



University of Wales
Trinity Saint David

**The Study of Work-From-Home Job Motivation and Job Satisfaction during COVID-19:
A Case of ServiceOne Limited in Hong Kong**

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Abstract

Purpose – The purpose of the study is to identify variable factors that are affecting job satisfaction during work-from-home (WFH) under COVID-19 at ServiceOne, which is one of the leading IT service companies in Hong Kong. A conceptual framework could then be established based on the identification process and analyzed empirically.

Design & Methodology – Both qualitative and quantitative approaches are adopted for this study. Qualitatively, literature reviews and interviews (secondary data) are conducted to distinguish reliable factors in order to form the hypotheses and understand the relevance and weakness of the information available. Quantitatively, a questionnaire survey (primary data) of 200 ServiceOne employees is carried out to assess responses on variables related to job motivation and satisfaction. IBM Statistical Package for the Social Science (SPSS) is the sole analytical tool utilized to analyze the data statistically.

Findings – The validity of the conceptual model and associated hypotheses delivered a powerful finding into the variable dependencies among factors, where job satisfaction is ultimately being influenced at ServiceOne. The analysis suggests that management trust and human resource support are having significant relationships with job motivation respectively, while collaboration & communication does not form a substantial relation with motivation during WFH. Furthermore, job satisfaction is highly dependent on job motivation, where work-life balance (WLB) becomes tremendously important to employee satisfaction when working away from home. Thus, a suitable HR retention strategy turns into a dominant element in people-oriented human capital management that drives organizational performance and competitiveness, with care, respect, and empowerment.

Research Limitations – Future research could further extend the study into the whole IT service industry in Hong Kong, or even regional or global coverage with a wider sample population.

Practical Implications – Being one of the key players in the market, the analytical results drawn from the ServiceOne study have its significance for the industry as a reference to combat the pandemic and be socially responsible. The results could be further employed by the government to improve employment policies.

Originality – This study furthers job motivation and satisfaction knowledge in the IT service industry which prior literature reviews had shown a lack of information in this domain.

Keywords: Job Satisfaction, Job Motivation, Work-From-Home (WFH), COVID-19, IT Service

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Chapter One: Introduction

Globalization has fundamentally reshaped the way how individuals work across different offices or geographical locations, even blurred national boundaries, where collaborative workforces naturally intensified this phenomenon (Liu, 2008). With growing technological advancement and the desire for work-life balance in a viable work environment, socially responsible organizations are all promoting telecommuting or telework or remote work, or working from home, interchangeably (Fonner & Roloff, 2010; International Labor Organization, 2020).

The evolution of the concept of WFH was initiated by Jack Nilles who was a NASA engineer in the 1970s, started by telecommuting which was motivated to reduce network traffics and improve workers' collaboration and social life (Allen, Golden & Shockley, 2015). At the early stage of the concept, many researchers were only focusing on the financial benefit of cost savings in space and rental (Robert & Borjesson, 2006), while Gajendran, Harrison and Delaney-Klinger (2014) looked into the advantage of employees' motivations, where WFH provided more autonomy that leads to job performance and satisfaction since 2007. Interestingly echoed by Golden (2007) and his research, while WFH adoption is prevailing, the remaining employees from the same organization are diminishing their job satisfaction at the office.

Since early 2020, the epic COVID-19 crisis has caused a great global health concern worldwide, leading to contracting business and economic chaos that are forcing organizations to scramble for emergency measures and utilize WFH arrangements under this epochal circumstance (Belzunegui-Eraso & Erro-Garces, 2020). Palumbo, Manna and Cavallone (2020) found WFH through telecommuting could reduce attrition rate, stimulate morale, and improve commitment and performance for work, while saving commuting and avoiding life-work abrasion. Contrariwise, WFH could deepen the burden of work stress due to the fuzziness of work and life that led to longer work and a plunge into a family sphere working alone, which could further cause unexpected domestic challenges (Abendroth & Renmann, 2018). Ahmad (2020) further pointed out that the lack of financial compensation and supervisory support from the organization could discourage the individuals emotionally.

1.1 Research Background

Global

Since the roar of COVID-19, nations around the world are rushing for disaster response and control measures to stop borders limit international and national travel, impose social distancing prevent unnecessary contact, restrict business hours minimize viral contractions, which not just interrupt

personal lives but also disrupting business operations globally (Parino, Porfiri & Rizzo, 2021). Shrestha et al. (2020) summarized COVID-19 impact on a global scale at a 10.5% employee working hour reduction and a 2.46% fatality rate due to COVID infections. This imposes grievous psychological concerns for the businesses as well as the employees.

Increasingly, organizations are fostering WFH policies and urging employees to WFH due to the fact of above-mentioned worries and physical lockdowns within the city or country, which WFH is the only viable option for some people to work without further impacting the business operations (Graham et al., 2021). Policymakers from the government sectors are also vigorously backing the WFH strategy (Elavarasan et al., 2020).

Traditional office locations have lost their importance gradually with the easiness of individuals working from anywhere nowadays, Gallup (2022) has visually demonstrated a sharp increase in trending, in Figures 1.1(a) and 1.1(b) below, of WFH since the start of the pandemic in late 2019. The total working population worldwide and average days of WFH, both are elevating noticeably. 3.4 billion individuals were projected to be working from home in 84 countries in 2021 alone (Sato et al., 2021).

Have you ever telecommuted, that is, worked from your home using a computer to communicate for your job? Based on adults employed full or part time			
	Yes, have	No, have not	No opinion
	%	%	%
2020 Jul 30 - Aug 12	49	50	-
2019 Oct 14 - 31	42	58	-
* less than 0.5% ^ U.S. News and World Report/CNN/Gallup poll			
GALLUP			

Figure 1.1(a): WFH World Survey Trending From COVID-19
Source: Constructed by Author; Extracted from Gallup (2022)

If there are 20 workdays in a typical month, about how many days out of 20 would you telecommute from home instead of going into the office?							
	None	1-5	6-10	11-15	16-20	No opinion	Mean
	%	%	%	%	%	%	
Ever telecommuted							
2020 Jul 30 - Aug 12	16	20	9	5	49	1	11.9
2019 Oct 14 - 31	20	49	9	6	15	1	5.8
GALLUP							

Figure 1.1(b): WFH (Days Per Week) World Survey Trending From COVID-19
Source: Constructed by Author; Extracted from Gallup (2022)

Hong Kong

As reported by Welford (2008), Hong Kong employees tended to work long hours into the evenings and demonstrate their diligence in front of peers and supervisors at the office, which work-away-from-office is a luxury thing. Exactly because of this ideology, WFH was a dream for most Hong Kong workers and was hardly a viable solution for the densely populated city as such.

Since the outbreak of COVID-19, Hong Kong was following the same suit as most international cities had exercised to mandatorily mandate WFH measures for government employees and appealed to private sectors to do the same in reducing possible transmission flows through waves of peak infections (Hong Kong Special Administrative Region Government, 2020). It's a learning curve for organizations as well as individuals on how possibly work still could be done effectively during a pandemic. Research results conducted by Bick, Blandin, and Mertens (2020) have provided everyone with strong confidence that 71.7% of WFH workers found work efficiencies intact throughout the change of the new norm of occupation practice. Once a dream for many diligent Hong Kong workers, WFH finally became a reality during COVID-19 with promising adoption for the companies (60%) and employees' preference (89%) in Hong Kong (FastLane, 2022), shown in Figure 1.1(c).

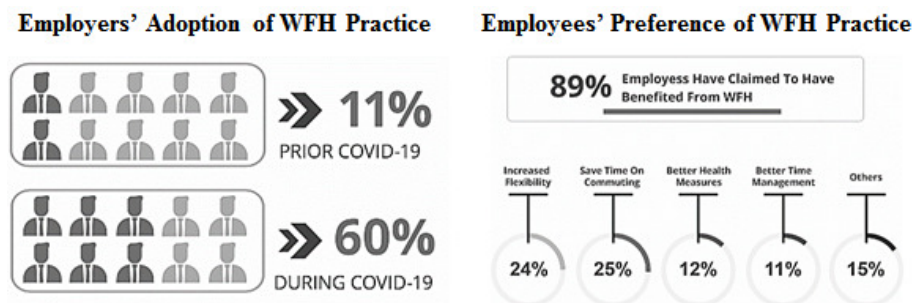


Figure 1.1(c): Hong Kong Work From Home Trending
Source: Constructed by Author; Extracted from FastLane (2022)

ServiceOne Limited (ServiceOne)

Founded in 1998, ServiceOne today is one of the major IT solution integrators in Hong Kong, focusing on IT service consulting, managed services, and security services. Since its debut in Hong Kong, the company has expanded its presence and service coverages in most of the countries in the Asia Pacific Rim, with a strong strategic presence in China and Malaysia to support managed service operations globally. In 2021, ServiceOne made a strategic move to merge with its sister company Expert Systems Holdings and was listed on Hong Kong Stock Exchange. Today, the public sectors including Hong Kong SAR Government and Macao Government, and private sectors

including major international banks and luxury retail brands, are all some of the core businesses for ServiceOne.

Since the start of the pandemic, ServiceOne has been echoing Hong Kong SAR Government's social distancing guidelines and exercising WFH arrangements for offices and non-essential field operations at both locations in the city. With about 1,000 employees in the region and around 200 of them on staffing at the headquarters in Hong Kong, maintaining productive operations without impacting organization performance by working remotely has been a daunting task unfamiliar to the ServiceOne management team. The company has been facing business drawbacks on:

- Uncertainties about the length of the pandemic and its linked financial impact could mean an impact on employee salaries and bonuses
- WFH working conditions that affect employee's mood of operation from various sources
- Management concerns about employee performance and productivity from WFH

As a service-oriented business, these challenges have obviously impacted business operations somewhat in terms of employee job satisfaction, where motivation is the key to determining the level of it. Mello (2007) indicated, other than the obvious benefits of WFH, how to maintain and improve employees' morale could fundamentally shape the difference in success among organizations, where the display of trust and confidence between management and employees, the flexible support options from HR (Chou & Cheung, 2013), and the capability of maintaining collaboration could make a huge contribution.

1.2 Importance of Study

Although the ServiceOne management team is confident that the limited emergent WFH measurements scrambled under the current circumstances are effective and employees are still happy with their jobs, they are concerned about the company performance and revenue-bearing contributed from employee productivities, especially since there were no thorough surveys organized to really understand how employees were perceiving the company and its policies to date. Upon request from this study, the HR data shows an alarming 41% and 28% jump in sick leaves in 2020 and 2021 compared to 2019 respectively, while the turnover rate remained stable for 2020 and 2021 due to economic slumps; but a surprising surge in the first four months of 2022 that is 50% of 2019 already.

Furthermore, the unpredictable future if WFH as a vehicle will continue facing ongoing outbreaks or even lockdowns, along with the looming global economy, how to proactively engage in

managing employees' job satisfaction and motivation is the key to maintaining a competitive advantage above the rivals (Arnold et al., 2009). How to address employees' WFH psychological isolation and work seclusion, effective management confidence and meaningful resource-based HR tactic become ever imperative for ServiceOne.

Alromaihi, Alshomaly and George (2017) summarized through their literature reviews and own studies, based on different angles on possible positive and negative relations between employee performance and job satisfaction, that job satisfaction has definitively a positive and fundamental effect on employee performance and productivity. This is also the focus of this study to aim for a clear understanding of the association between job satisfaction and motivation, through which the independencies could affect the state of motivation and their effects leading to the success of a company (Zafar, 2014).

Gajendran and Harrison (2007) identified a healthy drive for collaborative work which could greatly improve job motivations, under the circumstance that work conflicts are adequately managed interactively, which is not always an easy task for WFH professionals (Grant, Wallace & Spurgeon, 2013). Management trust and human resource support had been broadly discussed by scholars to examine their relationships with individuals' inner psychological drifts at workplaces (Okello and Gilson, 2015). The authors have also found these organizational constituents are not just bringing confidence in the organization but could also solidify employee commitment that essentially promotes intrinsic motivation, which consequently enhances job satisfaction and business performance. Lee et al. (2019) further stated that the affective commitment and motivation from an employee is a long-term relationship with the organization that is difficult to fail during testing times, which is critical for ServiceOne to understand and grasp facing the enduring unpredictability.

The purpose of this study is a 'soul searching' for ServiceOne to look behind and inside the minds of both management and employee populations, where possible gaps of understanding could be empirically identified through a constructive survey and communications could be transparently formed to anticipate emergent challenges under this volatile environment; thus, a solid mechanism to safeguard talent retention and business performance.

1.3 Aim and Objectives

This study uses ServiceOne as a focus to review and ensure that job satisfaction and motivations during WFH are well understood, in order to help the company to warrant its organizational

performance is less impacted when the business is exposed to so many uncontrollable. Employing a resource-based view, suitable management strategies then can be formulated to protect the most valuable assets of the company: people.

The research objectives cover:

- Factors identification that leads to job motivation and satisfaction while employees are working from home
- Conceptual model building to realize influences among different factors that affect job satisfaction and job motivation
- Recommendation providing to secure ServiceOne team's targeted talent retention strategy

Survey data representation will be the key to measuring and driving meaningful outcomes among ServiceOne employees, while how important each factor is affecting them during WFH is distinguished and the right strategy can be devised based on priority. These objectives are to be achieved at the end of the study and to guide the vibe of discussion.

1.4 Research Questions

Various pieces of research conducted by scholars previously all concluded that Management Trust, Human Resource Support, and Collaboration & Communication fundamentally had a visible relationship with Job Motivation and Satisfaction, where 1) trust from the manager could improve employee motivation to engage when a lack of monitoring 2) reasonable human resource policies provided employee's confidence and loyalty with the organization when flexible work arrangements and assistances were always readily available 3) collaboration under most circumstances inescapably maintained a satisfactory working platform 4) job motivation was necessarily the source to satisfaction (Allen, Golden & Shockley, 2015; Baker, Avery & Crawford, 2007).

Research questions during WFH needed to be answered are:

- Does Management Trust induce Job Motivation?
- Does Human Resource Support affect Job Motivation?
- Does Collaboration & Communication influence Job Motivation?
- Does Job Motivation essentially impel Job Satisfaction?

Both quantitative and qualitative types of research are to be performed, while survey data from ServiceOne are collected for analysis to validate through correlation and regression tests. So the

importance of factors can be carefully studied to understand the relations, from which emergent strategies can be applied to answer the questions that arose from WFH.

1.5 Research Value and Contribution

From the preparation of this research, the study realized there was very limited research being done for the IT service field related to job motivation and satisfaction during COVID-19 globally, let alone the coverage for Hong Kong. There were indeed a few articles related to software professionals, but that is no way to represent a big sector of IT services. The completion of this study could hopefully provide some humble insights to cover this arena.

There are several other indispensable benefits to conducting this research, where the outcomes produced from the study could:

- Offer a primary hands-on learning experience through this study
- Provide the ServiceOne management team with a backstage view of what is going on and how their staffs perceive the WFH policies and arrangements on talent retention efforts so far, with insights to work on or secure job motivations and satisfaction for the whole organization, even for staff outside of Hong Kong.
- Render an option to the ServiceOne employees to understand what challenges could pose when they're away from the office and working from home, with a cautious reminder of the importance to evaluate and resolve communication obstacles for a better working atmosphere.
- Establish a channel to encourage transparent dialogue between the ServiceOne management team and employees.
- Deliver a benchmark study for other businesses that utilize WFH approaches today and possibly face the same challenges.
- Offer Hong Kong government a possible reference case from the private sector, where WFH decision and policy could be fine-tuned in the future to be more pragmatic.

1.6 Chapter Structure

The research objectives and questions stipulate a clear guideline, serving as the vibe to lead the discussions where conclusion and ramifications could be distinctively ascended.

Chapter One: Introduction

A general description of the research background, the drivers to test the problems or issues, objectives and questions to guide the research, and potential values or contributions could benefit the businesses or government bodies

Chapter Two: Literature Review

Through the review of literature, this chapter reveals the importance and definition of research factors, the measurement, the hypotheses, the formulation of the research framework, and the implication to the case company.

Chapter Three: Research Methodology

In this chapter, the research method, framework and hypotheses are highlighted to prelude the data collection. The actual questionnaire is constructed and surveyed through both the pilot testing and final launch once a briefing session regarding the survey is provided to the ServiceOne team. Ethical considerations and research schedules are also covered to ensure completeness.

Chapter Four: Analysis and Results Discussion

Total data responses are analyzed in way of descriptive and inferential statistics, from which various statistical analyses could be conducted to verify hypotheses and their importance for the business. Research triangulation could be best utilized here to vet the analytical observations.

Chapter Five: Conclusions and Recommendations

This final chapter is to extract findings based on statistical analyses and substantiate the hypotheses, which considerable recommendations could be drawn meaningfully for the business and the public. Research limitation is to be mentioned for future and further studies.

Chapter Two: Literature Review

Through the literature reviews, this chapter serves as a foundation to appraise past research knowledge, uncover new research focuses, and develop a meaningful research concept for the study of ServiceOne. This is a knowledge-mapping process (Frank & Hatak, 2014) to build the logic around research questions and gauge meaningful implications or even research gaps (Booth et al., 2016).

2.1 Research Focus Areas: Explanation and Discussion of Variables

Telecommuting or WFH is not a new idea, which has had its development since the 1970s. With the technology advancement, this becomes much more mature and mobile in recent days. However, WFH sprung out as a paradox for many organizations and employees during COVID-19, due to the fact of its scale and never-before challenges which management and individuals have to deal with on socially-bond aspects of motivation and satisfaction, especially the need to balance psychologically working at home solo (Gounden Rock, 2022).

The understanding and clarification of research variables and their dependencies are critical for the creation of a research conceptual model, which plays a critical role in construct building where each variable has its integral function. Jabareen (2009) emphasized the substance that a conceptual plane was able to bring out the truth and reality through the theorization of variable factors. Without this process, the discussion of variables is just an aimless prediction by luck, when a business phenomenon is in dire need of fact-finding.

With the devastation brought down by the pandemic into its third year, the IT service industry that ServiceOne sits in has experienced year-on-year growth due to the growing demands on technology adoption (Wu et al., 2021; Xiang et al., 2021). This however doesn't mean the business risks are not there, even if it looks like all calm water among the employees at present time. The blindness of information is as bad as an easy-target vulnerable enough to expose attacks from its competitors. Hong Kong Special Administrative Region Government (2022), through its global talent program, expressed concerns about IT talent shortages in the city and the fierce reality of recruitment competition among IT companies (Westbrook, 2021).

Other than the usual compensation packages, job motivation and satisfaction indeed become critical determinants for IT professionals to decide their next moves during the pandemic. Bawoleh, Pangemanan and Tielung (2015) found that motivation and compensation were two parallel independent variables that have positive relations to job satisfaction, which in the end affects the

turnover rate at an organization. An Individual's physical behavior and psychological view are greatly influenced by motivation, which defines how committed an individual is to the company. There are two aspects derived from an employee's motivation process, one is organizational and the other is personal, where management trust and human resource support bring extrinsic confidence while an individual's self-motivation enhances intrinsic sureness that makes the working experience much more pleasing (Gheitani et al., 2018). Collaboration & Communication is another crucial variable that Word and Park (2015) had lengthy reviews to suggest firmly that motivation is tightly associated with employee morale and engagement over professional enablement.

In summary, the study could reasonably conclude that Management Trust, Human Resource Support, and Collaboration & Communication are variables that could greatly influence an employee's Job motivation which in turn is a variable that affects professional Job Satisfaction. Under the current challenging IT talent war, the conceptual model constructs around these variables are of particular interest to ServiceOne to explore management strategies in securing company talents when WFH could be a longer-term practice to survive the pandemic.

2.2. Management Trust

Li, Voorneveld and de Koster (2022) conferred that Kotter has a crucial view in avoiding tension between employees and managers at the workplace by increasing communication among them, preventing unnecessary failures from happening in the organization, and promoting the effectiveness of problem-solving based on trust. This becomes increasingly important during WFH, where visible supervision is reduced to the minimum. WFH practice does introduce new challenges to the management that lowers their supervising and supportability without actually seeing the employees, which effect multiplies if the manager needs to manage more than one person (Lapieere et al., 2015).

Without trust, the chance of conflict between employee and manager will rise, destroying the prior confidence built in the workplace (Messenger, 2017) before WFH. The importance is to realize the fact that management trust is a mutual effect employees need to also develop the ability to form trust under challenging times (Makarius & Larson, 2017), to restore the equilibrium and bonding with the manager. Varty, O'Neil and Hambley (2021) advocated that managers nowadays needed to polish their skills and lead workers anywhere was an imperative trend facing ongoing WFH demands, instead of drowning in archaic behavior-driven repetitions. Trust needs to be built from both ends professionally instead of a coercing one-way street as part of the organizational culture.

Mello (2007) warned both management and employees constantly failed to understand the implication of WFH, which managers must feel comfortable providing employees the discretion in accomplishing their work whereas employees need to demonstrate proactively their effective working relationship with not just the supervisors but also both internal and external parties, to enjoy trust and self-motivations. Makarius and Larson (2017) also decisively concluded that management trust is a significant antecedent of job motivations at WFH and related to future career opportunities for the employee. The authors did bring up another interesting topic that prior literature reviews had also pointed out the opposite effect, where less supervision from the managers during telework could actually increase motivation and performance, but this study believes the effect still sits on the fact of trust.

2.2.1 ServiceOne Implication

Following the Hong Kong government's advice on social distancing, the ServiceOne management team has been organizing WFH arrangements swiftly for the office employees at the beginning of each infection wave. Other than the concerns about employees' safety, the main concern is obviously how employees are still capable of working effectively without disrupting business performance, securely and productively. Some senior managers have expressed their concerns about the safekeeping of confidential documents while away from the office, and the others chiefly had reservations about employees' self-discipline and whether work was being done in time and on time without supervision, and the rest had worried about lack of communications and interactions since WFH. These are all valid points demonstrating the argument that trust has to be a mutual effort.

2.2.2 Definition of Management Trust

Before discussing management trust, the trust itself deserves a bit of writing to review its definition and set the stage. Trust is a daily routine and rationale that one can hardly miss psychologically (Six, 2007), a sub-consciousness willing to devote in exchange for a trustee's goodwill philosophically (Zhang et al., 2008), and behavior to interact with confidence sociologically (Paliszkiewicz & Koohang, 2013). Zhang et al. (2008) also stated that trust only could be realized through an action between two parties – trustee and trustor.

Enlightened by the definition of trust, behaviorally, management trust is much easier to be sensibly defined as the level of certainties and beliefs between managers and employees throughout the accomplishment of agreed goals and objectives, which could be a powerful and salient source for employees to be motivated; on the other hand, the lack of management trust could result in unhealthy mental tension and poor working relationship (Lambert et al., 2012). Psychologically,

management trust can be also defined as affective trust and cognitive trust (Yang & Mossholder, 2010), whereas affective trust deals with relations to exchange mutual care while a cognitive trust takes care of personal character judgment to build confidence in competence and dependability which the level of practice is also depending on each firm's organizational culture.

Based on the literature review so far and the ServiceOne management team's concerns in the real-world, functionally, management trust could be categorized into these six general areas: 1) supervision and accountability to deliver agreed objectives (Vilhelmson & Thulin, 2016) 2) suitable working environment to reasonably focus on works (De Croon et al., 2005) 3) secure accesses to company documentation and data (Rachmawati et al., 2021) 4) work throughout the most demanding and productive time (Tremblay & Thomsin, 2012) 5) a reciprocal relation bond by the credibility from the management and respect from the employees to achieve fairness at workplace (Barger, Lehn & Smith, 2015) 6) a solid company culture that influences the level of trust practice (Paliszkiewicz & Koohang, 2013).

2.2.3 Measurement of Management Trust

Despite McEvily and Tortoriello (2011) delivering a wide range of measurement options to evaluate trust, the basic option is still to measure management trust from the perspective of both employees and managers so that the perceptions are factually two-way and embrace views from both trustors and trustees. The authors also highlighted that the literature reviews on trust measurement were still very much fragmented and underdeveloped through their analysis of 171 articles covering the span of 48 years. In this study, the measurement of management trust will elect the roles of responsibility to clearly differentiate the perspectives of both employees and managers.

2.3 Human Resource Support

Oddly, human resource support during WFH is not a factor to boost an individual's work performance, but definitely, an emotional attachment to generate motivation and satisfaction towards the organization (Avery, Baker & Crawford, 2005). The authors also provided some real examples of how companies successfully executed WFH arrangements for the employees, when prior anticipation of human resource-related challenges was thoroughly facilitated, and a runbook was prepared to address ongoing hindrances.

Azar & Azizi (2022) also suggested that the WFH arrangement would normally incur running costs, including extra spending on utilities and workspace, which are shifting from employer to employee. Often, this is highlighted by WFH professionals as an unspoken issue and dealt with quietly but not

happily. Hence, reasonable financial assistance could further promote motivation from employees to WFH. On the other hand, to echo the early engagement and continuing support during COVID, Caligiuri et al. (2020) stressed that various WFH-related resource-based planning and training, especially topics on health, wellbeing, family as well as communication internally and externally, could motivate the employees to become more committed; while adequate help and support arrangements could ensure the employees are staying committed emotionally.

Managers who can influence and take advantage of HR support for the employees could greatly enhance employees' emotional commitment through psychological and physical safety while working at home during the pandemic (Lee, 2021). Moreover, Wang et al. (2020) accentuated the need to maintain reasonable rewards even when business revenue could suffer during COVID-19; and the demand for flexible work policies is critical to support intrinsic motivations that can potentially lead to higher job satisfaction and work performance, as well as better retention.

2.3.1 ServiceOne Implication

ServiceOne management was vigilantly aware of the necessary preparation ahead of the pandemic and during the event to adjust the support from HR. A clear resource-based approach was adopted to provide vital health-related protective and preventive kits (i.e., masks and rapid antigen test kits) free of charge to all employees and coordinate with different departments on essential WFH tools including technologies for the staff. WFH arrangements and policies were also found to be extremely flexible, from A/B teams to complete telework or selective office attendance based on employee's preference due to living conditions, according to the actual infection trend in the city. While financial allowance or subsidy was not on the agenda, there was neither a salary freeze nor cut while promised bonuses and rewards were still paid out as scheduled, with a 30% salary cut on the senior management team. Hiring was also frozen to protect and motivate team spirit, expecting professional efficiency in return. The only downside was missing training for the employees to deal with psychological or emotional concerns during WFH, where isolation and personal conflicts could greatly develop into frustrations.

2.3.2 Definition of Human Resource Support

The development of human resources and its support was a fascinating topic to cover from a scientific and behavioral approach to a more modern humanistic and cognitive approach, where, in the early century, the employee was only obediently required to follow the only best way for the job without much human touch from the management. Nowadays, from Mayo's work, the exact human element has been the focus to evolve and define the topic of human resource and support strategies,

in which job motivations and commitment are deeply rooted in making the workplace more reasonable and pleasant (Rotich, 2015). Human resource support could be defined in many different ways, but this study would only focus on definitions that are more relevant to the WFH arrangement during the pandemic for simple relevance.

The term was clearly defined by Linde and Rabe Gundersen (2020) as:

- An organization's commitment that it strives to deliver a resource-based approach should identify where investments are needed the most to keep employees healthy mentally and productive physically, while training and on-demand support measures are anticipated to maintain morale and retain key personnel
- The combination of trustworthy organizational culture and effective HR support policies during WFH could ensure the dynamic fertilization of a stable team environment for an organization, which fosters interpersonal bonds and trust with the management
- While interesting and challenging assignments could help employees to be motivated throughout WFH, the traditional financial incentives and rewards are still a natural determinant to inspire the professionals to be loyal to the business where their contributions are being recognized (Ware & Grantham, 2010)
- A psychological and physiological facilitator to bridge with employees and ensure their emotional stability in dealing with risks and uncertainties caused by COVID (Lateef, 2020)

Successful human resource support should cover the elements reviewed from literature and ServiceOne, and distinctive tactics to maintain their effectiveness, conferring to the emergent changes in the fight against the pandemic. Unfortunately, the prior literature reviews were very limited on HR support appraisals; much lesser on WFH-linked discussions.

2.3.3 Measurement of Human Resource Support

A transparent comprehension of the relationship between the support offered by the organization and the perceived support required by the employees could offer the leadership to design and alter support strategies for the ongoing practice, especially since the companies are all facing a WFH reality that has never been seen before. Self, Holt and Schaninger (2005) not just emphasized the absolute need for this understanding, but also the coverage of both employees and managers to identify latent variances where alignment could be achieved to seal the gaps.

2.4 Collaboration & Communication

Given WFH does provide a more relaxed working environment for individuals to comfortably work away from the office with more confidence in decision-making to inherent more motivations, relying heavily on company-provided infrastructure for remote communication as the only means (Fleetwood, 2007), the side effect is noticeable in leading to job intensification of blurred work-life space and hours isolated with fueled psychological and biological negative consequences (Kelliher & Anderson, 2009; Naithani, 2010).

Granted WFH has extensively reduced human physical interactions in the name of social distance, this however doesn't mean individuals should not look for opportunities to proliferate virtual team interactions. Kotter had repeatedly commented on the inevitability of bringing employees together to create collaborative unity to achieve organizational objectives; without this platform, the business will collapse and diverge off track (Reissner, Pagan & Smith, 2011). Collaboration becomes even more important during the pandemic when WFH arrangement is widely exercised, where individuals are seriously insulated away from their peers and customers with the doubtful assertion in work efforts (Kotter & Rathgeber, 2005) and even future life. Work is all about knowledge sharing among team members, and Maxwell (2009) concurred that communication efficacy is the doorway to producing informative working relationships for success.

Communication efficacy could be reflected in several areas 1) among peers 2) with management 3) with customers 4) organizational 5) system and technology-wise, which are essential for the successful deployment of WFH strategies (Slavkovic, Sretenovic & Bugarcic, 2020). The authors also pointed out that both formal and informal channels are required to be constantly open for organizational information sharing to maintain team attachment, objective and vision alignment which is even more essential during the pandemic to drive motivations, as well as customer and vendor interactions to keep agendas current. In addition, the rich options of communication technologies could further enhance professional motivation in engaging WFH, where the best channel could be utilized to preserve the optimal quality of knowledge sharing with the least 'noise' or disruption (Larson, Vroman & Makarius, 2020).

2.4.1 ServiceOne Implication

As a consulting and service provider, ServiceOne profoundly relied on teamwork, communication, and customer relationship. Before COVID, the collaboration among internal teams and with customers was eagerly anticipated face-to-face without a glitch. Since the outbreak, social distancing had limited physical meetings, instead virtual meetings are a norm for the company.

Nevertheless, there was an obvious reduction in communication among peers and even with customers. This was also because Hong Kong's living condition is not always suitable for a home office. All these challenges are putting extra burdens on business operations, impacting not just performance but revenues as well: an unnerving task to overcome and maintain team morale instead of a vicious cycle.

2.4.2 Definition of Collaboration & Communication

Hughes, Williams and Ren (2012) through literature reviews explained collaboration on its surface value as 1) partnership to tackle tactical projects and avoid conflicts 2) alliance to strengthen competitive advantages, and 3) networking formally and informally in relations, which is motivated by a common goal to share a win-win objective. A more relevant definition close to WFH under COVID is teamwork using online technologies to accomplish a shared mission, or virtual group works assisted by electronic means for geographically isolated personnel without face-to-face communications (Padilla-Melendez & Del Auila-Obra, 2007), with some literature also mentioned about the application of robotics among collaboration in the future.

In a workplace, communication is defined as to conform an employee's inner fulfillment through various interactive vehicles in delivering knowledge across or outside of the organization, which could be also further defined under five different contexts: 1) the interaction with management to promote open discussions 2) the communication ambiance that motivates employees to realize goals and objectives 3) the horizontal spectrum with peers and customers including grapevine channels 4) the vertical integration within and outside of the company that clarifies functional knowledge from different business units 5) employee's feedback that reflects their performance and evaluation (Akkirman & Harris, 2005).

One other important definition related to communication is the communication channel which is defined as modern technological media to reduce conventional face-to-face interactions, weighing significantly on employee's job motivation and satisfaction moderation (Sias et al., 2012).

2.4.3 Measurement of Collaboration & Communication

Orchard et al. (2012) expressed their disappointment about the lack of suitable literature reviews conducted in the past on collaboration scaling but did offer a sound alternative to Sullivan's approach to measure collaboration on the level of coordination, cooperation, shared decision making, and partnership, which this study will adopt the same spirit. Christensen (2014) suggested measuring organizational communication in these 5 similar arenas as suggested by several other

authors 1) social contact that could be interpreted as communication with peers and customers 2) management 3) technology efficacy 4) influence and participation 5) quality improvement, while Giri and Pavan Kumar (2010) echoed similar scales in vertical channeling, horizontal channeling, quality, satisfaction, climate, influence, and trust.

2.5 Job Motivation

Herzberg, Mausner and Snyderman (2017) discussed motivation as being one of the most elementary factors in swaying human behavior and organizational performance, which became even more important when organizations were increasingly taking a resource-based view to consider human resources. Being so critical to the heart of business operations, an individual's level of commitment and motivation could decide the competitiveness and success of the organizational vision. Yet, each individual's perspective of organizational motivation could be desired differently and there is no universal formula to fit all of them (Saraswathi, 2011). It's imperative that the management needs to comprehend the difference in motivational needs and how to apply a tactic discretely to different employee groups (Burke & Barron, 2014).

Saraswathi (2011) conveyed the historical view of motivation which was essentially external to the works of a focus on pay and punishment through performance delivery, organized into informal groups; while the Hawthorne studies pointed to the inner wants of employees, where individuals' self-motivation should be applied to better utilize the drive to achieve something more than just monetary.

Mohamad, Ismail and Mohamad Nor (2020) clarified the positive tie between management trust and job motivation which promising employee outcomes in satisfaction and commitment could only be transpired through encouraging emotional and instrumental support by the manager. Michel, Kavanagh and Tracey (2012) confirmed the importance of human resource support in supplying employee-centric HR policies and practices, which motivates individual professionals to be loyal to the business as well as keeps competitive organizational resources and skills close within. Motivation also plays a principal role in effective collaboration and communication; when the channel is consistently open, this is the only time to be able to realize common business objectives, personal trust, shred knowledge, innovation capacity, and competitive edge (Banaeianjahromi & Smolander, 2017).

Constantly, job motivation and job satisfaction are parallel and interchangeable, but some fundamental dissimilarities could differentiate job motivation as a process through expectation and

experience to influence the outcome of the level of satisfaction (Aziri, 2011). As an analogy, Motivation could be seen as a catalyzer and media to induce satisfaction, either positively or negatively.

2.5.1 ServiceOne Implication

Without a clear view of what and how ServiceOne staff perceive job motivations, the management team is confident that the team should be still highly motivated for the reasons of reasonable HR WFH policies, virtual annual lucky draws, and no bonus and pay cuts: a typical extrinsic view of motivation, where intrinsic consideration is neglected.

2.5.2 Definition of Job Motivation

Malik and Naeem (2013) define motivation through Herzberg's Two-Factor theory, which emphasizes extrinsic hygiene factors such as working conditions and compensation provisions, along with a more important intrinsic factor that motivates an individual from the inner cognitive sense. The variables under the extrinsic dimension cannot make employees more motivated constantly in an organization; instead, the intrinsic factor does and cost less effort once the momentum is established. Self-motivation is defined as an inherent motivation that encourages a person to challenge and explore; thus, the attainment of new knowledge and skills to fulfill further achievements (van Dorssen-Boog et al., 2021). The study's emphasis on the intrinsic component of motivation is by no means to discredit the extrinsic factor if both factors are perfectly matched to attract individual needs, but the emphasis on the intrinsic factor is important under the WFH circumstance when self-motivation requires the most to survive and strive.

Dobre (2013) defines motivation through McGregor's Theory X and Theory Y, where Theory X believes works are directed and in need of financial rewards only but Theory Y advocates more for an individual's self-initiative to achieve business goals, while Theory Y has a better alignment with Maslow's needs hierarchy.

A general conclusion is that motivation should define both the psychological and physical needs of individuals, which is very similar to the scopes of job satisfaction on the physiological and psychological fronts. Yet, the difference is that motivation plays a catalytic role in manipulating the effects.

2.5.3 Measurement of Job Motivation

Gelard and Rezaei (2016) proposed the focus on motivation measurement in Herzberg Theory, in which mental or internal drives to succeed are covered and hygiene or external factors to maintain are included. The advice matches with what this study has flown so far and also with what will sail into the job satisfaction measures.

2.6 Job Satisfaction

Sundaresan et al. (2014)'s study revealed that the changing world today has pushed businesses a desire to accomplish more from their employees, leading to individuals' extreme efforts at work and losing personal life or space. Eventually, it reduced job motivation, performance, and satisfaction, leading to a higher attrition rate (Blackburn, Bunchm & Haynes, 2017). It becomes intriguing for businesses to assist employees in maintaining a healthier lifestyle upon which organizational competitiveness could be also maintained (AlHazemi & Ali, 2016).

Literature reviews from Friedman and Friedman (2011) concluded that WFH has a feasible repercussion for organizations to ruminate and implement a socially responsible agenda in assisting its employees to cope with family responsibilities and work commitments, which could dramatically improve employees' job satisfaction and loyalties to the business (Boell, Cecez-Kecmanovic & Campbell, 2016). As chaotic as it could be, while facing volatile and unpredictable COVID-19 realities, employees' attitudes towards accommodating work arrangements excerpts strongly towards the WFH options to manage families (Dubey & Tripathi, 2020), especially with children who are also being affected by the social restrictions that could lead to negative job experience and satisfaction if WFH arrangement is not being carefully handled (Carnevale & Hatak, 2020). Additionally, WLB could also pose drawbacks if this is not being managed adequately (Grant et al. 2019) by the employees.

Halpern (2005) argued that organizations offering employees flexible working hours and WFH options constantly demonstrated better employee motivation and a higher degree of performance. Indeed, the pandemic has given a lot of employees from different organizations this opportunity to refocus on their personal lives at home.

2.6.1 ServiceOne Implication

Similar to job motivation, the ServiceOne management didn't observe any dissatisfaction from the employees during WFH; but again, this confidence is solely an educated guess, where it could be pure speculation without a conclusive survey within the organization.

2.6.2 Definition of Job Satisfaction

Celik (2011) defines job satisfaction as the way individuals sense the various traits of their jobs, extending to how people fond their work. On the other hand, Guan et al. (2015) emphasized the adverse effect that less employee satisfaction could pose on higher resignation and turnover rates, impacting organizational success.

Oyovwe Tinuoye, Omeluzor and Akpojotor (2016) revealed through their intensive research that employee loyalty and performance are greatly affected by job satisfaction, which is influenced and defined by tangible factors such as work environment, remuneration, and training. Poor working conditions can unfavorably affect employees' rational well-being (Schooreel, Shockley & Verbruggen, 2017). Inadequate financial compensation could quickly force employees to lose job satisfaction and forestall external job opportunities (Delobelle et al., 2010). Adequate workplace training improves job skills and in turn elevates employee job satisfaction (Jones et al., 2009). Oyovwe Tinuoye, Omeluzor and Akpojotor (2016) further elaborate that satisfaction is the key to motivating employees to be innovative, providing a dynamo to overcome work obstacles, leading to passion and peace for work.

Psychologically, job satisfaction has a wealthy history with industrial and behavioral discipline that is fore-mostly explored in employee mindset and work attitude (Wright, 2006), led by Hoppock in 1935 who defined job satisfaction as a nexus of psychosomatic and circumstantial elements when individuals could truly appreciate the joy of work but doubted whether job satisfaction could even be counted as an independent variable (Murad, Zayed & Mukul, 2013). Purushothama (2009) defines job satisfaction with strong personal reference, based on satisfaction and dissatisfaction alleged from what a job could offer and what one could obtain physiologically and psychologically, which can be perceived differently from person to person (Karatepe et al., 2006).

Goetz et al. (2012) summarized well to define job satisfaction in both extrinsic and intrinsic expressions through individuals' engagement in psychological traits and tangible work environment, in which promotion and recognition are primary in determining job satisfaction while salary and work conditions are chiefly causing satisfaction. Nevertheless, extrinsic and intrinsic elements are constantly going hand in hand, achieving healthier satisfaction outcomes when being balanced well between lifestyle and work.

Delecta (2011) summarizes and defines satisfaction through WLB as an individual's position to assess potential conflicts of demands on time and activities between work and personal life (Lapierre et al., 2015), where a balance is sought to reach satisfactory equality based on personal judgments.

2.6.3 Measurement of Job Satisfaction

An Individual's comprehension of job satisfaction could largely depend on the scale of both positive and negative desire fulfillment to be obtained or prevented essentially at work, namely mental and physical conditions (Wong Humborstad & Perry, 2011). The measurement is a degree to examine from manifold views using psychological and physical postulations; nevertheless, cognitive rather than affective is the key here to looking at the facts of an individual's job satisfaction based on affect-laden measures (Magnan, Shorey Fennell & Brady, 2017) through a well-defined questionnaire design (Niklas & Dormann, 2005).

2.7 Hypotheses

H1: Hypothesis between Management Trust and Job Motivation

Al-Rfou and Trawneh (2009) reiterated the significance of effective organizational performance is achieved by workplace contribution collaboratively and employee job motivation through valuable management engagement and trust, aligning strategic visions of the business.

H1: There is a significant relationship between Management Trust and Job Motivation.

H2: Hypothesis between Human Resource Support and Job Motivation

Maria, Darma and Setyawan (2020) ascertained that "Human Resource Support" played a concerning role in caring for employees' well-being and performance, which leads to a higher degree of job motivation and a lower turnover rate.

H2: There is a significant relationship between Human Resource Support and Job Motivation.

H3: Hypothesis between Collaboration & Communication and Job Motivation

Limbu, Jayachandran and Babin (2014) reasoned, through prior literature reviews, an organization that relies on a resource-based view of investment in communication and collaboration could drive employees to better utilize their skills and perform work, producing an absolute impact on job motivation; in turn, renders encouraging organizational success (Kotter & Rathgeber, 2005).

H3: There is a significant relationship between Collaboration & Communication and Job Motivation.

H4: Hypothesis between Job Motivation and Job Satisfaction

Balasundran et al. (2021) argued that increased employee satisfaction from WFH was accredited to job motivation through reduced work disturbance, amended attention, boosted confidence, and increased energy drive to work due to less stress and commuting time. Employees tend to perform in tandem with leadership trust and to enhance their abilities much more efficiently in the confidence of organization support; hence, realizing far better performance.

H4: There is a significant relationship between Job Motivation and Job Satisfaction.

2.8 Summary

Through literature reviews, this study is confident that the topic of ‘Work-From-Home Job Motivation and Job Satisfaction during COVID-19’ has been thoroughly reviewed, where dependent and independent variables have been specifically identified, along with their relationships. Job satisfaction is definitively influenced by employee motivation, which is also a dependent variable itself being impelled significantly by management trust, human resource support, and collaboration & communication during WFH; if managed adequately, it could produce sound talent retention strategies for ServiceOne.

Thus, the formulation of the research framework could be finally conceptualized in Figure 2.8 below.

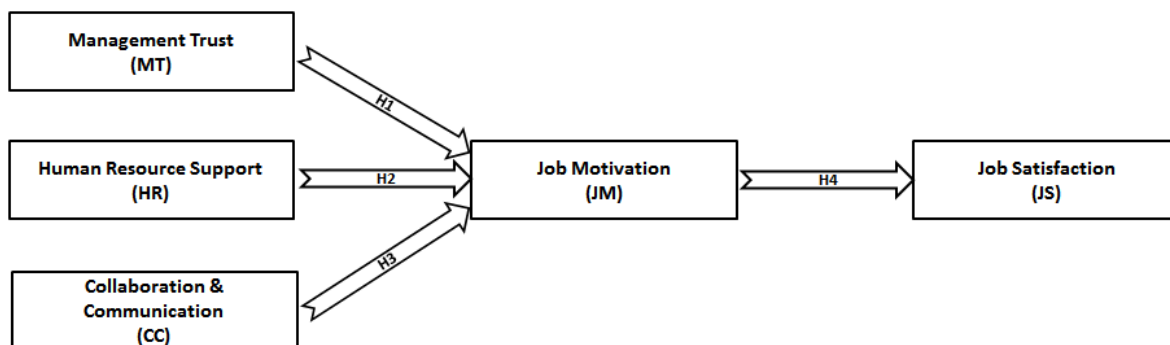


Figure 2.8: Research Conceptual Framework
Source: Constructed by Author

Chapter Three: Research Methodology

Research methodology is vital in deploying research methods or techniques and the logic around the deployment; so the research findings could be always validated (Kothari, 2020).

3.1 Research Method

Ranjit (2020) clarified the difference between quantitative and qualitative research approaches, which are the most common practices in statistical analytics where the quantitative study is more structured to quantify the difference and variety of an event, and the qualitative study is unstructured to depict the difference and variety. This study will utilize both approaches, plus a literature review, to triangulate the study for its completeness.

3.1.1 Quantitative and Qualitative Research

Quantitative and qualitative research could be further compared visually in Table 3.1.1(a) below. A quantitative approach is the measurement of numbers, quantities, or amounts, where an event could be analyzed and articulated in a statistical view. Conversely, qualitative research focuses on events related to kind and quality, which tries to unearth the underlying causes.

Table 3.1.1(a): Qualitative and Quantitative Research Comparison

Difference with Respect to	Quantitative Research	Qualitative Research
Underpinning Philosophy	Rationalism	Empiricism
Approach	Structured/Rigid	Unstructured/Flexible
Purpose	Measurement or classification of variables	Description of variables
Sample Size	Greater size	Fewer cases
Focus	Narrow focus with greater number of respondents	Multiple issues from fewer respondents
Dominant Value	Reliability and objectivity	Authenticity
Dominant Topic	Explains prevalence, incidence, extent, nature of issues, opinions and attitude; discovers regularities and formulates theories	Explores experiences, meanings, perceptions and feelings
Analysis of Data	Subjects variables to frequency distributions, cross-tabulations or other statistical procedures	Subjects responses, narratives or observational data to identification of themes and describes themes
Communication of Findings	Organization more analytical in nature, drawing inferences and conclusions, and testing magnitude and strength of a relationship	Organization more descriptive and narrative in nature

Source: Constructed by Author, Extracted from Ranjit (2020)

In the event of motivation and satisfaction research of this study, for instance, the fundamental desires and motives are demanding interviews to comprehend how individuals perceive and think about these subjects cognitively, on top of a quantitative approach through the survey.

Thus, the actual quantitative and qualitative research methods for this study are illustrated in Table 3.1.1(b), to pragmatically assess the variable relations. SPSS processing is adopted for the data analyses and fact findings in understanding the challenges facing ServiceOne.

Table 3.1.1(b): Qualitative and Quantitative Objectives

Qualitative	Quantitative
• Literature reviews from journals and scholars • Definition of factor concepts • Interview to understand the business situation	• Survey data from literature • Survey data from this study

Source: Constructed by Author

3.1.2 Primary and Secondary Research

Kothari (2020) differentiated primary and secondary data as such: primary data are data being collected first time and original in nature, whereas secondary data are data that had been collected and processed for compilation. In this study, both primary and secondary data are collected to facilitate the analysis and fact-finding.

The instrument of questionnaire survey is planned to conduct with the ServiceOne employees. These primary data are the linchpin to analyzing five variables conceptualized from literature reviews. The questionnaire is delivered to all ServiceOne staff anonymously so sensitive information could be accurately answered by the respondents, without the fear by answering the survey truthfully could jeopardize an individual's relationship with the company.

Secondary data and sources, in this case, are information and material collected through literature reviews and interviews, where management trust, human resource support, collaboration & communication, job motivation, and job satisfaction were identified and conceptualized into the research model, with relationships being hypothesized and variable dependencies were established.

As part of the research methodology, the swiftness and wisdom of research method employment are essential in managing the fluidity of research works, which provides the researcher confidence in the authenticity of the conceptual model and data.

3.2 Research Framework

Understanding and defining the research process is a huge part of research methodology. The research process, in Figure 3.2(a) below, provides research a clear view of the mental process to guide the study procedures: 1) framing ServiceOne research problems 2) reviewing prior literature related to the study 3) formulating a conceptual framework along with variables and hypotheses 4) articulating research design that covers questionnaire preparation 5) conducting data collections 6) analyzing the data through SPSS to test the hypotheses 7) interpretation and findings that can contribute to the recommendations for the ServiceOne management team: a knowledge contribution step.

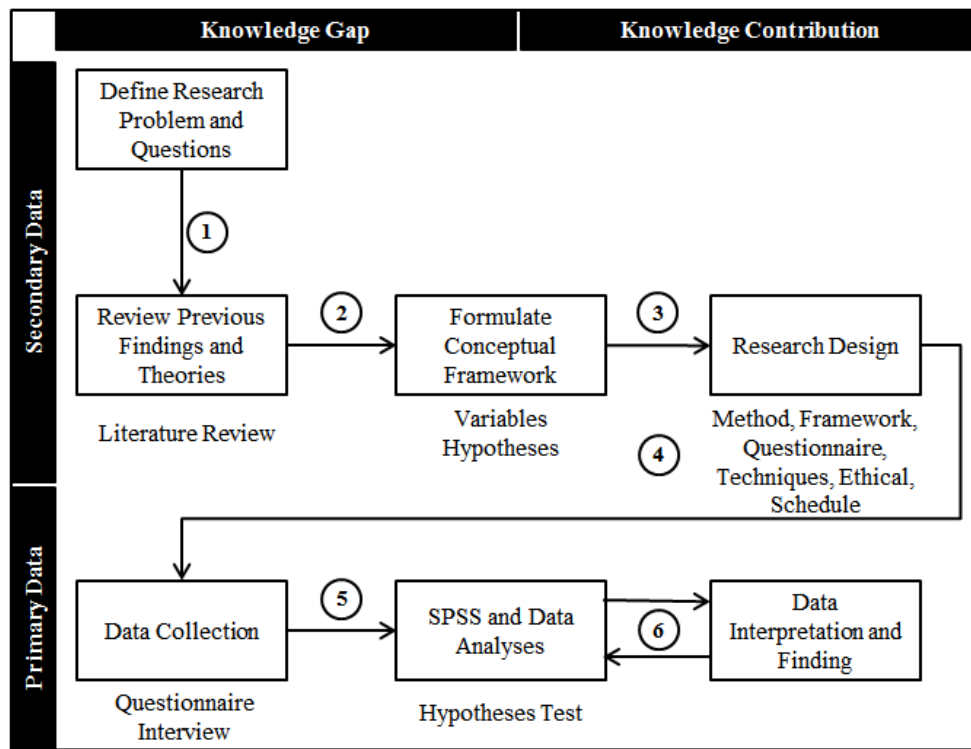
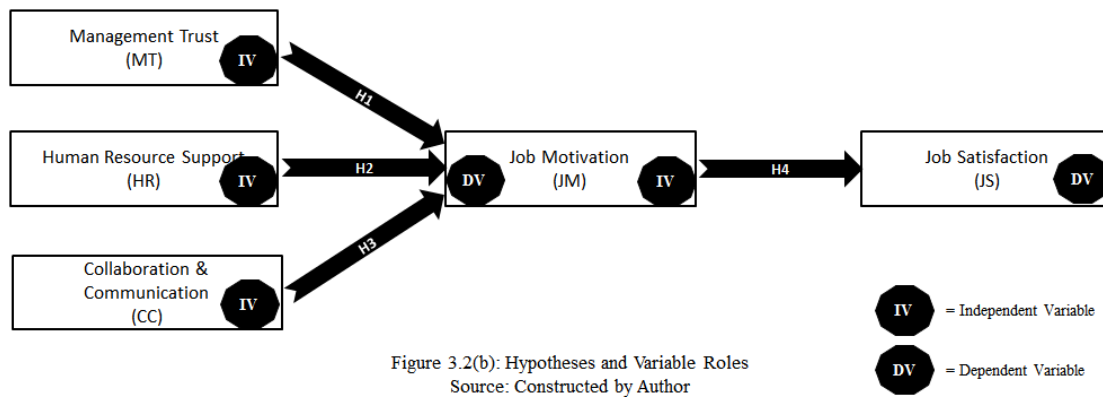


Figure 3.2(a): Research Process of ServiceOne
Source: Constructed by Author

In the nucleus of the research process is of course the conceptual framework, shown in Figure 3.2(b), which is nothing more than practical once being theorized and tested by the fullness of this process.



3.3 Research Hypotheses

The applicable hypotheses specific to the ServiceOne study are illustrated in Table 3.3 below:

Table 3.3: ServiceOne Research Hypotheses

H1	There is a significant relationship between Management Trust and Job Motivation
H2	There is a significant relationship between Human Resource Support and Job Motivation
H3	There is a significant relationship between Collaboration & Communication and Job Motivation
H4	There is a significant relationship between Job Motivation and Job Satisfaction

Source: Constructed by Author

3.4 Research Design

Research design is a blueprint to lay out the plan of how to define variables and hypotheses, how to collect data, how to analyze data, how to demonstrate the relevance to research questions, and how to convey the findings, which ensures the study is completed successfully (Ranjit, 2020).

3.4.1 Variable Coding

For easy referencing, variables are grouped and coded, visualized also in Figure 3.2(b).

Independent Variables (IV):

- MT = Management Trust
- HR = Human Resource Support
- CC = Collaboration & Communication
- JM = Job Motivation

Dependent Variables (DV):

- JM = Job Motivation
- JS = Job Satisfaction

Additionally, the variable coding and its correspondent questionnaire operationalization are summarized in Table 3.4.1, along with the sources of questionnaires.

Table 3.4.1: Variable Operationalization and Sources

Variable	Role	Operationalization	Sources
MT	IV	Q. 01-05	Avery, Baker & Crawford (2005); Baker, Avery & Crawford (2007); Paliszkiewicz, Koohang & Nord (2014); Susilo (2020)
HR	IV	Q. 06-10	Avery, Baker & Crawford (2005); Baker, Avery & Crawford (2007)
CC	IV	Q. 11-16	Bronstein (2002); Smith, Patmos & Pitts (2015)
JM	IV & DV	Q. 17-23	Jofreh et al. (2011); Pratheerpanth (2011)
JS	DV	Q. 24-30	Irawanto, Novianti & Roz (2021); Susilo (2020); Uresha (2020); Wong Humborstad & Perry (2011)

Source: Constructed by Author

3.4.2 Questionnaire Design

Ranjit (2020) suggested that the Likert scale is comparatively the easiest method to contrast and launch for attitudinal-related scaling that aims for measuring attitudes. Since all five variables in the ServiceOne study case are eventually attitudinal oriented, the decision is to carefully construct the questionnaire statements appropriately in thought and viewpoint searching from ServiceOne employees, including its management tiers that can fairly assess the feedback from all angles.

The next thing in constructing the Likert scale is to consider whether a categorical or numerical scaling should be adopted, which is solely dependent on the granularity that the study would like to achieve. Ranjit (2020) also argued that the often three-directional category approach with the Likert scale could preemptively force respondents to assume good or bad towards a question, while a more finely designed 7-scale one-directional adoption could unbiasedly reflect respondents' true views on a subject. Warr-Cook-Wall has been known to advocate 7-point-Likert scales (1 = strongly disagree to 7 = strongly agree) measuring job satisfaction-related attitudinal surveys (Goetz et al. 2011), which inspires this study to adopt the same tactic for ServiceOne.

The questionnaire set has a total of 36 questions and is divided into two portions. The first portion comprises 30 questions concerning the actual variable operationalization: Management Trust, Human Resource Support, Collaboration & Communication, Job Motivation, as well as Job Satisfaction. The second portion consists of 6 demographic items: Gender, Age, Education Level,

Position, Income Range and Marital Status. The survey is being constructed through Google Form (see Appendix A) and delivered to ServiceOne employees electronically for data collection.

3.4.3 Population and Sampling Size

During quantitative research, the quality of sampling has the utmost importance. One of the fundamental principles is the sample size, which rationally the bigger the size the more accurate the data could be drawn (Ranjit, 2020). While ServiceOne has regional operations and branches in different countries of Asia Pacific, the focus of the study is still in Hong Kong. Logically, the base population is all employed individual living in Hong Kong. The study intends to draw data from all 200 employees based in Hong Kong as for sample and the final population.

3.4.4 Sampling Method

There are two dominant sample methods that researchers are frequently adopting for studies, where random/probability sampling is consistently utilized for a quantitative study that the sample population always has an independent and equal opportunity of selection, but the approach is time-consuming and energy-intensive; the nonrandom/nonprobability sampling is another sampling method employed by qualitative research and does provide a convenient approach in quantitative study underpinned by sample size with the right data saturation determined ahead (Ranjit, 2020).

Considering the time and manpower constraints of this study, the nonrandom/nonprobability method is adopted to quantitatively analyze the data collected. Considering the study is aiming for ServiceOne that the study subject is clear enough, the convenience sampling is further deployed, where around 200 ServiceOne employees from two offices in Hong Kong are to be surveyed for this WFH during the COVID study.

3.5 Relevant Methods for Data Analysis

Once the data feed and collections are completed, a statistical procedure needs to be introduced to institute the contribution of each factor (MT, HR, CC) towards JM and JM towards JS. The statistical techniques adopted are to further validate the degree of contribution independent variables posed on dependent variables hypothetically, which has real-life meaning for ServiceOne management to alter emergent strategies addressing employees' concerns during WFH and maintain precious human resources amidst the talent war in Hong Kong. The greater the variable attributes to a particular factor, the more important the validity of the hypothesis, which the management team should focus on as a priority.

For this research, IBM Statistical Package for the Social Science (SPSS) is the tool to quantitatively analyze descriptive and inferential outcomes from the survey data.

3.5.1 Descriptive Statistics

Descriptive statistics concerns only the frequency and distribution of the raw data straightforwardly in the sense, for example, the mean and the deviation. The statistics derived from descriptive analysis can only describe the data a study compiled but is not able to aid the analysis of hypotheses (Kothari, 2020). The more applicable usage of descriptive statistics is the central tendency and spread of data, which can be plotted also graphically. Descriptive statistics will be the first step in the ServiceOne study to provide an overview of analytical outcomes and prepare cognitively for the next inferential analysis.

3.5.2 Inferential Statistics

Inferential statistics on the other hand focuses on the generalization from statistical analysis, which hypotheses could be statistically tested. Kothari (2020) pointed out that inferential analysis can either extend from the sample data to infer an event to a larger population; or validate the dependencies between two variables and whether the relationship happened by chance. The majority of inferential statistics are coming from the general linear model, some of which are discussed in the following sections.

3.5.2.1 Reliability and Validity Test

Based on previous literature reviews, Drost (2011) explained perfectly both reliability and validity tests:

- Reliability Test is to ensure that repeatable measurements over different conditions with different statistical instruments should produce the same results. The author further suggested that Cronbach's Alpha value set at 0.70 or above was sufficient to measure a hypothesized theory, while demanding higher reliability over 0.80 was a waste of effort as the correlation beyond that level was tempered little by any errors. By Drost's argument, this study will take 0.70 as a comfortable value for ServiceOne, when each of the five variables can achieve Cronbach's Alpha over this to attest to its reliability.
- Validity Test is to ensure that the measurement is designed for the intended purpose. Given the varieties of validity types, the most relevant form is construct validity and its sub-set of criterion-related validity test, where this study's variables and hypotheses could be validated as acceptable to serve the job motivation and satisfaction related tests for ServiceOne. The obvious demonstration of validity is the conceptual framework drawn from intensive

literature reviews, where each variable factor's role and their relations between them were corroborated with academic support from previous research.

The application of reliability and validity tests should be realistic. Under different circumstances, the employment of values and adoption of validity types could be produced to best fit into the research requirement at that moment.

3.5.2.2 Correlation Analysis

Shi and Conrad (2009) defined that a correlation coefficient r measures the strength between two variables when one variable changes the other changes accordingly in a specific direction:

- A positive correlation indicates that one variable increases the other variable tends to increase as well
- A near-zero correlation indicates that one variable increases but the other variable doesn't tend to either increase or decrease
- A negative correlation indicates that one variable increases the other variable tends to decrease

The correlation coefficient value ranges from -1 to 1, where is normally agreed that the correlation is regarded as strong if $r \geq 0.8$, moderate if $0.4 < r < 0.8$, and weak if $r \leq 0.4$. The other important statistical value that needs everyone's attention is the p-value (probability) which is generally accepted at less than 0.05. In other words, statistically, a null hypothesis is rejected if $p < 0.05$, with confidence the coincidence is highly unlikely to happen.

For the ServiceOne study, variables in the conceptual framework are tested in pairs to assess their strength of relationships, correlated directions, and validity.

3.5.2.3 Regression Analysis

Shi and Conrad (2009) also defined regression analysis is to study the relationship between the independent variable and dependent variable, which allows the researcher to isolate the role of each variable. Simple linear regression measures one independent variable and one dependent variable, while multiple linear regression examines more than one independent variable.

For the research of ServiceOne, both models are to be employed, highlighted in Figure 3.5.2.3.

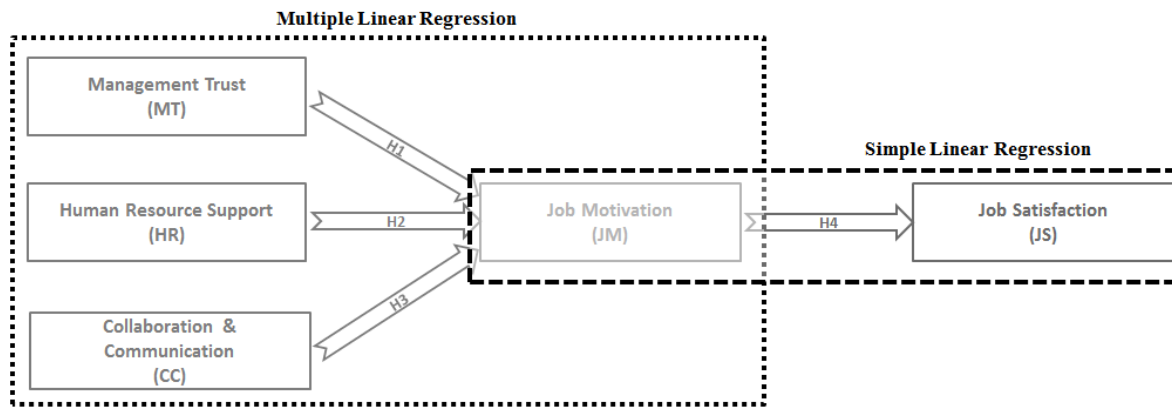


Figure 3.5.2.3: Regression Models
Source: Constructed by Author

Both the p-value and coefficient are working together to help interpret the significance and relationship statistically. If a p-value is less than the set significance level, the research sample data demonstrates strong evidence to reject a null hypothesis and favors the independent variable that has statistical significance in the model. The coefficient, on the other hand, advises the negative or positive correlation between each pair of variables by its sign.

R^2 , the coefficient of determination, indicates how effective an independent variable contributes itself in the regression model to explain and predict a particular phenomenon, which the higher the value the more significant the effect is. R^2 , of course, also has its limitation since the effect is also influenced by the impact of the independent variable, the level of variation in the independent variable, and the residual spread around the regression line (Plonsky & Ghanbar, 2018).

During regression analysis, VIF (Variance Inflation Factor) could cause serious collinearity if the value is equal and greater than 10 (Sonmez, 2008). β is another important value to pay attention to. Being standardized, if the coefficient has a higher weighting of one independent variable, the greater effect this variable has on the dependent variable than the others (Machuki & Aosa, 2011).

3.6 Ethical Consideration

Research is a process of knowledge gathering and sharing. Knowledge compiled from unethical practice is not just valueless but also adverse to society. A researcher needs to stand particularly from stakeholders' or respondents' point of view to assess possible social and psychological implications for them; thus, articulate a mechanism in which any potential ethically related issues are preemptively managed or anticipated in the course of research.

For the study of ServiceOne, here is a list of ethical agendas to be transparently administrated:

- *Stakeholders*, both the employee and management teams, are to be treated fairly and guided to avoid self-interest infliction on others.
- *Research problems and questions* are articulated impartially to safeguard both employees' and management's interests without being adversely affected.
- *Consent* is being sought with ServiceOne (see Appendix B) and disclosed fully with the university, furnishing with PG2 ethical form.
- *Data collection* is ensured to exercise the relevance of research, avoiding unnecessary data gathering.
- *Data privacy*, both data owning and processing, is strictly governed by the relevant laws; and data are destroyed after 6 months from the date of dissertation submission.
- *Bias in methodology* is strictly prohibited and objectivity is kept as the motto of this study.

3.7 Pre-Test

The pre-test is a useful procedure for researchers to test out the integrity of their intended research instrument, and it should be applied to a smaller sample with the same nature of their study interest but not part of the final research population. The purpose of the pre-test is to discover design issues but not to collect data.

Since the questionnaire is the only instrument that is adopted for this study with ServiceOne, the study will engage pre-tests for a sample group other than ServiceOne staff who has WFH experience, to verify question qualities on wording and meaning as envisioned. Perneger et al. (2015) suggested that a 10% sample size of the final research population could generate a reasonable mass to test the instrument integrity set at a 95% confidence interval. In the case of ServiceOne, as the study population is 200, the pre-test size would be set at 20.

A briefing session ahead of the questionnaire distribution is designed to provide the ServiceOne team with a clear understanding of the essence of the questions, what to be asked, and how to be involved. To provide full transparency, a follow-up session intends to share research findings and recommendations after the data analysis is made aware to the team, which could encourage participation.

3.8 Research Schedule

Murphy's Law says the first 90% of the task takes 90% of the time, and the last 10% takes the other 90%. So, the research must have a closely monitored project timeline with distinct milestones to measure the progress in Figure 3.8.

	Items	April	May	June	July	August	September	October	November
1	Research workshop 1-3								
2	Research topic identification								
3	Supervisor selection								
4	Initial Literature review and information collection								
5	Drafting proposal								
6	SPSSworkshop 1								
7	Drafting chapter 1								
8	Literature review and information collection								
9	Drafting chapter 2								
10	SPSSworkshop 2								
11	Questionnaire design								
12	Questionnaire pre-test								
13	Questionnaire reliability assessment and refinement								
14	Questionnaire distribution								
15	Focus group interviews								
16	Drafting chapter 3								
17	Submitting proposal								
18	Data collection and processing by SPSS								
19	Drafting chapter 4								
20	Drafting chapter 5								
21	Dissertation review with supervisor								
22	Dissertation refinement								
23	Dissertation final submission								

Figure 3.8: Research Schedule
Source: Constructed by Author

Chapter Four: Analysis and Results Discussion

Both descriptive and inferential analyses are employed in this section to attain descriptive landscapes as estimates and to execute tests of hypotheses to infer the variable relationships. For categorical data, frequency is utilized to understand how frequent various categories could be. For numerical data, the center and spread of data are analyzed to measure the sample mean, median, mode, and variance. For inferential summaries, simple linear and multiple linear regressions are tested to induce dependent and independent correlations. Graphics are also adopted wherever making sense to display statistical contrasts and trends that might not be always visible on the data surface value.

For the ServiceOne study, the descriptive summarization covers six demographic elements and their relations with job satisfaction, plus five variables. The inferential summarization comprises four hypotheses among variable factors, based on the reliability test, correlation test, and regression test.

4.1 Response Rate Analysis

The questionnaire was distributed to 200 employees through the ServiceOne human resources department at two offices in Hong Kong, along with a briefing session arranged before the launch. 194 respondents have fully answered the questionnaire with no missing data. The response rate can be concluded successfully in Table 4.1.

Table 4.1: Response Rate of ServiceOne

Employees Total	Returned Total	Response Rate
200	194	97%

Source: Constructed by Author

In this case, the 6 missing respondents are considered to have a very limited impact on the overall data integrity and interpose very minimal bearing in the following data analysis of the company.

4.2 Descriptive Statistics

Descriptive statistics is a way to describe the main features of collected data and its related information. With a large ServiceOne dataset from 194 raw inputs, descriptive statistics renders the means to visualize data presentation in both tabulated description and graphical description, and to simplify interpretation in a statistical commentary. The most common approach is to describe the

measurements of central tendency that depict the central position of data frequency, and of spread that summarizes data distribution.

Given that COVID-19 and WFH are just emergent events, the study will also explore the descriptive analysis a step further to look at what could possibly contribute to longer-term strategic planning for ServiceOne. Thus, both interim and long-term planning can be developed to assist the management team.

4.2.1 Demographics

The demographic descriptions in this section will focus on respondents' personal attributes (age, gender, and marital status) and professional characteristics (education level, monthly income, and position) at ServiceOne. Besides these basic information, the cross-examination of the demographics against the mean value of job satisfaction is exercised to evaluate the response patterns, which could contribute to analyzing the effectiveness of existing management approaches.

4.2.1.1 Cross Description between Age, Gender and Marital Status

According to Pahos and Galanaki (2018), aged 35 and above professionals are usually considered to be gaining maturity in the workplace through their career experience. Given the ServiceOne team's maturity, both Table 4.2.1.1(a) and Figure 4.2.1.1(a) show the biggest group of married employees over 30 years old are 37.5% (36 respondents between 31-40 years old) and 33.3% (32 respondents between 41-50 years old) out of the total of 96 respondents, which comprises of 70.8%. The overall number of married employees over 30 years old is 89.6%. The employees with single status but over 30 years old are 55.1% (54 respondents) out of 98 respondents. The total employee pool that is over 30 years old is 72.2% out of 194 respondents.

Table 4.2.1.1(a): Crosstabs of Age and Marital Status

			Age					Total
			21-30	31-40	41-50	51-60	61 and over	
Marital Status	Married	Count	10	36	32	14	4	96
		% within Marital Status	10.4%	37.5%	33.3%	14.6%	4.2%	100.0%
	Single	Count	44	31	20	2	1	98
		% within Marital Status	44.9%	31.6%	20.4%	2.0%	1.0%	100.0%
Total		Count	54	67	52	16	5	194
		% within Marital Status	27.8%	34.5%	26.8%	8.2%	2.6%	100.0%

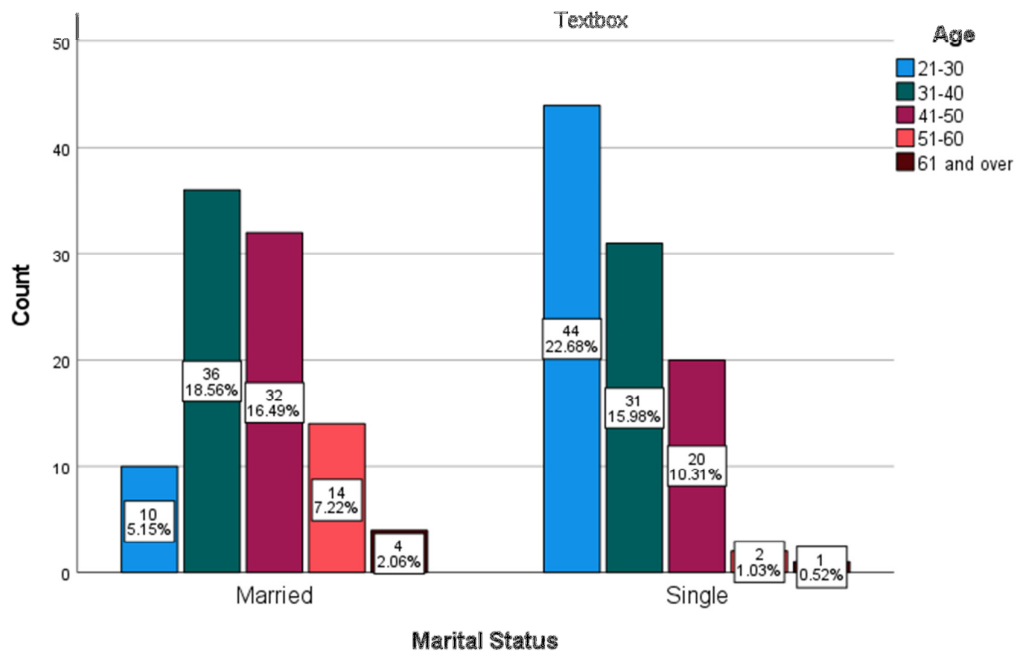


Figure 4.2.1.1(a) Crosstabs of Age and Marital Status

Table 4.2.1.1(b) and Figure 4.2.1.1(b) show in the same demographic feature, where 36.5% (35 respondents) are female and 63.5% (61 respondents) are males. Respectively, married female counts 43.8% of the total 80 female employees and married male counts 53.5% of the total 114 male employees.

Table 4.2.1.1(b): Crosstabs of Gender and Marital Status

			Gender		
			Female	Male	Total
Marital Status	Married	Count	35	61	96
		% within Marital Status	36.5%	63.5%	100.0%
	Single	Count	45	53	98
		% within Marital Status	45.9%	54.1%	100.0%
Total		Count	80	114	194
		% within Marital Status	41.2%	58.8%	100.0%

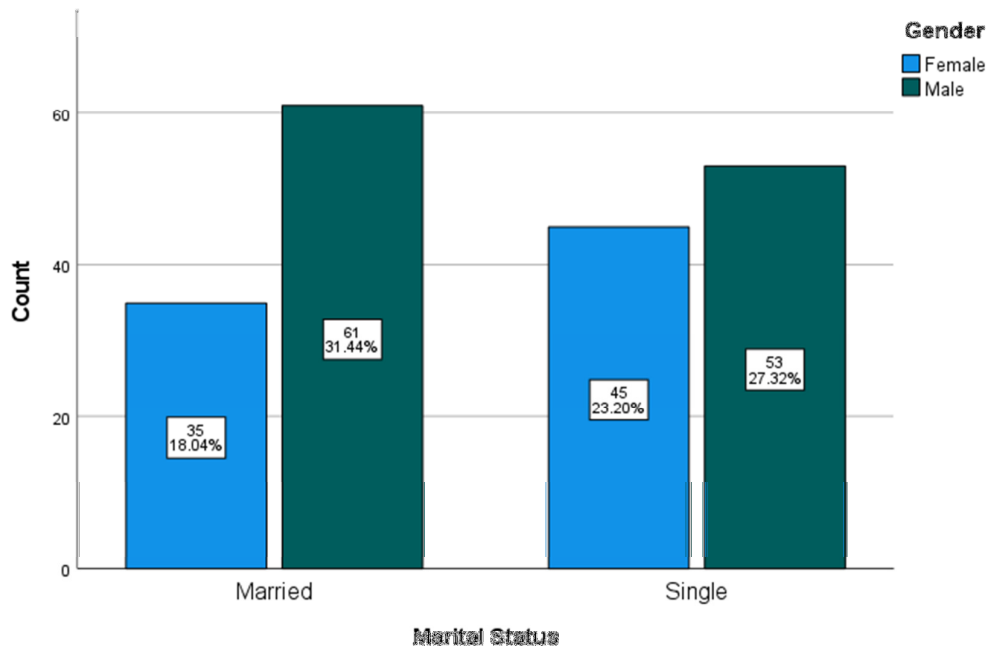


Figure 4.2.1.1(b) Crosstabs of Gender and Marital Status

Both crosstabs' analyses indicate a relatively mature organization of ServiceOne.

4.2.1.2 Cross Description between Gender and Position

In view of job equality, the concentration of positions is consistent at ServiceOne shown in Table 4.2.1.2 and Figure 4.2.1.2, which Operational Staff occupies almost a 50:50 split of 50.8% females (64 respondents) and 49.2% males (62 respondents) based on a total of 126 employees. Nevertheless, the supervisor and above positions are mostly held by males at 26.8% while females only hold 8.3% of supervisory roles.

Table 4.2.1.2: Crosstabs of Gender and Position

			Position				
			Manager	Operational Staff	Senior Manager	Supervisor	Total
Gender	Female	Count	5	64	7	4	80
		% within Position	20.8%	50.8%	33.3%	17.4%	41.2%
	Male	Count	19	62	14	19	114
		% within Position	79.2%	49.2%	66.7%	82.6%	58.8%
Total		Count	24	126	21	23	194
		% within Position	100.0%	100.0%	100.0%	100.0%	100.0%

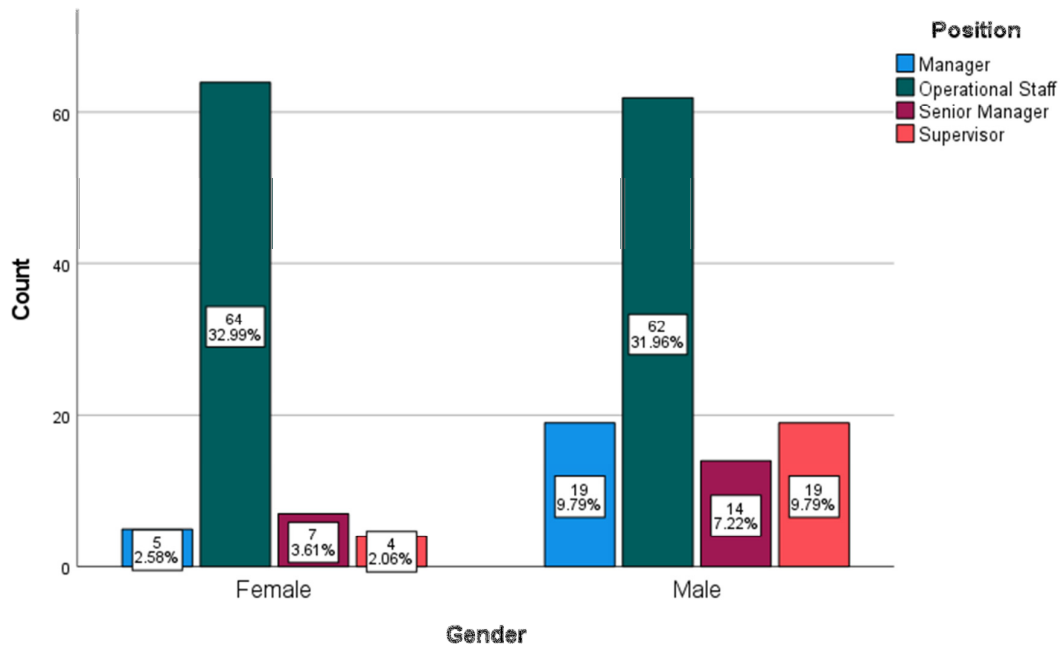


Figure 4.2.1.2 Crosstabs of Gender and Position

4.2.1.3 Cross Description between Age and Position

Considering job succession and retirement plan, Table 4.2.1.3 and Figure 4.2.1.3 demonstrated concerning reality, out of 194 respondents, where only 27 (13.9%) supervisory and above positions are held at age 31-40, 24 (12.4%) are held at age 41-50, and 14 (7.2%) are at age 51 and above. At age 30 and below, the supervisory and above positions are only representing 1.5% (3 out of 194 respondents).

Table 4.2.1.3: Crosstabs of Age and Position

			Position				
			Manager	Operational Staff	Senior Manager	Supervisor	Total
Age	21-30	Count	2	51	0	1	54
		% within Position	8.3%	40.5%	0.0%	4.3%	27.8%
	31-40	Count	9	40	3	15	67
		% within Position	37.5%	31.7%	14.3%	65.2%	34.5%
	41-50	Count	10	28	7	7	52
		% within Position	41.7%	22.2%	33.3%	30.4%	26.8%
	51-60	Count	2	6	8	0	16
		% within Position	8.3%	4.8%	38.1%	0.0%	8.2%
	61 and over	Count	1	1	3	0	5
		% within Position	4.2%	0.8%	14.3%	0.0%	2.6%
Total	Count	24	126	21	23	194	
	% within Position	100.0%	100.0%	100.0%	100.0%	100.0%	

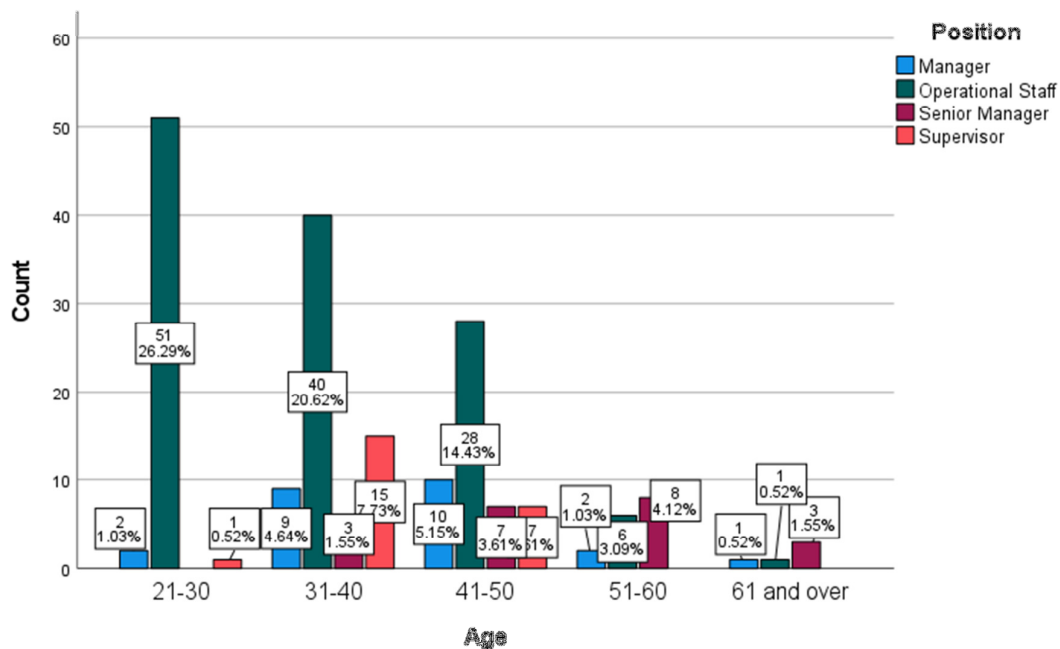


Figure 4.2.1.3 Crosstabs of Age and Position

4.2.1.4 Cross Description between Age and Education Level

Continuous education and training have always been an important perspective to examine a company's HR policy and whether it has a defining tactic to drive employee motivation. At ServiceOne shown in Table 4.2.1.4 and Figure 4.2.1.4, 63.4% (123 respondents) are reported to have university and above education counting for a majority portion of the employees, nevertheless, there are still 71 respondents (36.6%) who received educations less than university. Among these 71 respondents, 61 of them (85.9%) are under the age of 50, which represents a significant fraction of the team who could have the potential to be better trained and improve ServiceOne's overall competitiveness.

Table 4.2.1.4: Crosstabs of Age and Education Level

		Education Level				University Graduate or above	Total
			High Diploma	HKDSE	Secondary		
Age	21-30	Count	6	2	1	45	54
		% within Education Level	17.6%	22.2%	3.6%	36.6%	27.8%
	31-40	Count	10	2	10	45	67
		% within Education Level	29.4%	22.2%	35.7%	36.6%	34.5%
	41-50	Count	13	4	13	22	52
		% within Education Level	38.2%	44.4%	46.4%	17.9%	26.8%
	51-60	Count	4	1	3	8	16
		% within Education Level	11.8%	11.1%	10.7%	6.5%	8.2%
	61 and over	Count	1	0	1	3	5
		% within Education Level	2.9%	0.0%	3.6%	2.4%	2.6%
Total		Count	34	9	28	123	194
		% within Education Level	100.0%	100.0%	100.0%	100.0%	100.0%

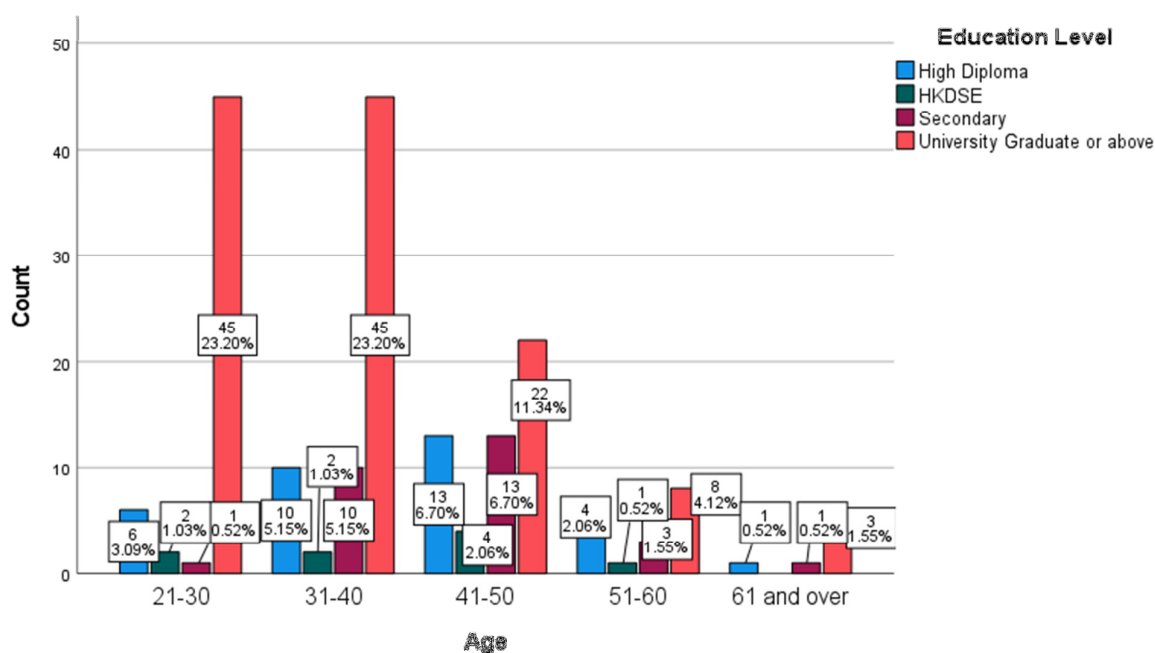


Figure 4.2.1.4 Crosstabs of Age and Education Level

4.2.1.5 Cross Description between Monthly Income and Position

Hong Kong has always been a hot spot to compete in IT talent acquisitions; the job market is fairly transparent in pay scales. An adequate remuneration strategy is critical to secure human resources who are the cornerstones of any organization. By examining ServiceOne's monthly pay spread in Table 4.2.1.5 and Figure 4.2.1.5, it's centered at HKD 10,000-30,000 of 127 respondents (65.5%) out of the total 194, where 8 respondents are being managers and above grades that are 17.8% out of the total 45 respondents holding manager and above grades inside the company.

Based on JobsDB Hong Kong (2022), a well-known recruiting platform, the above range might work with the operational staff, but it does pose a big concern for the IT manager position that is benchmarked at HKD 50,000. Plus, there are also 13 managers and above respondents (28.9% out of 45 managers and above grade) who are paid in the range of HKD 30,001-50,000, which is quite alarming if ServiceOne has not realized this fact yet.

Table 4.2.1.5: Crosstabs of Monthly Income and Position

Monthly Income			Position				Total
			Manager	Operational Staff	Senior Manager	Supervisor	
	HKD 10,000 - 30,000	Count	6	105	2	14	127
		% within Position	25.0%	83.3%	9.5%	60.9%	65.5%
	HKD 30,001 - 50,000	Count	12	18	1	6	37
		% within Position	50.0%	14.3%	4.8%	26.1%	19.1%
	HKD 50,001 - 70,000	Count	3	0	11	3	17
		% within Position	12.5%	0.0%	52.4%	13.0%	8.8%
	HKD 70,001 - 90,000	Count	2	2	5	0	9
		% within Position	8.3%	1.6%	23.8%	0.0%	4.6%
	HKD 90,001 above	Count	1	1	2	0	4
		% within Position	4.2%	0.8%	9.5%	0.0%	2.1%
Total		Count	24	126	21	23	194
		% within Position	100.0%	100.0%	100.0%	100.0%	100.0%

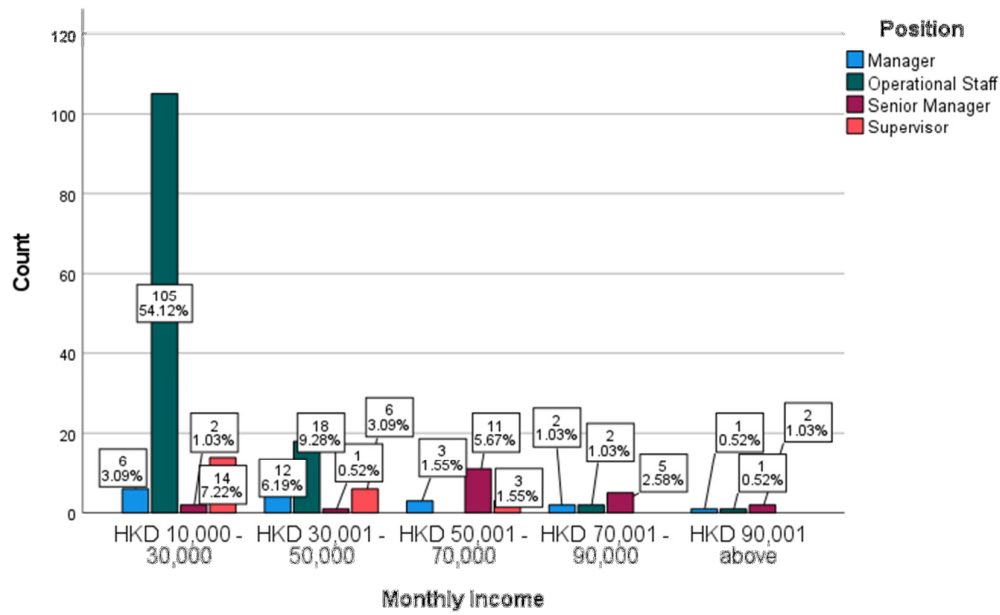


Figure 4.2.1.5 Crosstabs of Monthly Income and Position

4.2.2 Job Satisfaction and Demographic Patterns

Whereas job satisfaction is to be tested in the inferential analysis later, it's of particular interest for the study to 'excavate' and explore the possible demographic patterns that may pose on job satisfaction, which might not be able to reveal in the conceptual framework alone. From this demographic dimension, the study will look at specifically *Question 30: I am extremely glad that I chose this company to work for, over other organizations during the pandemic*, which is ultimately what the study is weighing for the job satisfaction evaluation at ServiceOne.

4.2.2.1 Cross Description between Gender and Job Satisfaction (Question 30)

Fascinatingly, 66.5% (135) of the total respondents in Table 4.2.2.1, both male 72.8% (83 out of 114 male employees) and female 65% (52 out of 80 female employees) have responded positively about their satisfaction with the company, while it's a quite even 25:25 split of both male and female employees who reported their neutrality. For an IT service company, it's quite understandable there are more male employees than females, but the gap of "Agree" (18) from the female employee side is a bit worrying, which means the HR team needs to drive more tactics on female employee commitments and to improve female impartiality towards ServiceOne.

There is no report on ‘Strongly Disagree’ but 4.6% (9 out of 194 respondents) are concerned with their satisfaction with the company.

Table 4.2.2.1: Job Satisfaction Q.30 and Gender Crosstabulation

			Gender		Total
			Female	Male	
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	1	4	5
		% within Gender	1.3%	3.5%	2.6%
	Somewhat Disagree	Count	2	2	4
		% within Gender	2.5%	1.8%	2.1%
	Neutral	Count	25	25	50
		% within Gender	31.3%	21.9%	25.8%
	Somewhat Agree	Count	23	33	56
		% within Gender	28.7%	28.9%	28.9%
	Agree	Count	13	31	44
		% within Gender	16.3%	27.2%	22.7%
	Strongly Agree	Count	16	19	35
		% within Gender	20.0%	16.7%	18.0%
Total		Count	80	114	194
		% within Gender	100.0%	100.0%	100.0%

4.2.2.2 Cross Description between Marital Status and Job Satisfaction (Question 30)

Similar to the Gender-related analysis above, the respondents who answered “Neutral” are quite evenly spread in Table 4.2.2.2 for both married 24 respondents (25% within 96 of them) and single 26 (26.5% within 98 of them), and only 9 respondents expressed their dissatisfactions against the company.

The satisfaction rate for both married (68 employees) and single employees (67 employees) are also evenly split out of the total 194 employees. The emphasis again is on how to bring the 50 neutral employees forward to their satisfaction, when additional work is required to inspire the 9 grumpy employees, both married and single, before they move selves into the “Strongly Disagree” bunch that can also introduce negative influences on the rest of the organization.

Table 4.2.2.2: Job Satisfaction Q.30 and Marital Status Crosstabulation

			Marital Status		Total
			Married	Single	
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	2	3	5
		% within Marital Status	2.1%	3.1%	2.6%
	Somewhat Disagree	Count	2	2	4
		% within Marital Status	2.1%	2.0%	2.1%
	Neutral	Count	24	26	50
		% within Marital Status	25.0%	26.5%	25.8%
	Somewhat Agree	Count	25	31	56
		% within Marital Status	26.0%	31.6%	28.9%
	Agree	Count	20	24	44
		% within Marital Status	20.8%	24.5%	22.7%
	Strongly Agree	Count	23	12	35
		% within Marital Status	24.0%	12.2%	18.0%
Total	Count	96	98	194	
	% within Marital Status	100.0%	100.0%	100.0%	

4.2.2.3 Cross Description between Age and Job Satisfaction (Question 30)

From an age perspective, Table 4.2.2.3 shows a quite even distribution of “Neutral” employees 14 (25.9%) within the age 21-30 group, 16 (23.9%) within the age 31-40 category, and 15 (28.8%) within age 41-50 group. Meanwhile, in terms of overall satisfaction ages 21-30, 31-40, and 61 over have respectively reported higher job satisfaction rates against each own group at 74.1% (40 out of 54 respondents), 71.6% (48 out of 67 respondents), and 80% (4 out of 5 respondents). Unfortunately, employees within the range of 41-50 and 51-60 were observed with lower satisfaction rates, while the 41-50 group expressed the lowest satisfaction rate at 61.6% (32 out of 52 respondents). Coincidentally, these are the two groups that also have the lowest education level in Table 4.2.1.4, where only 42.3% (22 out of 52 employees) within age 41-50 had university and above education and 50% (8 out of 16 employees) within age 51-60 had similar education level, significantly lower than the other age groups.

Table 4.2.2.3: Job Satisfaction Q.30 and Age Crosstabulation

			Age					
			21-30	31-40	41-50	51-60	61 and over	Total
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	0	1	3	1	0	5
		% within Age	0.0%	1.5%	5.8%	6.3%	0.0%	2.6%
	Somewhat Disagree	Count	0	2	2	0	0	4
		% within Age	0.0%	3.0%	3.8%	0.0%	0.0%	2.1%
	Neutral	Count	14	16	15	4	1	50
		% within Age	25.9%	23.9%	28.8%	25.0%	20.0%	25.8%
	Somewhat Agree	Count	20	21	12	2	1	56
		% within Age	37.0%	31.3%	23.1%	12.5%	20.0%	28.9%
	Agree	Count	11	18	12	3	0	44
		% within Age	20.4%	26.9%	23.1%	18.8%	0.0%	22.7%
	Strongly Agree	Count	9	9	8	6	3	35
		% within Age	16.7%	13.4%	15.4%	37.5%	60.0%	18.0%
Total	Count	54	67	52	16	5	194	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

4.2.2.4 Cross Description between Education Level and Job Satisfaction (Question 30)

Part of the education discussion under section 4.2.2.3 can be strengthened here in Table 4.2.2.4, where university and above-educated respondents have the highest job satisfaction rate at 74.8% (92 out of 123) reported. In the meantime, high diploma respondents also have the second-highest job satisfaction reported at 70.5% (24 out of 34).

Interestingly, these two groups also have a similar percentage of “Neutral” respondents within their respective groups at 23.5% (8 out of 34) for high diplomas and 24.4% (30 out of 123) for the university band. Both HKDSE and secondary educated employees comprised the highest neutral reporting at 33.3% (3 out of 9) and 32.1% (9 out of 28) against each own group.

Table 4.2.2.4: Job Satisfaction Q.30 and Education Level Crosstabulation

			Education Level			University Graduate or above	Total
			High Diploma	HKDSE	Secondary		
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	1	1	3	0	5
		% within Education Level	2.9%	11.1%	10.7%	0.0%	2.6%
	Somewhat Disagree	Count	1	0	2	1	4
		% within Education Level	2.9%	0.0%	7.1%	0.8%	2.1%
	Neutral	Count	8	3	9	30	50
		% within Education Level	23.5%	33.3%	32.1%	24.4%	25.8%
	Somewhat Agree	Count	10	3	4	39	56
		% within Education Level	29.4%	33.3%	14.3%	31.7%	28.9%
	Agree	Count	8	1	4	31	44
		% within Education Level	23.5%	11.1%	14.3%	25.2%	22.7%
	Strongly Agree	Count	6	1	6	22	35
		% within Education Level	17.6%	11.1%	21.4%	17.9%	18.0%
Total	Count	34	9	28	123	194	
	% within Education Level	100.0%	100.0%	100.0%	100.0%	100.0%	

4.2.2.5 Cross Description between Monthly Income and Job Satisfaction (Question 30)

Salary-wise, Table 4.2.2.5 provides the study with an unexpected view of how income is associated with job satisfaction. It's normal to induce that the higher salary an employee gets the better job satisfaction the person perceives. While this could explain part of the assumption under the monthly income range of HKD 50,001-70,000 and HKD 90,001 above that represents 82.3% and 100% of respondents within their respective group (14 out of 17 and 4 out of 4), the 44.4% (4 out of 9) respondents within the HKD 70,001-90,000 range were surprisingly expressed their neutrality instead of any of the satisfactory scores.

The rest groups of HKD 10,000-30,000 and HKD 30,001-50,000 have demonstrated satisfaction at 68.4% and 67.5% within each group, but also exhibited a larger contribution of neutrality at 27.6% and 21.6% within their teams, besides the contribution from HKD 70,001-90,000 band mentioned earlier, echoing the fact monetary reward is not always the sole determinant of job satisfaction in Chapter Two.

Table 4.2.2.5: Job Satisfaction Q.30 and Monthly Income Crosstabulation

			Monthly Income					
			HKD 10,000 - 30,000	HKD 30,001 - 50,000	HKD 50,001 - 70,000	HKD 70,001 - 90,000	HKD 90,001 above	Total
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	4	1	0	0	0	5
		% within Monthly Income	3.1%	2.7%	0.0%	0.0%	0.0%	2.6%
	Somewhat Disagree	Count	1	3	0	0	0	4
		% within Monthly Income	0.8%	8.1%	0.0%	0.0%	0.0%	2.1%
	Neutral	Count	35	8	3	4	0	50
		% within Monthly Income	27.6%	21.6%	17.6%	44.4%	0.0%	25.8%
	Somewhat Agree	Count	38	12	6	0	0	56
		% within Monthly Income	29.9%	32.4%	35.3%	0.0%	0.0%	28.9%
	Agree	Count	28	7	4	3	2	44
		% within Monthly Income	22.0%	18.9%	23.5%	33.3%	50.0%	22.7%
	Strongly Agree	Count	21	6	4	2	2	35
		% within Monthly Income	16.5%	16.2%	23.5%	22.2%	50.0%	18.0%
Total	Count	127	37	17	9	4	194	
	% within Monthly Income	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

4.2.2.6 Cross Description between Position and Job Satisfaction (Question 30)

By examining Table 4.2.2.6, the shocking factor is that the manager category has the lowest satisfaction contribution, where it has the highest neutrality rate at 33.3% against its group and only 58.3% (14 out of 24) saying they're satisfied, much lower than the rest of the position groups. This could have a direct impact on the leadership of the company, especially during a difficult time like COVID-19 when governance needs the most for the teams.

Table 4.2.2.6: Job Satisfaction Q.30 and Position Crosstabulation

			Position				
			Manager	Operational Staff	Senior Manager	Supervisor	Total
Q.30. I am extremely glad that I chose this company to work for, over other organizations during the pandemic	Disagree	Count	0	4	0	1	5
		% within Position	0.0%	3.2%	0.0%	4.3%	2.6%
	Somewhat Disagree	Count	2	1	0	1	4
		% within Position	8.3%	0.8%	0.0%	4.3%	2.1%
	Neutral	Count	8	31	6	5	50
		% within Position	33.3%	24.6%	28.6%	21.7%	25.8%
	Somewhat Agree	Count	7	41	3	5	56
		% within Position	29.2%	32.5%	14.3%	21.7%	28.9%
	Agree	Count	5	30	4	5	44
		% within Position	20.8%	23.8%	19.0%	21.7%	22.7%
	Strongly Agree	Count	2	19	8	6	35
		% within Position	8.3%	15.1%	38.1%	26.1%	18.0%
Total		Count	24	126	21	23	194
		% within Position	100.0%	100.0%	100.0%	100.0%	100.0%

4.2.3 Demographic Data Summary

Demographically, 194 respondents have been surveyed with no missing data. 41.2% are females and 58.8% are males, with 49.5% being married and 50.5% being single. 89.2% of the employees are under the age 50, while 72.2% are over 30 years old. Supervisory positions are chiefly held by males at 26.8% while females only hold 8.3% of them, and 20.6% are held by employees over 50 years old. 36.6% of the total employees are still having less than a university education. 28.9% of all managers are being paid less than the market benchmark salary.

By cross-examining demographics and job satisfaction, the deficiencies of human resource strategies are gradually surfaced in female employee engagement, general satisfaction enhancement especially for neutral (25.8%) and grumpy employees (4.6%), continuous education and training, and leadership building.

Table 4.2.3 summarizes the crosstabulations adopted for demographic analyses and their purposes that can be elaborated for Chapter Five discussions.

Table 4.2.3: Descriptive Analysis Summary of Demographics and Purpose

Crosstabs	Purpose
Age & Gender : Marital Status	Employee Maturity
Gender : Position	Job Equality
Age : Position	Job Succession & Retirement Plan
Age : Education	Study Subsidy
Monthly Income : Position	Market Pay Benchmark
Demographics : Job Satisfaction (Q30)	Demographic Pattern Impact

Source: Constructed by Author

4.2.4 Variable Factors

The five conceptual variables discussed so far are worth analyzing descriptively, before engaging in inferential tests. Management Trust, Human Resource Support, Collaboration & Communication, Job Motivation, and Job Satisfaction are to be studied in this section.

4.2.4.1 Variable and Question Coding

Trafimow and MacDonald (2016) explained that sample means are usually confident enough to be utilized in statistical analysis. To improve data visibility, based on Section 3.4.1, the variable means and questions associated with each variable are further simplified to follow the same naming convention in Table 4.2.4, which will be further used for the latter sections.

Table 4.2.4.1: Variable and Question Coding

Variables	Variable Coding	Question Coding
Management Trust (MT)	MEAN_MT	MT_01 – MT_05
Human Resource Support (HR)	MEAN_HR	HR_01 – HR_05
Collaboration & Communication (CC)	MEAN_CC	CC_01 – CC_06
Job Motivation (JM)	MEAN_JM	JM_01 – JM_07
Job Satisfaction (JS)	MEAN_JS	JS_01 – JS_07

Source: Constructed by Author

4.2.4.2 Variable Factor Description

The descriptive characteristics of five conceptual variables are exhibited in Table 4.2.4.2, where their respective minimum, maximum, mean, and standard deviation are presented to understand how respondents have particularly answered each of them statistically.

Table 4.2.4.2: Variable Descriptions

	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_MT	194	2.80	7.00	5.5928	.85930
MEAN_HR	194	1.80	7.00	4.7753	.97779
MEAN_CC	194	1.83	7.00	4.3797	.94517
MEAN_JM	194	1.86	7.00	5.0655	.97131
MEAN_JS	194	2.57	7.00	5.0538	.85921
Valid N (listwise)	194				

The means of MT, HR, CC, JM, and JS are unanimously above 4, whilst MT, JM, and JS are right above 5. This provides a strong conviction that ServiceOne employees agree with most of the questionnaire statements regarding these variables: a good indication that these factors are important to the organization. The mean of CC is relatively low, which is known that technology of communication might not always be an influencing determinant and collaboration might not always be required for IT field operations; nevertheless, it does represent its above neutral importance for the rest of the employees at ServiceOne, where CC could be enhanced to bring out their true values.

The standard deviation of each variable factor is comparably under 1, which assures a good data consistency that is not so much deviated from the mean in either direction, aligning with the questionnaire measurement design.

Overall, descriptively, the data collected from 194 ServiceOne employees are highly consistent with very low variance to be further processed in the next inferential tests.

4.3 Inferential Statistics

Different from the descriptive analysis that has been conducted so far to summarize the collected data, the inferential analysis now allows the study to exploit Part 1-5 data collected (MT = 5 questions, HR = 5 questions, CC = 6 questions, JM = 7 questions, and JS = 7 questions) and extrapolate the final model for ServiceOne based on the conceptual framework and its relationships. The extrapolation process will involve the reliability test, correlation analysis, and regression analysis, where results are to be carefully interpreted in order to validate the model.

4.3.1 Reliability

As defined in Section 3.5.2.1, Cronbach's Alpha of 0.7 is adopted in this research, where anything above this value is being recognized as reliable and consistent.

The test results are summarized in Table 4.3.1(k) and the statistical details are displayed in Appendix C.

Table 4.3.1(k): Reliability Test Summary

Variables	Cronbach's Alpha	N of Items
IV1: MT	.796	5
IV2: HR	.727	5
IV3: CC	.716	6
DV1:IV4: JM	.880	7
DV2: JS	.775	7

Source: Constructed by Author

Respectively, the 5-item test of MT reveals that Cronbach's Alpha value is 0.796, a 5-item test of HR also suggests Cronbach's Alpha value is 0.727, the 6-item test of CC reveals that Cronbach's Alpha value is 0.716, a 7-item test of JM reveals that Cronbach's Alpha value is 0.880, and finally a 7-item test of JS reveals that Cronbach's Alpha value is 0.775. All Cronbach's Alphas are above the agreed 0.7; thus, the data sets are all consistently reliable.

4.3.2 Correlation Analysis

Based on the prior discussion in Section 3.5.2.2, the correlation coefficient value shifts between -1 to 1, where is commonly decided that the relationship is viewed as strong if $r \geq 0.8$, moderate if $0.4 < r < 0.8$, and weak if $r \leq 0.4$. Other 3 behaviors could happen to the relations, positive, near-zero, and negative, where a positive relation drives both variables to move in the same direction, a near-zero relation means no obvious dependencies between both variables, and a negative relation could drive both variables to move in opposite directions. And, p-value implies the significance of the relationship whether a null hypothesis can be rejected if the p-value is less than 0.05.

In this section, 2 sets of correlations are to be tested based on the conceptual model: MT, HR, CC with JM, and JM with JS.

MT, HR, CC with JM

The first part of the correlation test between MT, HR, CC, and JM is illustrated in Table 4.3.2(a), where both the Pearson Coefficient (r) and Significance (p) validate the relation implication between each pair of variables.

Table 4.3.2(a): Correlation between MT, HR, CC with JM

		MEAN_MT	MEAN_HR	MEAN_CC	MEAN_JM
MEAN_MT	Pearson Correlation	1	.489**	-.067	.439**
	Sig. (2-tailed)		<.001	.350	<.001
	N	194	194	194	194
MEAN_HR	Pearson Correlation	.489**	1	.132	.631**
	Sig. (2-tailed)	<.001		.066	<.001
	N	194	194	194	194
MEAN_CC	Pearson Correlation	-.067	.132	1	.041
	Sig. (2-tailed)	.350	.066		.570
	N	194	194	194	194
MEAN_JM	Pearson Correlation	.439**	.631**	.041	1
	Sig. (2-tailed)	<.001	<.001	.570	
	N	194	194	194	194

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

In the first pair of MT and JM, the $r = 0.439$ and $p < 0.05$, which means a positive, moderate, and valid correlation. In the second pair of HR and JM, the $r = 0.631$ and $p < 0.05$, also signify a positive, moderate, and valid correlation. In the last pair of CC and JM, the $r = 0.041$ and $p > 0.05$, which implies a fairly weak and not valid correlation.

JM with JS

The second part of the correlation is between JM and JS, shown in Table 4.3.2(b), where $r = 0.753$ and $p < 0.05$ denote a positive, moderate, and valid correlation of the pair.

Table 4.3.2(b): Correlation between JM with JS

		MEAN_JM	MEAN_JS
MEAN_JM	Pearson Correlation	1	.753**
	Sig. (2-tailed)		<.001
	N	194	194
MEAN_JS	Pearson Correlation	.753**	1
	Sig. (2-tailed)	<.001	
	N	194	194

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

4.3.3 Regression Analysis

Considering the conceptual model that consists of both multiple linear and simple linear relations as discussed in Section 3.5.2.3, the regression test is carried out accordingly to evaluate both scenarios in the below section. β is utilized during multiple regression tests to rank the weight of independent variables as declared in Section 3.5.2.3.

MT, HR, CC with JM (Test 1)

The model summary in Table 4.3.3(a) presents the multiple linear test result between independent variables (MT, HR, and CC) and dependent variable (JM), where the correlational coefficient is 0.648 under this portion of the conceptual model that represents a moderately strong and positive linear relation. The model also suggests that its R Square value equals 0.421, which also translates into successful modeling in rationalizing 42.1% of the variances that happened in JM by MT, HR, and CC.

Table 4.3.3(a): MT, HR, CC with JM Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.421	.411	.74521

a. Predictors: (Constant), MEAN_CC, MEAN_MT, MEAN_HR

b. Dependent Variable: MEAN_JM

Table 4.3.3(b) entails the validity of the model through its significance value, which is less than 0.05, confirming a highly confident level of the modeling.

Table 4.3.3(b): MT, HR, CC with JM ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.570	3	25.523	45.960	<.001 ^b
Residual	105.515	190	.555		
Total	182.085	193			

a. Dependent Variable: MEAN_JM

b. Predictors: (Constant), MEAN_CC, MEAN_MT, MEAN_HR

The coefficient chart, Table 4.3.3(c), below delivers the modeling constant, variable significance, and VIF (collinearity) to the research, where a noticeable glitch can be observed under CC. While the unstandardized beta of CC is showing a negative relationship that is still not the most concerning element, the significance value of CC is way above 0.05 at 0.716, which means this particular independent variable cannot support a non-null hypothesis and has to be discarded in the modeling.

Table 4.3.3(c): MT, HR, CC with JM Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.479	.449	3.291	.001		
	MEAN_MT	.191	.072	.169	.009	.743	1.345
	MEAN_HR	.547	.064	.551	<.001	.734	1.363
	MEAN_CC	-.021	.058	-.021	.716	.960	1.042

a. Dependent Variable: MEAN_JM

MT, HR, CC with JM (Test 2)

The adjusted test displayed the same correlation coefficient value of 0.648, with an R Square of 0.420 to deliver a variance explanation of JM at 42% in Table 4.3.3(d).

Table 4.3.3(d): MT, HR with JM Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.414	.74352

a. Predictors: (Constant), MEAN_HR, MEAN_MT

b. Dependent Variable: MEAN_JM

The ANOVA chart confidently confirms again the substance of the modeling where the significance value is again less than 0.05, as shown in Table 4.3.3(e).

Table 4.3.3(e): MT, HR with JM ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.496	2	38.248	69.187
	Residual	105.589	191	.553	<.001 ^b
	Total	182.085	193		

a. Dependent Variable: MEAN_JM

b. Predictors: (Constant), MEAN_HR, MEAN_MT

The coefficient chart, Table 4.3.3(f), below delivers again the modeling constant, variable significance, and VIF (collinearity) to the research without CC, in which both significance values are less than 0.05 to signify a confident model now for ServiceOne. The VIF for both variables is sitting at 1.314 which is lower than 10 as discussed in Section 3.5.2.3, which implies no multicollinearity between the factors to affect the model reliability.

Table 4.3.3(f): MT, HR with JM Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.385	.368	3.769	<.001		
	MEAN_MT	.195	.071	2.727	.007	.761	1.314
	MEAN_HR	.543	.063	8.651	<.001	.761	1.314

a. Dependent Variable: MEAN_JM

The histogram of Figure 4.3.3(a) illustrates normally distributed regression residuals, with randomly distributed patterns without correlated errors in scatterplot Figure 4.3.3(c), and a clear indication of a resilient linear relationship between MT, HR and JM in plot Figure 4.3.3(b).

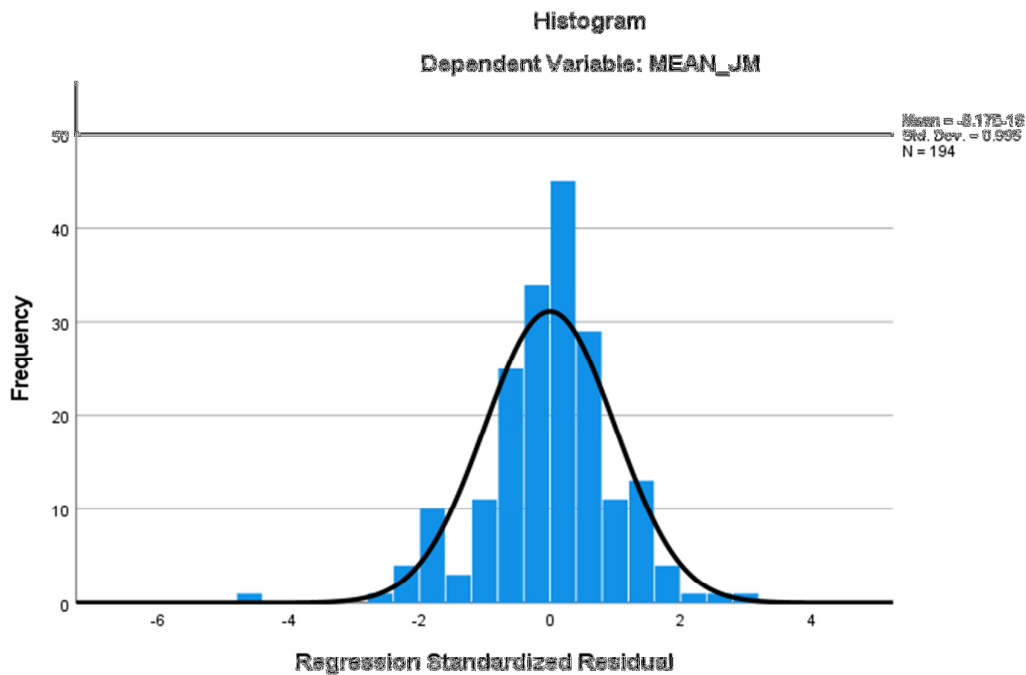


Figure 4.3.3(a): MT, HR and JM Regression Standardized Residual

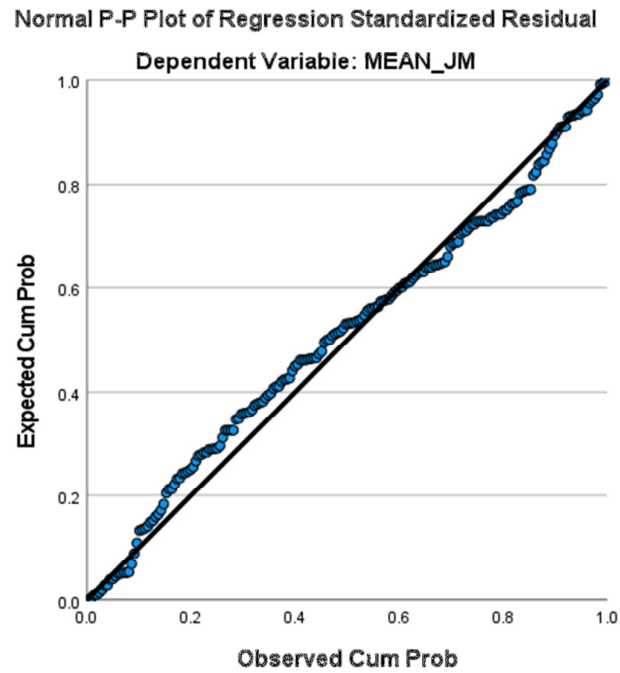


Figure 4.3.3(b): Plot of Regression Standardized Residual

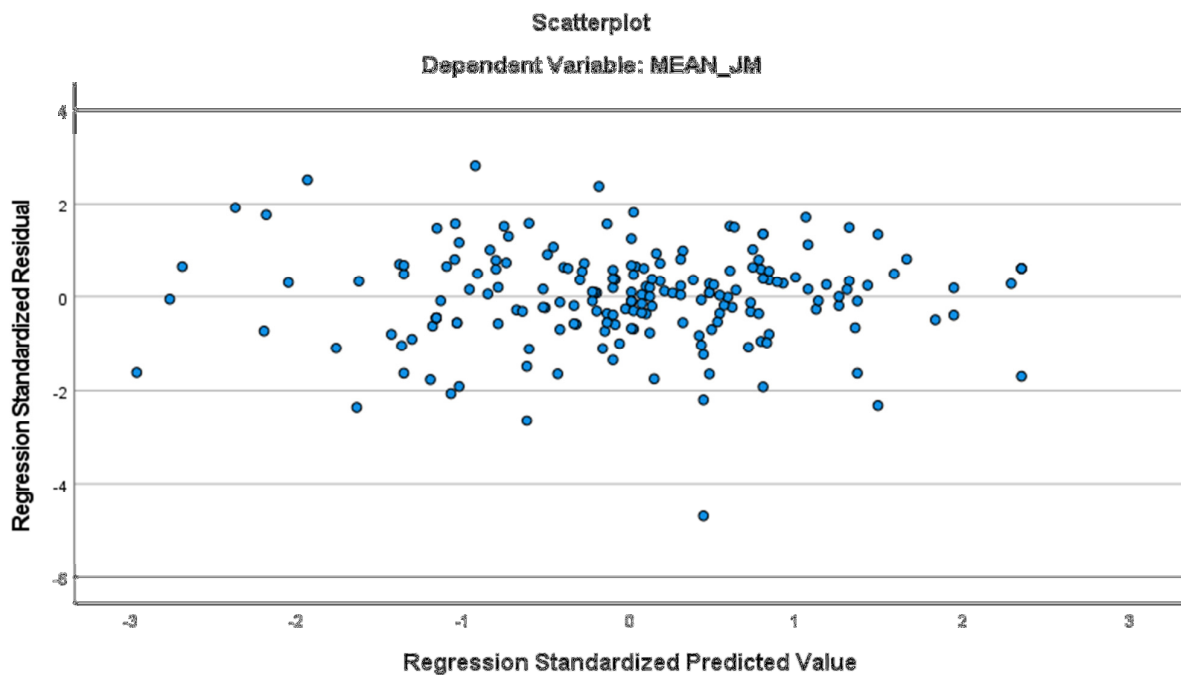


Figure 4.3.3(c): Scatterplot Regression Standardized Predicted Value

JM with JS

The model summary in Table 4.3.3(g) presents the simple linear test result between independent variables (JM) and dependent variable (JS), where the correlational coefficient is 0.753 under this

portion of the conceptual model which represents a moderately strong and positive linear relation. The model also suggests that its R Square value equals 0.566, which also translates into successful modeling in explaining 56.6% of the variances occurred in JS by JM.

Table 4.3.3(g) JM with JS Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.566	.564	.56728

a. Predictors: (Constant), MEAN_JM

b. Dependent Variable: MEAN_JS

Table 4.3.3(h) entails the validity of the model through its significance value, which is less than 0.05, confirming again a highly confident level of the modeling.

Table 4.3.3(h): JM with JS ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	80.693	1	80.693	250.747	<.001 ^b
Residual	61.787	192	.322		
Total	142.480	193			

a. Dependent Variable: MEAN_JS

b. Predictors: (Constant), MEAN_JM

The coefficient chart, Table 4.3.3(i) below, depicts the variable significance value well below 0.05 to signify a confident model for ServiceOne.

Table 4.3.3(i): JM with JS Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.682	.217		7.756	<.001		
	MEAN_JM	.666	.042	.753	15.835	<.001	1.000	1.000

a. Dependent Variable: MEAN_JS

The histogram of Figure 4.3.3(d) illustrates normally distributed regression residuals, with randomly distributed patterns without correlated errors in scatterplot Figure 4.3.3(f), and a distinct indication of a strong linear relationship between JM and JS in plot Figure 4.3.3(e).

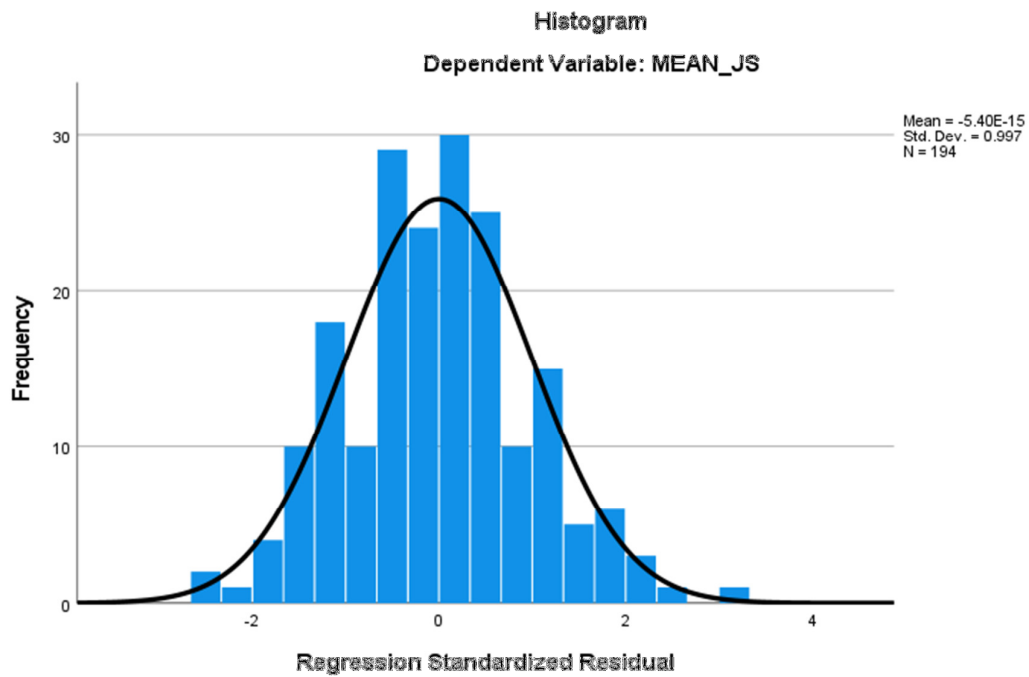


Figure 4.3.3 (d): JM with JS Regression Standardized Residual

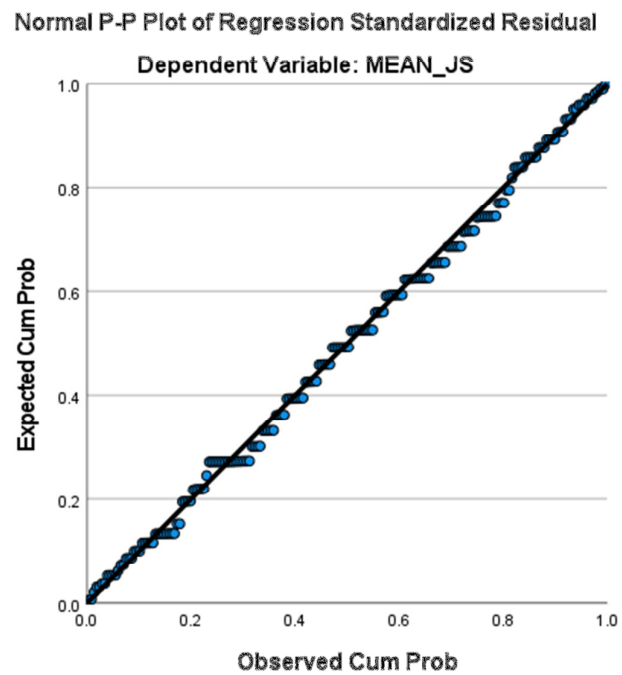


Figure 4.3.3(e): Plot of Regression Standardized Residual

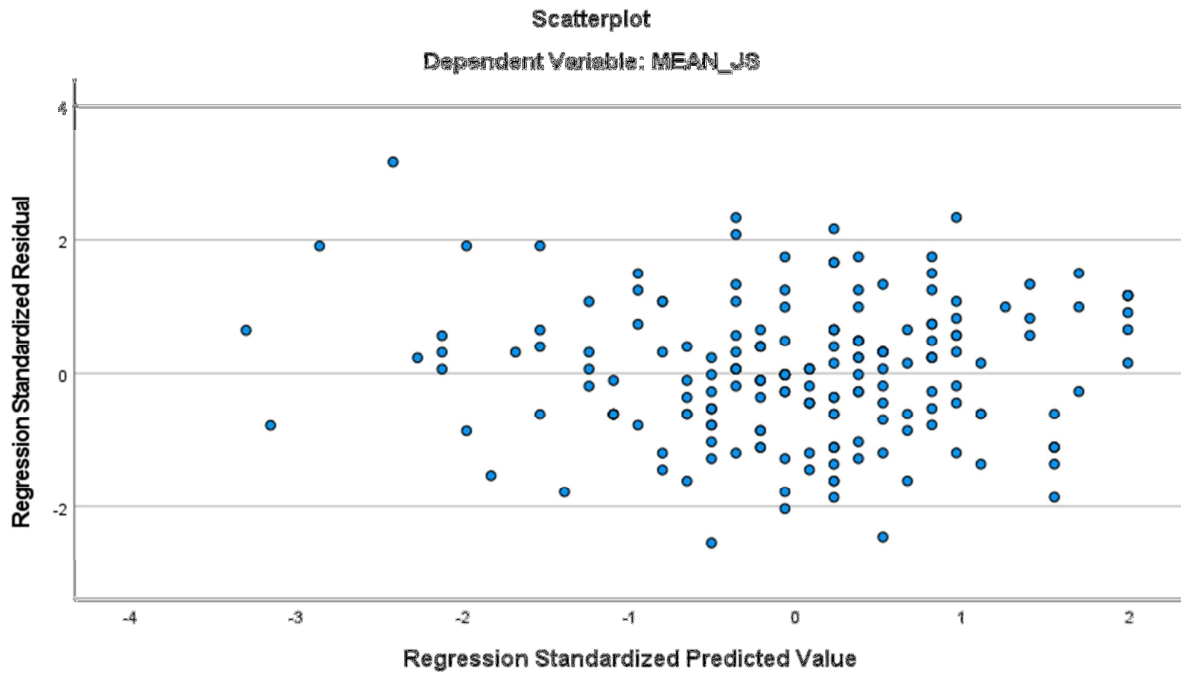


Figure 4.3.3(f): Scatterplot Regression Standardized Predicted Value

4.4 Discussion and Results

Research model and hypotheses are established upon regression analysis, where any null hypothesis should be rejected to protect the integrity of the modeling. Inferred from exhaustive tests for both multiple linear and simple linear relations, H3 is the only hypothesis being rejected. The conceptual model is illustrated in Figure 4.4 to reflect the final framework for ServiceOne.

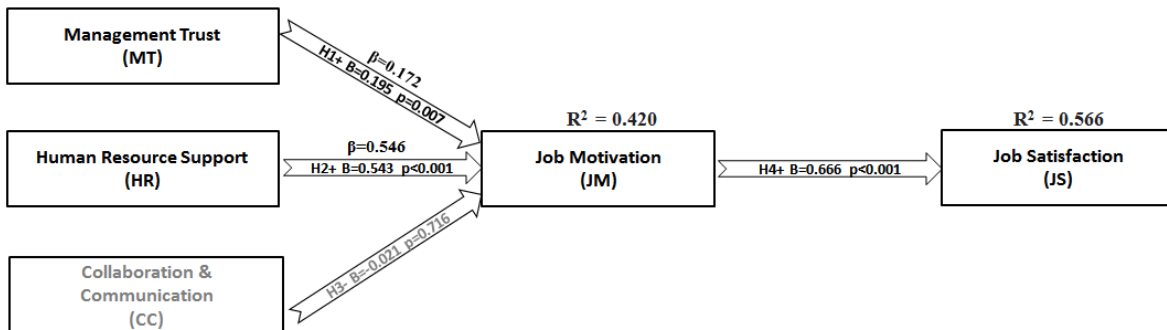


Figure 4.4: Final Conceptual Model
Source: Constructed by Author

The results confirmed that the model is highly capable to predict, during WFH under COVID-19, that greater employee job satisfaction is very much derived from better job motivation, which in turn is critically determined by human resource support and management trust that the latter has a lesser influence ($\beta_{MT} = 0.172 < \beta_{HR} = 0.546$) for the employees at ServiceOne. Unfortunately, the

nature of the company has less emphasis on collaboration and communication for the employees who are working in the fields very independently, which explains the negative but also weak relation ($B = -0.021$) between CC and JM.

Table 4.4(a) recaps the key regression test results.

Table 4.4(a): Hypotheses Regression Test Results

Hypothesis	Regression Coefficient (B)	Significance Value (p)	Analysis Result
H1: MT => JM	0.195	0.007	Supported
H2: HR => JM	0.543	<0.001	Supported
H3: CC => JM	-0.021	0.716	Not Supported
H4: JM => JS	0.666	<0.001	Supported

Source: Constructed by Author

Table 4.4(b) finalizes the decisions on hypotheses to complete the analyses.

Table 4.4(b): Hypothesis Decision

	Hypothesis	Decision
H1	There is a significant relationship between Management Trust and Job Motivation	Accepted
H2	There is a significant relationship between Human Resource Support and Job Motivation	Accepted
H3	There is a significant relationship between Collaboration & Communication and Job Motivation	Rejected
H4	There is a significant relationship between Job Motivation and Job Satisfaction	Accepted

Source: Constructed by Author

Thus, both linear equations could be summarized in Table 4.4(c).

Table 4.4(c): Regression Linear Equations

Equations	
Multiple Linear Equation	$JM = 1.385 + 0.195(MT) + 0.543(HR)$
Simple Linear Equation	$JS = 1.682 + 0.666(JM)$

Source: Constructed by Author

The statistical analysis provided this study an opportunity to peek inside employees' ethos and acquire insights to establish a proven conceptual model that can help the management team at ServiceOne initiate managerial strategies to enrich human resource support, improve management trust, and build on a culture to promote job motivation, which is the foundation to harmonize job satisfaction and retain valuable talents: a practical form to encapsulate the hypotheses and their commercial value, which recommendations could be further elicited in Chapter Five.

Chapter Five: Conclusion and Recommendations

The COVID pandemic hasn't shown any sign of descending and didn't provide global business with the light at the end of the tunnel. Given that business uncertainties are imminent, the WFH arrangement is still the trick up a business' sleeve to engage the extreme situation as the pandemic evolves. Under such looming environment, the employees' welfare should be the priority for a socially conscious organization. Without the backing of a set of sound HR policies and motivational support vividly demonstrated throughout the statistical analyses, the ServiceOne management team is running its business with a huge risk of risk blindness, especially facing the talent war in Hong Kong today.

5.1 Conclusion

The research aims are fully accomplished through 1) literature reviews, the identification of management trust, human resource support, and collaboration & communication as factors within the conceptual model that influence job motivation and satisfaction 2) statistical tests, the realization of hypotheses between independent and dependent variables to form significant relationships 3) through findings, the formulation of recommendations to supply the ServiceOne management team with action plans.

The research questions are consequently answered through the hypothesis validation, which can be recapped in the following statements:

- There is a significant relationship between Management Trust and Job Motivation.
- There is a significant relationship between Human Resource Support and Job Motivation.
- There is NOT a significant relationship between Collaboration & Communication and Job Motivation.
- There is a significant relationship between Job Motivation and Job Satisfaction.

The research journey is absolutely a valuable experience for the researcher, but also hopefully an encouraging experience for ServiceOne with all the improvements that could be adapted into its emergent management strategies. The results could also be valuable to other similar IT businesses in Hong Kong and even abroad, where local industrial bodies or governments can take advantage of for their future disaster planning respectively, especially on the human capital management front.

5.2 Discussion

Unmistakably, job motivation and job satisfaction are two compelling determinants that affect how ServiceOne employees decide at what level psychologically they are ready to engage in daily tasks and customers, and whether they would stay with the company at all during the pandemic while working from home. The satisfactory implication could also have a longer-term effect to influence the organizational performance and competitiveness when rivals are combatting for the same talents in the city.

The final model has convincingly delivered three out of four conceptual hypotheses that could momentarily assist the company to envisage emergent tactics or strategies in inspiring motivation and satisfaction among employees and frontline managers, where management trust and human resources support are critical predictors accounting for the successes in promoting motivation as the catalyst for satisfaction. Whilst collaboration & communication is not as significant as originally projected with even a disappointing minor negative effect on motivation, this might not have a direct weight today with the modeling but is something worthy of looking into its potential for tomorrow.

Job Satisfaction

This factor is the most complex element among all with both physical and psychological elements in play, which could be a series of influences. For instance, an employee can be fully satisfied with some aspects of a job, neutral about certain aspects, and totally dissatisfied with some others, which is different by person to add additional complexities. The elements of a job itself could introduce different degrees of importance; thus, different weights are to be measured. Work-Life balance is not a new topic but a contemporary discussion of how it contributes to satisfaction during WFH for many businesses.

Job Motivation

As a catalyst, job motivation has the ability to intensify the satisfaction for both the employees and the organization, but also highly dependent on how other factors are shaping their results on it: management trust and human resources support in this research. Based on literature reviews, motivation is also very much susceptible to both intrinsic and extrinsic influences, where extrinsic motivation such as monetary rewards is not always the best tactic to sustain long-term results while intrinsic motivation could generate a much more durable effect on an individual. Nevertheless, people are not all equally motivated, while some are more extrinsically motivated and others are more intrinsically.

Collaboration & Communication

Due to the nature of the IT service business, not all individuals are required to work collaboratively and connected constantly with other colleagues. The weak and slightly negative relation from the regression test has proven this point. Nevertheless, this doesn't mean an enhanced approach to collaboration and communication during COVID or even beyond the pandemic could not improve future motivation. The correlation between CC and MT in Table 4.3.2(a) also demonstrated a negative relation, which suggests a clear lack of communication also between the managers and employees.

Management Trust

As touched above, although management trust has proven to have a significant relation with motivation, the link of the relationship is definitely a weaker one in comparison with the weight of human resource support. In a supplementary fashion, this could also indicate inefficiencies due to the gaps in collaboration and communication. Again, a warning sign could flag the risk of risk blindness that the ServiceOne management team might be overconfident in their organizational culture and practices.

Human Resource Support

Undoubtedly, the effective human resource strategy is conclusively one of the most demanding factors within the study model and among the hypotheses, which means the ServiceOne employees are having high expectations from the company to deliver more during the pandemic. This is also an obvious opportunity for the organization to overhaul its human resource practices and serve as a linchpin to perfect auxiliary management functions, which could lead to a more sustainable HR strategy for ServiceOne. Employee maturity, job equality, retirement and succession planning, training and education, compensation benchmark, and leadership development from the descriptive analysis can also be addressed holistically.

5.3 Recommendations

The human resource department, along with many other functional departments, has been on a journey to achieve cost savings through condensing employee job performance in the name of productivity improvements, reducing labor costs in the name of compensation optimization, and minimizing operational overhead in the name of HR digitalization. These initiatives are exactly what backfires the business during the pandemic, where psychological and physical health concerns from the employees are growing, along with increasing corporate social responsibility demands

from the society: a trend that is crying for bringing back human elements into the equation again – a people-oriented culture and leadership (Weber, Buttgen & Bartsch, 2022).

5.3.1 Framework

This research will take advantage of McKinsey’s Nine Imperatives approach, shown in Figure 5.3.1, combined with a people-oriented desire, to advocate a restored HR capital strategy and adopt a resource-based view of human assets. For ServiceOne, this HR strategy can act as the cornerstone to aid the evolution of other fundamental management functions throughout the organization in three domains.

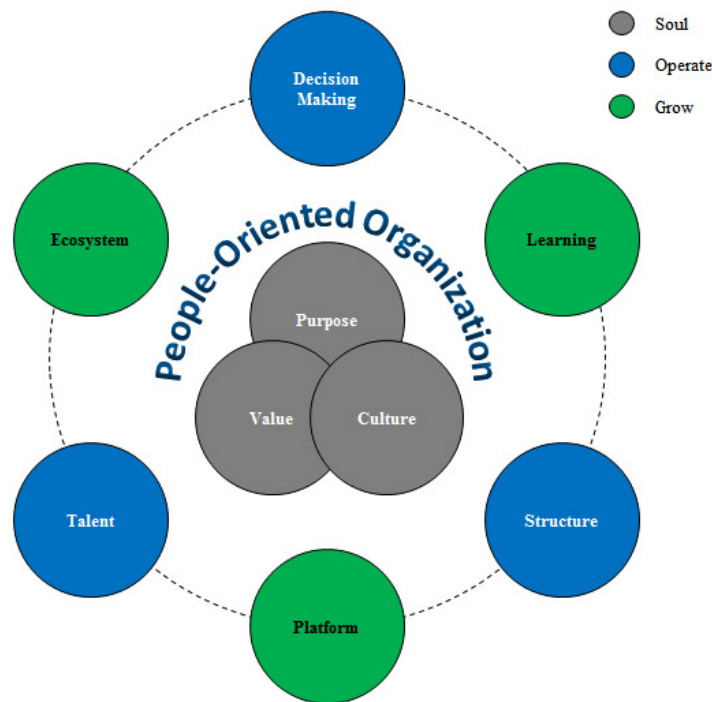


Figure 5.3.1: McKinsey Nine Imperatives HR Capital Strategy
Source: Constructed by Author; Extracted from McKinsey (2021)

Soul

The purpose, value, and culture in the center are similar to the common strategic planning of vision, mission, and value. The palpable difference is the framework emphasizes the life of its existence and purpose including all human beings within the organization, and their common mindsets articulate the desired culture that in turn represents a shared value to live through.

Operate

The organizational value defines corporate culture and purpose, which outlines business priorities that require the right talents to contribute within an agile team structure, led by highly capable top leadership with fast and rigorous decision-making skills. The leadership needs the capacity to care, motivate and drive changes from every corner of the organization in the process, strategy, technology, and people. Equally important, the ServiceOne team needs to enrich and empower employee work experience that sets a benchmark for efficient communication among individuals and with the management and creates momentum in teamwork and performance.

Grow

Resource-based HR approach needs to promote lifelong learning for the employees, which both adequate traditional education and contemporary training could be applied to motivate and respect employee's career planning and development. A technological platform should not be used at its face value, but rather as a podium to foster internal and external partnerships where knowledge can be shared securely, recruitment can be simulated interactively, and personal development can be planned in a lifecycle, with the ability to tune in human element as required.

5.3.2 Target Model

Functionally, the proposed human capital strategy could be further divided into the following three targeted HR operational arenas.

People

Talent Management has become a trending concept since the early 21st century, not just for HR professionals but also resource cautious executives, being a dominant part of the human capital strategy (Cascio & Aguinis, 2008). Gallardo-Gallardo, Dries and Gonzales-Cruz (2013) argued that talent management might not be equal at all times, but from a strategic view, a people-oriented organization needed to balance between inclusive and exclusive approaches, where the exclusive strategy was on the rise to support talent investment as a resource that the organization felt scarce the most with the best ROI. Nevertheless, the inclusive approach must be harbored to set a baseline for the greater good and promote job equality among the employees, especially in gender, age, and education at ServiceOne.

Job Skills should put into consideration whether they should be individual-based or role-dependent. A modular approach to match skill sets with adequate workforce planning, utilizing HRIS

technology, is probably the safest approach to manage talents through uncertainty where the right talents could be available at the right moment.

Training and Education are also non-monetary motivators to engage employees, providing not just the required work skills but also a conceptual view of the organizational vision and mission to empower the individuals. The inadequacy of management trust and lack of communication identified at ServiceOne could be further engaged through relevant training programs to improve collaboration within the organization.

Leadership is essential for the success of a business. A cultural change must be given the priority to transform ServiceOne leaders, where empathy is cultivated and indifference is eliminated to increase agility inside the team structure.

WLB increasingly becomes a deal-breaker during WFH for an individual to view whether a business is socially responsible enough to cope with stresses that arose from the pandemic and under this distinctive working environment. Blurred working hours and space could be frustrating for employees and their welfare.

Process

Retention must be strategically thought through with different business functions and their support. The costs associated with recruitment, training, and lost productivity from attrition are enormous and best to be avoided from the start with an appropriate retention approach focused on people.

Compensation and Rewards are one of the key reasons why employees frequently chose to work for a competitor as one of the extrinsic factors. As identified in descriptive analysis, inadequate pay-scale does pose a clear and present danger to ServiceOne. A market benchmark is in dire need to mitigate the gaps.

Performance Appraisal during the pandemic is not easy to conduct physically, but not all impossible to be designed smartly through a 360-degree review-on-the-go digitally, which could also promote team collaborations and job empowerment.

Succession Plans, being managed well, could be a supplement in managing retention. While the aging population at ServiceOne could be a headache for the management team, this, however, is still a good opportunity to promote talents internally within the organization.

Communication has not been the best suit for ServiceOne with a potential breakdown inside the company. Whilst the WFH arrangement has added difficulties in channeling face-to-face communications, an online survey, a digital suggestion box, or even a virtual town hall could still provide means to converse and listen to employees' feedback.

Support

Caring Programs are in dreadful need of the ServiceOne employees. If the management team recognizes employees as precious resources, much more caring should be considered during this extreme time, as confirmed by Weber, Buttgen & Bartsch (2022). From literature reviews, both job motivation and satisfaction are associated with psychological wants, in which ServiceOne should put in place enhanced support services such as a hotline to relieve individual mental or even family issues during the pandemic, with an emphasis on employee services.

Emergency Support could be arranged internally or externally to back employee needs as required under special circumstances: an extra mile that makes employees feel much more committed to the organization.

5.3.3 Timeline

Figure 5.3.3 visually illustrates recommended HR planning for ServiceOne, both in the short-term during COVID-19 and long-term after the pandemic.

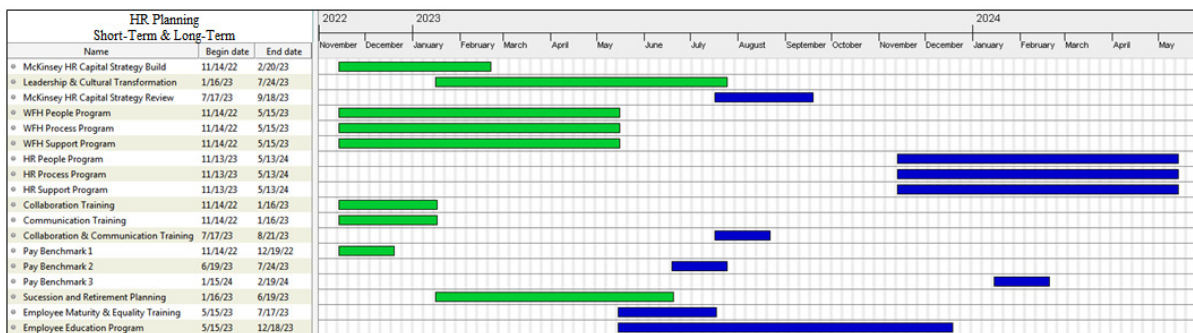


Figure 5.3.3: Recommended ServiceOne HR Planning
Source: Constructed by Author

The executive team from ServiceOne has constantly expressed its devotion to building a leading IT service company in the region and demonstrated its confidence in dedicating functional departments to do more for its employees during WFH. The primary shortfall is the lack of understanding of the

right model to strategically approach the emergent challenges facing the organization and HR policies. The people-oriented recommendations presented here, if being employed well, could significantly improve ServiceOne's human capital planning, overhaul its organizational performance, strengthen its competitiveness against its rivals during and after the pandemic, and elevate the image to the public as a socially responsible business.

5.4 Limitation and Further Study

The assessment drawn from this study is relatively confident in the accuracy of the studied subject, ServiceOne which is one of the dominant players on the market. Nevertheless, if the study needs to be representative of the entire IT service industry in Hong Kong, there is an honest limitation here. Thus, further study could still be recommended to extend the research with different key players in the same industry, where the representation could be much more evident.

Due to time and resource restrictions, the current research was only conducted for ServiceOne in Hong Kong; even though the company has extensive operations in the Asia Pacific. To have a better understanding of the regional or yet global IT service industry that poses a reality of shortage in academic research, future research could be conducted at a regional or global level. Hofstede's cultural dimensions could also be considered to examine the effects of management differences geographically.

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Appendix A

Questionnaire

Work-From-Home Employee Job Motivation and Job Satisfaction Questionnaire

As part of my Master Degree in Business Administration study at University of Wales of England in partnership with Hong Kong Management Association, I'm conducting an academic research to evaluate and identify the factors that influence job motivation and job satisfaction during work-from-home under COVID-19.

I would like your kind assistance, based on your actual work-from-home experience, to complete the questionnaire that takes less than 10 minutes anonymously. All information collected is kept in strict confidence and used for academic purpose only. Thank you for your co-operation.

Lawrence Qin

16 May 2022

Please evaluate the below statements toward job motivation and job satisfaction during work-from-home

Please select the right answer (1 = Strongly Disagree; 4 = Neutral; 7 = Strongly Agree)

	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
Part 1: Management Trust									
1 My manager provides me the freedom to fully arrange my work schedules with clear communications during work from home		1	2	3	4	5	6	7	
2 My manager trusts me to work independently without supervision		1	2	3	4	5	6	7	
3 My manager doesn't think I slacken or goof-off when I'm working from home		1	2	3	4	5	6	7	
4 My manager is trusting me more and more as I continue to work from home effectively		1	2	3	4	5	6	7	
5 Employees should be allowed to make decisions related to confidentiality within defined limits while work from home		1	2	3	4	5	6	7	
Part 2: Human Resource Support									
6 My company provide adequate training that is relevant to my working from home with co-workers, manager and family members		1	2	3	4	5	6	7	
7 My company subsidizes my running expenses (i.e. utilities etc.) incurred during working from home		1	2	3	4	5	6	7	
8 I received necessary resources for work (i.e. laptop, VPN etc.) and for health (i.e. mask, antigen test kit etc.) utilized during working from home		1	2	3	4	5	6	7	

9	I appreciate the flexible WFH policies and received as much support as I need to resolve issues related to working from home when they arise	1	2	3	4	5	6	7
10	I received adequate rewards and compensation as I expected to receive during this difficult time	1	2	3	4	5	6	7
Part 3: Collaboration & Communication		Strongly Disagree		Strongly Agree				
11	Less informal communications (i.e. social meetings, business meals, etc.) or physical meetings are impacting my works during work from home	1	2	3	4	5	6	7
12	My colleagues or other professionals believe that they could not do their jobs well without the assistance of teamwork	1	2	3	4	5	6	7
13	The degree of autonomy from Work-From-Home is impacting the support of cooperative problem solving during work from home	1	2	3	4	5	6	7
14	Colleagues and customers are committed less to working together during work from home	1	2	3	4	5	6	7
15	I am less optimistic about the ongoing ability of my colleagues to work collaboratively resolving operation issues during work from home	1	2	3	4	5	6	7
16	When communicating with coworkers and customers via online communication, both parties get to say and present what they want with good quality	1	2	3	4	5	6	7
Part 4: Job Motivation		Strongly Disagree		Strongly Agree				
17	I'm motivated with my current compensation package during work from home	1	2	3	4	5	6	7
18	My work condition is adequate during work from home	1	2	3	4	5	6	7
19	My job performance is consistently high during work from home	1	2	3	4	5	6	7
20	My organization has high level of cooperation during work from home	1	2	3	4	5	6	7
21	I'm willing to take on more job responsibilities during work from home	1	2	3	4	5	6	7
22	I'm willing to take on challenging jobs during work from home	1	2	3	4	5	6	7
23	I'm motivated with my job growth during work from home	1	2	3	4	5	6	7
Part 5: Job Satisfaction		Strongly Disagree		Strongly Agree				
24	I am satisfied to do my job without risking my safety from the COVID-19 virus during work from home	1	2	3	4	5	6	7
25	I am satisfied with being appropriately recognized by the company for performing my duties while work from home	1	2	3	4	5	6	7
26	I am satisfied with my chance to get promotion from my job during work from home	1	2	3	4	5	6	7
27	I am satisfied with my current salary and compensation	1	2	3	4	5	6	7
28	My current work environment is pleasant and personal life is balanced during work from home	1	2	3	4	5	6	7

29	I can do my job better when I work from home than when I work at office	1	2	3	4	5	6	7
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30	I am extremely glad that I chose this company to work for, over other organizations during the pandemic	1	2	3	4	5	6	7
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Basic Information

Please note all of the below information are collected for academic purpose only. All your responses are anonymous and confidential.

31 Gender
☐ Male
☐ Female

32 Marital Status
☐ Single
☐ Married

33 Age
☐ 21-30
☐ 31-40
☐ 41-50
☐ 51-60
☐ 60 and over

34 Education Level
☐ Secondary
☐ HKDSE
☐ High Diploma
☐ University Graduate or above

35 Monthly Income
☐ HKD 10,000 - 30,000
☐ HKD 30,001 - 50,000
☐ HKD 50,001 - 70,000
☐ HKD 70,001 - 90,000
☐ HKD 90,001 above

36 Position
☐ Operational Staff
☐ Supervisor
☐ Manager
☐ Senior Manager

Appendix B

Letter of Consent (ServiceOne Limited)

15 May 2022

Human Resource Department
ServiceOne Limited
22/F, Yen Sheng Centre
64 Hoi Yuen Rd
Kwun Tong, Hong Kong

Request for Consent to Use ServiceOne Limited of Choice for Dissertation Research

To whom it may concern:

I, Lawrence Qin, a master's degree student at the University of Wales of England would like to invite ServiceOne's participation in a dissertation research project on Business Administration.

The purpose of this research is to learn more about employees' job motivation and job satisfaction during work-from-home under COVID-19. This research is conducted mainly through a questionnaire survey of all ServiceOne staff (approximately 200) and a possible focus group as an additional option at two offices in Hong Kong. The questionnaire will take less than 10 minutes to complete anonymously. A briefing session for HR could be arranged to provide the general setting of the survey deployment. And a follow-up session after the research analysis is planned to deliver the research conclusion and recommendation to ServiceOne.

As a listed company, the majority of company information is available to the public; nevertheless, the research may come across some internal or confidential information of the company, which will be kept in strict confidence and destroyed after 6 months from the date of the dissertation submission, along with the survey data. All the data are stored in the researcher's computer, to which only the researcher has access.

The study is designed to learn about the experiences and views of people and the organization in general and not to benefit anyone personally. If you have any questions about this research study, you may contact the researcher, Lawrence Qin of the University of Wales at 2031014@student.uwtsd.ac.uk.

Your signature or company chop below indicates your consent to participate in this research project.

Signature of Researcher



Date: 15 May 2022

Signature of ServiceOne Limited



Date: 17 May 2022

Appendix C

Reliability Test Statistical Details

IV1: MT

Table 4.3.1(a) reveals that Cronbach's Alpha value is 0.796.

Table 4.3.1(a): Reliability Test of MT

Cronbach's Alpha	N of Items
.796	5

Table 4.3.1(b) also suggests an improved Cronbach's Alpha value if the item is deleted, but it doesn't make much difference to delete either item 3 or 5 in the list.

Table 4.3.1(b): MT Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MT_01	22.12	12.088	.687	.725
MT_02	21.99	12.523	.666	.734
MT_03	22.73	12.094	.466	.804
MT_04	22.49	11.764	.695	.720
MT_05	22.51	13.609	.432	.801

IV2: HR

Table 4.3.1(c) reveals that Cronbach's Alpha value is 0.727.

Table 4.3.1(c): Reliability Test of HR

Cronbach's Alpha	N of Items
.727	5

Table 4.3.1(d) further suggests an improved Cronbach's Alpha value if the item is deleted, but it doesn't make much difference to delete item 2 in the list.

Table 4.3.1(d): HR Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
HR_01	19.07	15.866	.602	.638
HR_02	19.98	15.870	.337	.763
HR_03	18.57	17.014	.493	.679
HR_04	18.57	17.593	.488	.683
HR_05	19.31	15.367	.595	.637

IV3: CC

Table 4.3.1(e) reveals that Cronbach's Alpha value is 0.716.

Table 4.3.1(e): Reliability Test of HR

Cronbach's Alpha	N of Items
.716	6

Table 4.3.1(f) further suggests an improved Cronbach's Alpha value if item 6 is deleted. While research has considered this option with the lower mean observed in Table 4.2.4.2 and negative correlation demonstrated also in Table 4.3.1(f), the decision is to keep the current data set and observe how this is contributed to the regression test, as long as the Cronbach's Alpha is above 0.7 and data are reliable.

Table 4.3.1(f): HR Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CC_01	22.07	22.109	.521	.654
CC_02	22.01	24.072	.407	.690
CC_03	21.86	22.373	.594	.634
CC_04	22.09	21.183	.542	.646
CC_05	22.31	20.298	.669	.602
CC_06	21.05	31.572	-.052	.786

DV1/IV4: JM

Table 4.3.1(g) reveals that Cronbach's Alpha value is 0.880.

Table 4.3.1(g): Reliability Test of HR

Cronbach's Alpha	N of Items
.880	7

Table 4.3.1(h) further suggests an improved Cronbach's Alpha value if the item is deleted, but it doesn't make much sense to delete either item in the list and make the scale lower.

Table 4.3.1(h): HR Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JM_01	30.58	35.582	.580	.874
JM_02	30.25	33.609	.657	.865
JM_03	30.10	35.616	.646	.866
JM_04	30.31	35.688	.663	.864
JM_05	30.63	33.560	.698	.859
JM_06	30.43	33.832	.674	.862
JM_07	30.44	34.600	.764	.852

DV2: JS

Table 4.3.1(i) reveals that Cronbach's Alpha value is 0.775.

Table 4.3.1(i): Reliability Test of HR

Cronbach's Alpha	N of Items
.775	7

Table 4.3.1(j) further suggests an improved Cronbach's Alpha value if the item is deleted, but it doesn't make much sense to delete either item in the list and make the scale lower again.

Table 4.3.1(j): HR Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS_01	29.63	29.912	.398	.765
JS_02	29.78	28.163	.598	.732
JS_03	30.44	27.791	.465	.753
JS_04	31.02	26.865	.424	.766
JS_05	30.36	25.807	.614	.721
JS_06	30.87	27.360	.442	.759
JS_07	30.16	27.123	.596	.728