalışma deneyimlerine bakacak olursak; katılımcıların çoğu tele çalışma döneminde konsantrasyon ve üretkenliklerinin arttığını vurgulamıştır. Keza tele çalışmanın esnekliği arttırdığı bunun da iş- özel hayat dengesi için önemli olduğu sonuçlar arasındadır. Olumsuz bir yön olarak katılımcılardan bazıları iletişime değinmiş tele çalışma sırasında yüz yüze iletişimin eksikliğini ve bunun zaman zaman işleri yavaşlatabileceğini vurgulamışlardır. Fakat artan teknolojik gelişmelerin bu engeli ortadan kaldıracabileceği de görüşler arasındadır.

Bir sonraki bölümde tele çalışmanın refah üzerine etkisi incelenmiştir. İlk olarak tele çalışmanın işe gidiş geliş süresi ve hazırlanma süresi gibi şeyleri ortadan kaldırmasıyla kişilere daha çok boş zaman sağladığı ortaya koyulmuştur. Bunun da etkisiyle kişiler ofis çalışma düzeninde vakit bulamazken, tele çalışma döneminde pandemi şartlarına rağmen sevdiklerine daha çok zaman ayırabildiklerini belirtmişlerdir. Olumsuz yön olarak ise iş ve özel hayat arasındaki sınırın bulanıklaştığı, evde bulunduğu için zaman zaman mesai saatlerinin esneyebileceği bulgular arasındadır. Zihinsel refah açısından incelendiğinde ise ofis kurallarından, ofisteki dedikodulardan uzakta kalmanın kişilere iyi geldiğini, tele çalışma döneminde streslerinin azaldığını ve erken kalkmak, iş kıyafeti giyinmek gibi zorunlulukların ortadan kalkmasının kendilerini daha iyi hissettirdiğini belirttiler. Bununla birlikte katılımcıların birkaçı da ofis düzeninde belirli rutinlerinin olmasını sevdiğini bunun eksikliğini zaman zaman hissettiklerini dile getirdi. Fiziksel refahı ele aldığımız zaman kişilerin ofis düzeninde sıklıkla taviz

verdikleri ve sađlıklarını olumsuz ynde etkileyen uyku dzenlerinin tele alıřma ile birlikte dzeldiđini, daha ok zamanları oldukları iin daha sađlıklı yiyeceklere yneldiklerini ve yorgunluklarının gzle grlebilir bir biimde azaldıđını belirtmiřlerdir. Fakat olumsuz yn olarak birka kiři ofis alıřma dzeninde daha programlı olduklarını uyku ve yemek dzenlerini ayarlamanın daha kolay olduđunu belirtmiřtir. Zaman ynetimi ile ilgili bulgulara baktıđımız zaman, tele alıřmanın bazı katılımcılarda sırf hazırlanma sresi ve ulařımdan dolayı 4-5 saate varan bir zaman tasarrufu sađladıđı bylelikle kiřisel geliřimlerine bile daha ok zaman ayırabildikleri belirtilmiřtir. Son olarak sosyal hayat aısından incelendiđinde tele alıřma dneminde kiřilerin daha ok zamanı olduđu iin insanlarla daha ok zaman geirebildiklerini belirtmiřlerdir. Bununla birlikte bazı kiřiler ofiste alıřmanın en sevdikleri yanı olan ofis sosyalleřmesi olduđunu sylerken katılımcıların ođu ofis sosyalleřmelerini evrimii ortama tařımiřtır. Hatta evrimii kahve saatleri gibi zm yolları bulunmuřtur.

Bir sonraki blmde tketimdeki ve zaman harcama řeklindeki deđiřimlere odaklanılmıřtır. Yiyecek ve iecek tketimindeki deđiřime bakacak olursak katılımcılar ofis alıřma dzeninde ok fazla evde yiyecek ve iecek hazırlamak iin vakit bulamadıklarını ve genellikle hazır tkettiklerini belirtirlerken tele alıřma ile birlikte daha ok zamanları olduđu iin evde sađlıklı tercihler hazırlamaya yneldiklerini bu nedenle de market harcamalarının arttıđını belirttiler. Evde geen zamanın artmasıyla birlikte bir diđer deđiřim de faturalarda gzlemlendi. Ek olarak iř yeri ile ilgili harcamalarının, ulařım ile ilgili harcamalarının azaldıđını, artık daha az kıyafet alıřveriři yaptıklarını ve bu sayede daha fazla birikim yapabildiklerini belirttiler. Zaman harcama řeklindeki deđiřimlere bakacak olursak kiřilerin boř zamanlarının artması, yorgunluk durumlarının ve streslerinin azalması kendilerine daha ok vakit ayırmaya sebep olmuřtur. Genellikle kiřisel geliřimleri iin zaman ayırdıklarını bunun dıřında spor yapmak iin daha ok zaman ayırdıklarını, yeni hobiler edinmekle beraber eski hobilerine de devam ettiklerini vurgulamıřlardır.

evre ile ilgili olan bulgularda ise kiřilerin tele alıřma dneminde evreye bakıřlarına ve dřncelerine yer verilmiřtir. alıřanların ođu ulařım ihtiyaının ortadan kalkmasıyla birlikte ara kullanımının azalacađını ve bunun da hava kirliliđi ve sera gazı salınımı ynnden olumlu etkileri olacađını belirtmiřlerdir. Bazı katılımcılar ise

bu deęerlerde gözle görülür deęişiklikler olmayacağını savunmuştur. Atık yönetimi açısından incelendiğinde ise katılımcıların çoęu evde daha sürdürülebilir ürünler tüketileceğini kullan at ürünlerin ciddi oranda azalacağını belirtmişlerdir. Aynı şekilde ofiste yemekhanede veya dışarıda yemek yerken de alınan gıdaların çoęunun çöpe atıldığı, tele çalışma durumunda kişilerin evlerinde bu kadar fazla gıda atıldığı üretmedikleri öne çıkan düşünceler arasındadır. Enerji tüketimi açısından ise bazıları ofis ortamında daha fazla enerji tüketildiğini kişilerin kendilerine maddi bir yansıması olmadığı için daha bilinçsiz davrandıklarını belirtirken bazıları ise evde de aynı enerjinin tüketileceğini düşünmektedir.

Son olarak katılımcıların geleceęe dair düşünce ve motivasyonları incelendięi zaman tele çalışmaya motive eden faktörler olarak; mekânsal olarak esneklik sağlaması bu sayede farklı bir yerden hatta başka bir şehirden de çalışabilecekleri düşüncesi, coęrafi sınırları ortadan kaldırarak daha fazla iş imkânı sağlaması, günlük işleri yapmak için daha fazla zaman sunması, ofisteki sosyalleşme baskını ortadan kaldırması, yeni sosyalleşme imkanları sunması görülürken, ofiste çalışmayı motive edici faktörler arasında; ofis sosyalleşmesi, yüz yüze iletişim ve şirket kültürünü daha çok deneyimleyebilme şansı yer almaktadır. Bununla birlikte katılımcılar ilerleyen dönemde kesinlikle tele çalışma isteyeceklerini belirtmişlerdir. Bazı katılımcılar kendileri için bazı günler ofise gidebilecekleri bazı günler de uzaktan çalışabilecekleri bir düzenin daha iyi olacağını belirtmişlerdir.

5. Tartışma

Çalışmanın ilk bölümünde elde edilen bulgular, Lyons & Chatterjee'nin (2008) işe gidiş gelişin insanlar tarafından zaman kaybı olarak görüldüğü bulgularını destekler niteliktedir. Ayrıca Chatterjee et al.'ın (2020) de bahsettięi gibi işe gidip gelen kişilerin trafik sıkışıklığı, kalabalık, belirsizlik gibi durumlar nedeniyle stres yaşadığı bulunmuştur. Bunun yanı sıra işe gidiş gelişin fiziksel refah üzerindeki negatif etkileri de literatür ile örtüşmektedir.

Çalışmanın ofis çalışma düzeni ile ilgili bulguları ise Roper & Juneja'nın (2008) da bahsettięi gibi özellikle açık ofis ortamının kişilerin dikkat daęınıklığına sebebiyet verebileceğidir. Bununla birlikte Oldham & Brass'ın (1979) belirttięinin aksine ofis düzeninde grup sinerjisi ile kişilerin birbirini çalışmaya teşvik edebileceęi

bulunmuştur. Fakat bununla birlikte literatürde çok fazla araştırılma fırsatı bulunmayan pandemi ile birlikte artan teknolojik gelişmelerin etkisiyle çevrimiçi metotlara katılımcıların bakış açısının olumlu olduğunu ortaya koymuştur. Tele çalışma deneyimleriyle ilgili olarak ise tele çalışmanın üretkenliği arttırdığı bulgusu Butler et al.'ın (2007) çalışmalarını destekler niteliktedir. Bununla birlikte tele çalışmanın katılımcıların sosyal izolasyonunu arttırmadığı yine gelişen teknoloji sayesinde bunun etkisinin azaldığı Duxbury & Neufeld'in (1999) bulgularıyla çelişmektedir.

İkinci bölümde tele çalışmanın refah üzerine etkilerine bakacak olursak tele çalışmanın iş hayat dengesi sağladığı ortay çıkmıştır (Caillier, 2012). Ayrıca Pablonia and Vernon'ın (2020) da bulduğu gibiaileler de böylelikle birbirleriyle daha çok zaman geçirebilmektedirler. Fakat bununla beraber bulgular Hartman et al. and Standen et al. (1999) ile çelişmektedir Buradaki temel faktör araştırma gruplarının örneklemirinin farklı olması olarak belirlenmiştir. Bununla birlikte olumsuz bir özellik olarak tele çalışmanın zaman zaman iş ve özel hayat dengesini olumsuz yönde etkilediği bulunmuştur.

Zihinsel refah açısından bakıldığı zaman bulgular Mann & Holdsworth'ın (2003) tele çalışmanın stresi azalttığına dair bulguları ile örtüşmekte, tele çalışmanın kişilerde özellikle teknoloji kullanımı kaynaklı gerginlik yarattığı yönündeki bulgularıyla çelişmektedir. Bu farklılıktaki önemli bir neden olarak çalışma gruplarının yaş gruplarının farklılığı görülmüştür. Bununla birlikte ofis çalışmasında bazı kişilerin daha programlı olabildiği de bulgular arasındadır. Fiziksel refah açısından bakıldığı zaman uyku durumunun düzenlenmesi ve daha sağlıklı bir uyku deneyimi yaşayabilmeleri çalışanların fiziksel yorgunluklarına da olumlu yönde katkı sağlamaktadır. (Pablonia & Vernon, 2020). Bunun yanı sıra Song & Gao'nun (1993) da belirttiği gibi tele çalışmanın özellikle işe gidiş gelişi ortadan kaldırmasıyla birlikte çalışanların yorgunluğuna önemli bir katkı sağlamıştır. Zaman yönetimi açısından bulgular Mazmanian et al.'ın (2013) bulgularıyla çelişmekte ve tele çalışmanın kişilerin zaman yönetimlerini olumsuz etkilemediğini göstermektedir. Sosyal hayat ile ilgili bulgulara bakıldığı zaman tele çalışmanın kişilerin sosyal ilişkilerine zarar vermediği ortaya çıkmıştır Gajendran & Harrison (2007). Ayrıca, Mann &

Holdsworth'ün (2003) belirttiğinin aksine tele çalışmanın yalnızlık hissi yarattığına dair bir bulguya rastlanmamıştır.

Çalışmanın sonraki bölümünde çevresel refah ile ilgili veriler incelendiği zaman bu çalışmanın çevresel anlamda sayısal bir ölçümden ziyade kişilerin görüş ve düşüncelerine odaklandığını belirtmek gerekir. Henderson et al.'ün (1996) de bulduğu gibi işe gidiş gelişin azalması ulaşım kaynaklı emisyonu ve enerji kullanımını azaltmaktadır. Ayrıca tele çalışmanın ofislerdeki enerji kullanımını azalttığı sonucuna da ulaşılmıştır (Williams, 2003). Çalışma kapsamındaki bulgular McDonald 'ın (2011) bulgularıyla örtüşmekte ve kişilerin ev ortamında sürdürülebilir çözümlere daha yatkın olduğu sonucun ulaşılmaktadır. Bunlara ek olarak da uzun vadede tele çalışmanın trafiği azaltacağı bulgusu Lari'nin (2012) bulgularıyla örtüşmekte ve tele çalışmanın bir başka olumlu tarafı olarak karşımıza çıkmaktadır.

8. Sosyal Pazarlama Stratejisi

Sosyal pazarlama temel olarak sosyal refahın arttırılmasını amaçlamaktadır (Andreasen, 1995). Bu çalışma sonucunda bulunan tele çalışmanın refaha olumlu etkileri sosyal pazarlama stratejisi geliştirmeye teşvik etmiştir. Bu bağlamda ilk olarak sorunun kökenleri tanımlanmış amaç ve odak belirlenmiştir. İşe gidiş geliş zorunluluğunun bireysel, toplumsal ve çevresel etkilerine dikkat çekmek için oluşturulan kampanyanın temel amacı İstanbul'daki zorunlu işe gidiş geliş sıklığının azaltılmasıdır. Bu kampanya kapsamında çalışanlar, işverenler, politikacılar, sendikalar ve toplum birer faydacı oldukları için paydaş olarak belirlenmiştir. Çalışanlar grubu ilk olarak demografik bir segmente ayrılmış ve bunlar arasından Y kuşağı seçilmiştir, sonrasında meslek gruplarına göre segmentlere ayrılmış ve bunların arasından beyaz yakalılar seçilmiştir. Son olarak ise coğrafik segmentlere ayrılmış ve İstanbul'da yaşayan çalışanlar hedef kitle olarak seçilmiştir.

Bu kampanyanın davranışsal amacı ofis çalışma düzeninden bir norm olmaktan çıkıp tele çalışmanın günlük çalışma düzeni olarak değerlendirilmesidir. Bilgisel amaç olarak ise hedef kitlenin işe gidiş geliş sırasında yaşadığı fiziksel ve zihinsel problemler belirlenmiştir. Ayrıca çevresel problemler de hedef kitleye sunulacaktır. İnanç amacı olarak da hedef kitlenin uzaktan çalışırken de ofiste yapılacak çoğu şeyin yapılabileceği belirlenmiştir.

Bir sonraki aşama olarak hedef kitlenin konuya bakış açısı detaylı bir şekilde incelenmiş ve istenilen davranış olan tele çalışma ve rakip davranış olan ofiste çalışma hakkındaki düşünceleri analiz edilmiştir.

Kampanyada fayda odaklı konumlandırma uygulanmış olup kişilerin tele çalışmayı iş hayat dengelerini olumlu yönde etkileyen refahlarını arttırıcı ve çevreye faydalı bir çalışma seçeneği olarak görmeleri istenmiştir.

Geleneksel pazarlamadaki ürün stratejisi yerine tele çalışma koyulmuştur. Yine geleneksel pazarlamadaki fiyat olarak ise tele çalışmanın ve rakip davranış olan ofiste çalışmanın fayda maliyet analizleri sunulmuştur. Mekan olarak ise tele çalışmanın sunduğu mekânsal esneklik vurgulanmış ek olarak da kişilerin yolda uzun zamanlar harcamadan kendi yaşadıkları yerde gidip kütüphane ortamı gibi çalışabilecekleri, bununla birlikte ekipmanlardan faydalanabilecekleri, toplantılar yürütebilecekleri tele merkezler bir proje olarak sunulmuştur. Tutundurma stratejisi olarak da ilk olarak bir kampanya logosu tasarlanmış, sloganlar belirlenmiştir. İlk olarak basılı medya üzerinde durulmuş ve posterler tasarlanmıştır. Sonrasında web sitesi tasarlanmış ve böylelikle hem çalışanlara hem de işverenlere çeşitli bilgiler aktarılması hedeflenmiştir. Örneğin bu sitede eğitimlere, kaynaklara, mekânsal çözüm önerilerine, tele çalışmanın faydalarını hesaplayan bir hesap makinasına yer verilmiştir. Bunlara ek olarak sosyal medya da kampanyaya dahil edilmiş ve farklı içerik tasarımları sunulmuştur. Bunlar dışında televizyonlarda yayınlanacak kamu spotlarıyla da kampanya desteklenmiştir. Kampanya ortağı olarak İstanbul'daki çalışan sayısı fazla olan önemli firmalar seçilmiş böylelikle çok sayıda çalışana ulaşılması hedeflenmiştir. Ayrıca İşkur da bir diğer proje ortak olarak belirlenip çalışanlar ve iş verenler arasında bir köprü görevi görmesi amaçlanmıştır. Buna ek olarak stratejiler devlet yetkilileri tarafından hazırlanan çeşitli kanunlarla desteklenmeli böylelikle işçi hakları da korunmalıdır. Yine bu hususta sendikaların da desteği önemlidir.

7. Çalışmanın Sınırlılıkları ve Öneriler

Çalışmanın pandemi döneminde yürütülmüş olması çalışma için ilk sınırlayıcı faktörü oluşturmaktadır. Uygulanan sokağa çıkma yasakları, şehir değiştirme yasakları, karantina uygulamaları katılımcıların psikolojik ve fiziksel durumlarını etkilemiş hatta daha önceki sosyalleşme alışkanlıklarını devam ettirememişlerdir. Bununla birlikte

pandeminin kendisi de kişilerde stres ve zihinsel yorgunluk yaratan bir durum olmuştur. Çalışmada pandeminin etkisini minimuma indirmek için pandemi sonrasına dair de sorular yöneltilmiş kişilerin pandemi sonrasındaki tele çalışma için motivasyonları da öğrenilmiştir. Gelecekteki çalışmalar pandemi ortadan kalktıktan sonra görüşme gerçekleştirirse bu etkiyi tamamen ortadan kaldırmış olacaktır.

Bir diğer sınırlayıcı faktör de görüşme sırasında bazı düşüncelerini gizleme ihtimalleri de ihtimal dâhilindedir. Bunun önüne geçmek için katılımcıların gizliliğinin korunacağı belirtilmiştir. Gelecekteki çalışmalarda bunların önüne geçmek için görüşmeler farklı bir araştırma metoduyla desteklenebilir.

Son sınırlayıcı faktör olarak çalışmanın görece olarak küçük bir örnekleme yürütülmesi görülebilir. Gelecekteki çalışmalarda örneklemin daha büyük seçilmesi gündeme gelebilir.

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