



University of Wales
Trinity Saint David

Research Proposal

**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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1. Introduction

Since early 2020, the epic COVID-19 crisis has caused a tremendous global health concern worldwide, leading to contracting business and economic chaos that are forcing organizations to scramble for emergency measures and utilize work-from-home (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 of an organization. Contrariwise, WFH could deepen the burden of work stress due to the fuzziness of work and life that led to working alone, which could further cause unexpected psychological challenges (Abendroth & Renmann, 2018).

1.1 Research Background

Founded in 1998, ServiceOne Limited today is one of the major IT solution integrators in Hong Kong. Since the start of the pandemic, ServiceOne has been echoing the government's social distancing guideline and exercised WFH arrangements for offices and non-essential field operations at both offices in the city. With about 200 employees in Hong Kong, maintaining productive operations without impacting organization performance by working remotely has been a daunting task unfamiliar to the ServiceOne management team.

1.2 Importance of Study

The purpose of this study is to look behind and inside the minds of both management and employee populations, where possible gaps of understanding on job motivation and satisfaction 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 well understand job satisfaction and motivations effects during WFH, along with the research objectives:

- 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 provided to secure ServiceOne team's long-term talent retention strategy

1.4 Research Questions

Research questions that required an answer under WFH 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?

1.5 Research Value and Contribution

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 both ServiceOne management and employee teams to have the insight to secure a mutually beneficial strategy in promoting job motivations and satisfaction for the organization.
- Deliver a benchmark study for other businesses that utilize WFH approaches today, possibly facing the same challenges.

2. 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.

2.1 Research Focus Areas: Explanation and Discussion of Variables

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.

2.2. Management Trust

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 mutual employees need to also develop the ability to form trust under challenging times (Makarius & Larson, 2017), to restore the motivation and bonding with the manager.

Further readings:

- Li, X., Voorneveld, M. and de Koster, R. (2022) 'Business transformation in an age of turbulence–Lessons learned from COVID-19', *Technological Forecasting and Social Change*.
- Mello, J.A. (2007) 'Managing Telework Programs Effectively', *Employee Responsibilities and Rights Journal*, 19(4).
- Makarius, E. E. and Larson, B. Z. (2017) 'Changing the Perspective of Virtual Work: Building Virtual Intelligence at the Individual Level', *Academy of Management Perspectives*, 31(2), pp. 159–178.
- Lambert, E. G. et al. (2012) 'Examining the Relationship Between Supervisor and Management Trust and Job Burnout Among Correctional Staff', *Criminal Justice and Behavior*, 39(7), pp. 938–957.

2.3 Human Resource Support

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). Wang et al. (2020) accentuated the need to maintain reasonable rewards during the COVID-19, and the demand for flexible work policies is critical to support motivations that can potentially lead to better retention.

Further readings:

- Avery, G.C., Baker, E. and Crawford, J. (2005) 'Employee outcomes when working from home: the influence of organizational, job, individual and household factors', *Conference Proceedings 2005, British Academy of Management*, p.1-20.
- Azar, A. and Azizi, M. (2022) 'Developments and Changes in Organization and Management Research in the Post-COVID-19 Era: A Foundationalist Approach', *Socioeconomic Dynamics of the COVID-19 Crisis: Global, Regional, and Local Perspectives*, pp. 101.
- Caligiuri, P. et al. (2020) 'International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice', *Journal of International Business Studies*.
- Rotich, K. J. (2015) 'History, evolution and development of human resource management: a contemporary perspective', *Global Journal of Human Resource Management*, 3(3), pp. 58-73.

2.4 Collaboration & Communication

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. Work is all about knowledge sharing among team members, and Maxwell (2009) concurred that communication efficacy is the doorway to producing motivated working relationships for success.

Further readings:

- Reissner, S. C., Pagan, V. and Smith, C. (2011) “‘Our iceberg is melting’: Story, metaphor and the management of organizational change’ *Culture and Organization*, 17(5), pp. 417–433.
- Padilla-Meléndez, A. and Del Aguila-Obra, A. R. (2007) ‘Analysis of Telework in the context of e-Collaboration’, *Encyclopedia of e-Collaboration*.
- Akkirman, A. D. and Harris, D. L. (2005) ‘Organizational communication satisfaction in the virtual workplace’, *Journal of Management Development*, 24(5), pp. 397–409.
- Slavkovic, M., Sretenovic, S. and Bugarcic, M. (2020) ‘Remote Working for Sustainability of Organization during the COVID-19 Pandemic: The Mediator-Moderator Role of Social Support’, *Sustainability*, Vol. 14, pp. 70.

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 under a resource-based view. Being so critical to the heart of business operations, an individual’s level of commitment and satisfaction could decide the competitiveness and success of the organizational vision.

Further readings:

- Saraswathi, D. (2011) ‘A study on factors that motivate IT and non-IT sector employees: A comparison’, *International Journal of Research in Computer Application and Management*, 1 (2), pp. 72-77.
- Malik, M. E. and Naeem, B. (2013) ‘Towards understanding controversy on Herzberg theory of motivation’, *World Applied Sciences Journal*, 24(8), pp. 1031-1036.
- van Dorssen-Boog, P. et al. (2021) ‘Facilitating health care workers’ self-determination: The impact of a self-leadership intervention on work engagement, health, and performance’, *Journal of Occupational and Organizational Psychology*, 94(2), pp. 259-281.

- Dobre, O. I. (2013) 'Employee motivation and organizational performance', *Review of applied socio-economic research*, 5(1).

2.6 Job Satisfaction

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 work-life balance, which could dramatically improve employees' job motivation and loyalties to the business.

Further reading:

- Blackburn, J. J., Bunchm, J. C. and Haynes, J. C. (2017) 'Assessing the Relationship of Teacher Self-Efficacy, Job Satisfaction, and Perception of Work-Life Balance of Louisiana Agriculture Teachers', *Journal of Agricultural Education*, 58(1), pp. 14-35.
- Carnevale, J. B. and Hatak, I. (2020) 'Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management', *Journal of Business Research*, May.
- Oyovwe Tinuoye, G. O., Omeluzor, S. U. and Akpojotor, L. O. (2016) 'Factors influencing job satisfaction of academic librarians in university libraries in Edo and Delta states, Nigeria', *The Electronic Library*, 34(6), pp. 985–996.
- Murad, M. M. I., Zayed, N. M. and Mukul, A. Z. A. (2013) 'A study on job satisfaction: focus on bankers of Bangladesh', *European Journal of Business and Management*, 5(17), 14-20.

2.7 Hypotheses

Table 2.7 illustrates the conceptualized hypotheses.

Table 2.7: 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

2.8 Summary

Through literature reviews, job satisfaction can be determined whether it is influenced by employee motivation, which is also a dependent variable itself that could be 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.

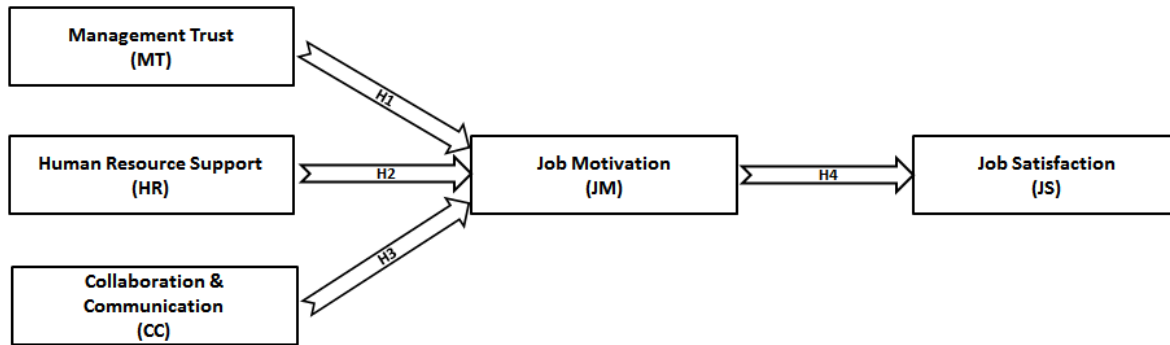


Figure 2.8: Research Conceptual Framework
Source: Constructed by Author

3. 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 and Framework

This study will utilize both quantitative and qualitative approaches, plus a literature review, to triangulate the study for its completeness.

Thus, the actual quantitative and qualitative research methods for this study are illustrated in Table 3.1, 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: Qualitative and Quantitative Objectives

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

Source: Constructed by Author

These primary data from the questionnaire are the linchpin to analyzing five variables conceptualized from literature reviews. Secondary data and sources, in this case, are information

and material collected through literature reviews, where factors are identified and conceptualized into the research model, with relationships being hypothesized and variable dependencies being established.

The research process, in Figure 3.1 below, provides researchers with a clear view of the mental process to guide the study procedures:

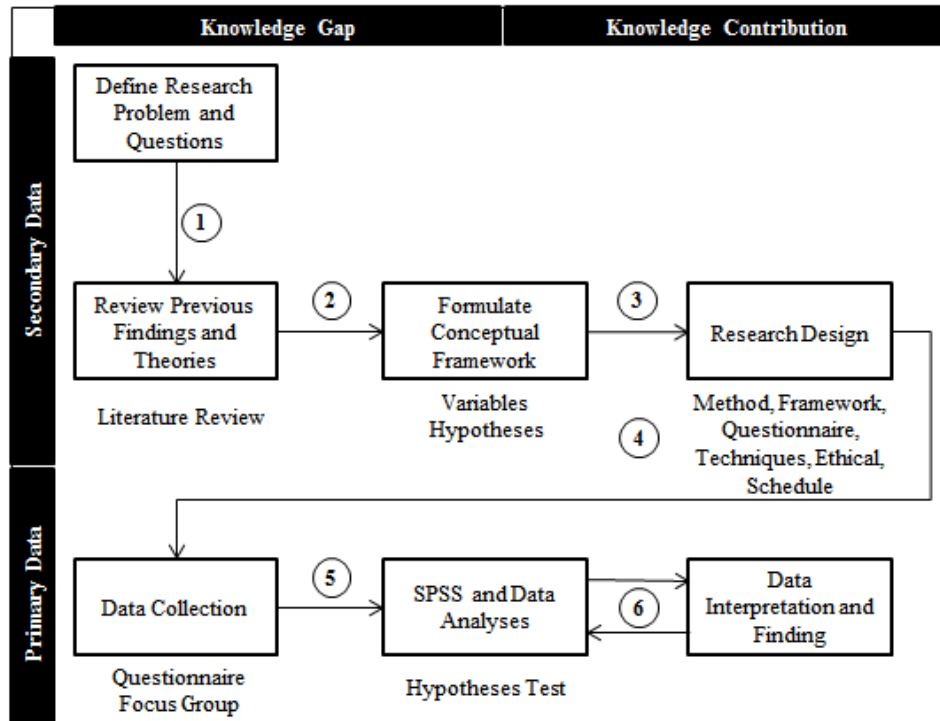


Figure 3.1: Research Process of ServiceOne
Source: Constructed by Author

3.2 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.

Questionnaire Design

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.

Population and Sampling Size

While ServiceOne has regional operations and branches in different countries of Asia Pacific, the focus of the study is obviously in Hong Kong. Logically, the study is to draw data from all 200 employees based in Hong Kong for the final sample population.

Sampling Method

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, convenience sampling is further deployed.

3.3 Relevant Methods for Data Analysis

The statistical techniques adopted are to further validate the degree of contribution independent variables posed on dependent variables hypothetically, via the IBM statistical Package for the Social Science (SPSS). 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). Inferential statistics on the other hand focuses on the generalization from statistical analysis, which hypotheses could be statistically tested.

Reliability and Validity Test

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

- The author further suggested that Cronbach's Alpha value set at 0.70 or above was sufficient to measure a hypothesized theory.
- The obvious demonstration of validity is the conceptual framework drawn from intensive literature reviews, where each variable factor's role and relations between them were corroborated with academic support from previous research.

Correlation Analysis

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 $r \leq 0.4$.

Regression Analysis

For the research of ServiceOne, both multiple linear regression and simple linear regression models are to be employed, as highlighted in Figure 3.3.

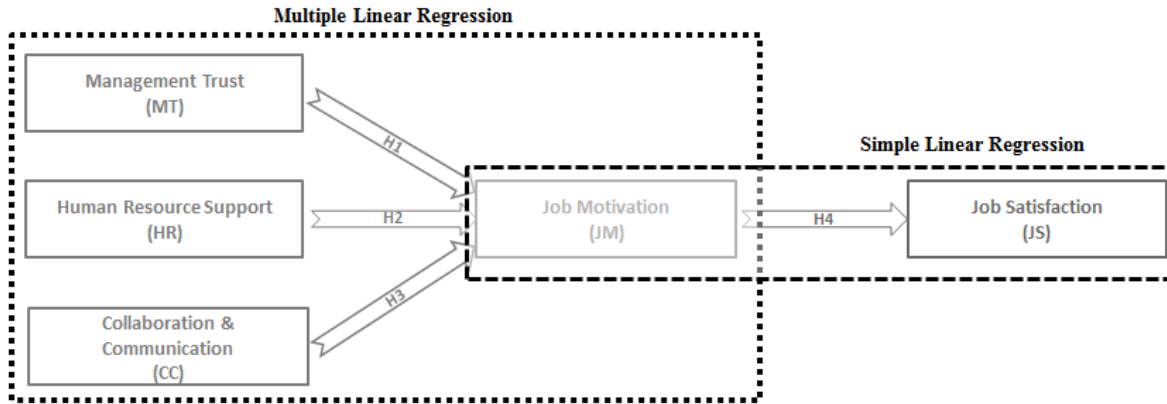


Figure 3.3: Regression Models
Source: Constructed by Author

3.4 Ethical Consideration

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

- Both the employee and management teams are to be treated fairly and guided to avoid self-interest infliction on the others.
- Consent is being sought with ServiceOne and disclosed fully with the university, furnishing with PG2 ethical form.
- Both data owning and processing are strictly governed by the relevant laws; data are destroyed after 6 months from the dissertation submission date.

3.5 Research Schedule

The research must have a closely monitored project timeline with distinct milestones to measure the progress in Figure 3.4.

	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 3.4: Research Schedule
Source: Constructed by Author

Reference

1. Abendroth, A.-K. and Reimann, M. (2018) 'Chapter 15 Telework and Work–Family Conflict across Workplaces: Investigating the Implications of Work–Family-Supportive and High-Demand Workplace Cultures', *The Work-Family Interface: Spillover, Complications, and Challenges*, pp. 323–348. DOI: 10.1108/s1530-353520180000013017.
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6. Blackburn, J. J., Bunchm, J. C. and Haynes, J. C. (2017) 'Assessing the Relationship of Teacher Self-Efficacy, Job Satisfaction, and Perception of Work-Life Balance of Louisiana Agriculture Teachers', *Journal of Agricultural Education*, 58(1), pp. 14-35. Available at: <https://files.eric.ed.gov/fulltext/EJ1138978.pdf> (Accessed: 25 June 2022).
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8. Carnevale, J. B. and Hatak, I. (2020) 'Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management', *Journal of Business Research*, May. DOI: 10.1016/j.jbusres.2020.05.037.

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13. Kothari, C.R. (2020) *Research Methodology Methods and Techniques*. 2nd Edition. New Delhi: New Age International.
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15. Lee, H. (2021) 'Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organisation support', *Journal of Organizational Effectiveness People and Performance*. DOI: 10.1108/JOEPP-06-2020-0104.
16. Li, X., Voorneveld, M. and de Koster, R. (2022) 'Business transformation in an age of turbulence—Lessons learned from COVID-19', *Technological Forecasting and Social Change*. DOI: 10.1016/j.techfore.2021.121452.
17. Makarius, E. E. and Larson, B. Z. (2017) 'Changing the Perspective of Virtual Work: Building Virtual Intelligence at the Individual Level', *Academy of Management Perspectives*, 31(2), pp. 159–178. DOI: 10.5465/amp.2014.0120.

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21. Messenger, L. et al. (2017) 'Working Anytime, Anywhere: The Effects on the World of Work', *Eurofound and the International Labour Office*. DOI: 10.2806/425484.
22. Murad, M. M. I., Zayed, N. M. and Mukul, A. Z. A. (2013) 'A study on job satisfaction: focus on bankers of Bangladesh', *European Journal of Business and Management*, 5(17), 14-20. Available at: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.735.4531&rep=rep1&type=pdf> (Accessed: 25 June 2022).
23. Oyovwe Tinuoye, G. O., Omeluzor, S. U. and Akpojotor, L. O. (2016) 'Factors influencing job satisfaction of academic librarians in university libraries in Edo and Delta states, Nigeria', *The Electronic Library*, 34(6), pp. 985–996. DOI: 10.1108/el-07-2015-0128.
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27. Rotich, K. J. (2015) 'History, evolution and development of human resource management: a contemporary perspective', *Global Journal of Human Resource Management*, 3(3), pp. 58-73. Available at: <https://www.eajournals.org/wp-content/uploads/History-Evolution-and-Development-of-Human-Resource-Management-A-Contemporary-Perspective.pdf> (Accessed: 25 June 2022).
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29. Slavkovic, M., Sretenovic, S. and Bugarcic, M. (2020) 'Remote Working for Sustainability of Organization during the COVID-19 Pandemic: The Mediator-Moderator Role of Social Support', *Sustainability*, Vol. 14, pp. 70. DOI: 10.3390/su14010070.
30. van Dorssen-Boog, P. et al. (2021) 'Facilitating health care workers' self-determination: The impact of a self-leadership intervention on work engagement, health, and performance', *Journal of Occupational and Organizational Psychology*, 94(2), pp. 259-281. Available at: <https://bpspsychub.onlinelibrary.wiley.com/doi/epdf/10.1111/joop.12352> (Accessed: 25 June 2022).
31. Wang, et al. (2020) 'Achieving effective remote working during the COVID-19 pandemic: A work design perspective', *Applied Psychology*. DOI: 10.1111/apps.12290.

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Lawrence Qin			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☐	Taught Postgraduate Student	☐	Postgraduate Research Student ☒
3	Institute/Academic Discipline/Centre:	Master of Business Administration			
4	Campus:	Hong Kong Management Association			
5	E-mail address:	lawrencecheun@gmail.com			
6	Contact Telephone Number:	+85292684892			
For students:					
7	Student Number:	2031014			
8	Programme of Study:	Master of Business Administration			
9	Director of Studies/Supervisor:	Dr. Joe Leung			

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
					Date
2	If Yes, please indicate source of approval (and date where known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval	Research Degrees Committee	☐		
Institute Research Committee		☐			
Other (write in) Dr. Joe Leung		☒	April 26, 2022		

SECTION C: Internal and External Ethical Guidance Materials

Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.	
1	UWTSD Research Ethics & Integrity Code of Practice ☒
2	UWTSD Research Data Management Policy ☒
3	[List any other relevant documents here] ☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution	
2	Contact person name	
3	Contact person e-mail address	
4	Is your research externally funded?	YES ☐ NO ☐
5	Are you in receipt of a KESS scholarship?	YES ☐ NO ☐
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary YES ☐ NO ☐
7		Employed YES ☐ NO ☐
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered. YES ☐ NO ☐
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue YES ☐ NO ☐

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES ☐ NO ☐
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	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).
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SECTION E: Details of Research Activity

1	Indicative title:	The Study of Work-From-Home Job Motivation and Job Satisfaction during COVID-19: A Case of ServiceOne Limited in Hong Kong		
2	Proposed start date:	April 26, 2022	Proposed end date:	November 14, 2022
	Introduction to the Research (maximum 300 words per section) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>			
3	Purpose of Research Activity The purpose of this study is obviously a 'soul searching' for ServiceOne Limited 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 business performance and precious talents. 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 ServiceOne management team to have 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 organization even for staff outside of Hong Kong. ▪ Render an option to the employees from ServiceOne 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 better working atmosphere. ▪ Establish a channel to encourage transparent communication 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.			
4	Research Question 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?			
5	Aims of Research Activity 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 being less impacted when the business is exposed to so many uncontrollable. Utilizing a resource-based view, suitable management strategies then can be formulated to protect the most valuable assets of the company: professional employees.			

6	Objectives of Research Activity 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 provided to secure ServiceOne team's long-term talent retention strategy
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.
7	In the event of motivation and satisfaction research of this study, for instance, the fundamental desires and motives are demanding in-depth 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 to pragmatically assess the variable relations. SPSS processing is adopted for the data analyses and fact findings in understanding the challenges facing ServiceOne. For the qualitative study, literature reviews from journals and scholars, the definition of factor concepts, and focus group are conducted. For the quantitative side, survey data review from literature and survey primary data from this study are carried out. Also, both questionnaire and focus group interviews are planned to conduct with ServiceOne. These primary data are the linchpin to analyzing five variables conceptualized from literature reviews. The questionnaire is delivered to all ServiceOne employees anonymously so sensitive information could be accurately answered by the respondents, whereas the interview of the focus group renders the study an opportunity to explore in-depth information and supplementary materials that the questionnaire might not be able to simply deliver. Secondary data and sources, in this case, are information and material collected through literature reviews, 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. 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 numerical scaling should be adopted, which is solely dependent on the granularity that the study would like to achieve. 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, which inspires this study to adopt the same tactic for ServiceOne. 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. Inferential statistics on the other hand focuses on the generalization from statistical analysis, which hypotheses could be statistically tested. 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. The application of reliability and validity tests should be realistic. Under different circumstances, the employment of values and adoption of validity types could be altered to best fit into the research requirement at that moment. For the ServiceOne study, variables in the conceptual framework are tested in pairs to assess their strength of relationships and directions of them through the correlation analysis. 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. Both simple linear regression and multiple linear regression analyses are adopted in this study for ServiceOne. Ethical and pre-test are also being considered in this research methodology.

	Location of research activity Identify all locations where research activity will take place.
8	Hong Kong
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
9	Being an international center, Hong Kong's dynamic culture is very close to UK. Hong Kong has its local ethical and data privacy laws, which this research will pay special attention to. Nevertheless, the regulations are very similar to UK.

10	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. (this box should expand as you type)		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	YES	NO
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒
19	If YES to any of the above, please give details:		
	(this box should expand as you type)		

SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
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1	Use of a questionnaire or similar research instrument?	☒	☐
2	Use of interviews?	☐	☒
3	Use of focus groups?	☒	☐
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.	☐	☒
	Details of any other primary data collection method: (this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	YES	NO
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☒	☐
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒

7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.	☐	☒
	Details of any other participant groups:		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	200
11	Who will the participants be?	ServiceOne employees
12	How will you identify the participants?	Through ServiceOne HR department

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
14	Will you tell participants that their participation is voluntary?	☒	☐	☐
15	Will you obtain written consent for participation?	☒	☐	☐
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☒
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☐	☐	☒
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☒	☐	☐
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☒	☐	☐
22	If NO to any of above questions, please give an explanation			

	Information for participants:	YES	NO	N/A
24	Will participants be paid?	☐	☒	☐
25	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
28	If YES to any question, please provide full details			

	(this box should expand as you type)
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SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them.		
	If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☐
		No	☒
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: Data privacy	How you will mitigate the risk to participants: Data are securely stored offline and accessible only to the researcher. Data will be destroyed 6 months after the date of dissertation submission	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities		
	N/A		
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest		
	Risk to the investigator: N/A	How you will mitigate the risk to the investigator:	
5	University/institutional risks For example: adverse publicity, financial loss, data protection		
	Risk to the University: N/A	How you will mitigate the risk to the University:	
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems		
	Risk to the environment: N/A	How you will mitigate the risk to environment:	

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?	☐	☐	☒
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	Before the questionnaire distribution, a debriefing will be provided to the ServiceOne HR team; in turn, they can explain to the staff from two offices. Along with the questionnaire, a brief declaration to capture the spirit of confidentiality and consent is also given to the respondents. After the survey and data analysis, a briefing will be provided to ServiceOne to present the collected data and full transparency of indicated research writing to help ServiceOne in strategic management decision-making for the organization and retention tactics.
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	A letter of consent is issued to the ServiceOne management team to acquire consent before the research discussions.
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	The data collected from respondents are not traceable by any identifiable means and the declaration also clearly stated the collection of information is in strict confidence and anonymous.

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
1	"Personal data" means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☒
	If YES, provide a description of the data and explain why this data needs to be collected:		
2			
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	"Special category data" means sensitive personal data consisting of information as to the data subjects' – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4			

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?	☐	☒

6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☒
10	“Cloud” storage or websites?	☒	☐
11	Other – specify:	☐	☒
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	The PC and cloud storage are complex password protected and encrypted to secure the data. Both storages are only accessible by the researcher alone.		

Data Protection			
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?	☐	☒
14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☐	☒
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
22	List all who will have access to the data generated by the research activity:		
	Researcher		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	Researcher		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		
	Encrypted and complex password protected on researcher’s PC or google cloud. Data is to be destroyed after 6 months from the date of dissertation submission. No archive will be done. For PC, the safety of the PC at home is no question. For google cloud, the availability is high.		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwt.ac.uk/). If so please explain. <i>(Most relevant to academic staff)</i>		
	No		

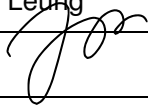


26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:		Date: May 15, 2022

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr. Joe Leung	Date: May 17, 2022
3	Signature:		

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed ALL RELEVANT sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☒	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
☒	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name. You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.



This form is available electronically from the Academic Office web pages:
<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>