

## TWITTER CONTENT ANALYSIS OF THE REMOTE WORK PRACTICE DURING COVID-19 PANDEMIC

### COVID-19 PANDEMİSİ SIRASINDA UZAKTAN ÇALIŞMA UYGULAMASININ TWITTER İÇERİK ANALİZİ

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#### ABSTRACT

The covid-19 pandemic has confronted people challenges all around the world. To avoid the infection, stay home, isolation and social distancing measures has occurred. These measures have reshaped the life indispensably. The business life is not an exception. Under these conditions, remote work practice for both employees and employers has eventuated as an option and adopted phenomenon supported by technological advances. During working remotely, the many employees together with businesses have experienced a new way of working life. The current study seeks to explore and understand remote work shaped by hard conditions emerging from pandemic by analyzing Twitter data from March 2021 to May 2021. The content analysis results uncovered themes among tweets including skill-building, landscape, vision, function, interaction, primary, intangibility, cohesiveness, employability, phenomenon. The findings can be a partake of a call for the actions of managers and decision-makers by making remote work shaped by pandemic more understandable for businesses and contribute to expanding remote work literature.

**Key Words:** Strategic Management, Remote Work, Content Analysis, Covid-19

#### ÖZET

Covid-19 salgını, tüm dünyada insanları yeni zorluklarla karşı karşıya getirmiştir. Enfeksiyondan korunmak için evde kalma, izolasyon ve sosyal mesafe önlemleri alınmıştır. Alınan bu önlemler hayatı kaçınılmaz bir şekilde yeniden şekillendirmiştir. İş hayatı da bu bakımdan bir istisna değildir. Bu koşullar altında hem çalışanlar hem de işverenler için uzaktan çalışma uygulaması bir seçenek olarak ortaya çıkmış ve teknolojik gelişmelerle desteklenen bir olgu olarak benimsenmiştir. Uzaktan çalışma sırasında, birçok çalışan işletmelerle birlikte yeni bir çalışma hayatı deneyimi yaşamıştır. Mevcut çalışma, Mart 2021'den Mayıs 2021'e kadar Twitter verilerini analiz ederek pandemiden kaynaklanan ve zorlu koşullar tarafından şekillendirilen uzaktan çalışmayı keşfetmeyi ve anlamayı amaçlamaktadır. İçerik analizi sonuçları, beceri geliştirme, çalışma yeri, vizyon, işlev, etkileşim, birincil, soyutluk, bağlılık, istihdam edilebilirlik, fenomen gibi tweetler içindeki temaları ortaya çıkarmıştır. Bu çalışmanın bulguları, pandemi tarafından şekillendirilen uzaktan çalışmayı işletmeler için daha anlaşılır hale getirerek yöneticilerin ve karar vericilerin eylemlerine yönelik bir çağrının parçası olabilir ve uzaktan çalışma literatürünün genişlemesine katkıda bulunabilir.

**Anahtar Kelimeler:** Stratejik Yönetim, Uzaktan Çalışma, İçerik Analizi, Covid-19

## 1. INTRODUCTION

In 2020, a new type of coronavirus was declared as a pandemic by the World Health Organization calling as Covid-19 (World Health Organization (WHO), 2020a). There is growing evidence that a significant proportion of Covid-19 cases are related to occupational contact, indicating that some occupations are now becoming riskier than others (Baker et al. 2020: 5). Occupational characteristics such as being in contact with customers and employees are associated with the possibility of contracting the disease (Béland et al., 2020: 6). On the other hand, governments have instructed most of the workforce to stay at home and continue working remotely (Ex; USA: Nbcnews, 2020; UK: Gov.Uk, 2020; Turkey: BBC News, 2020). That has left many people at home to avoid the infection (Brynjolfsson et al., 2020: 2).

As to prevent the infection, social distancing measure (WHO, 2020b) has been one of the factors stopping businesses (Goolsbee and Syverson, 2021). Because the social distance that require physical proximity causes loss of workforce in businesses (Mongey vd., 2020:1). The option of employees to work wherever and whenever they want is an opportunity offered by information and communication technologies (Bartik et al., 2020: 1). Therefore, considering the progress of information and communication technology (ICT) in working life (Allen, el., 2015), the COVID-19 pandemic has made remote work a priority for employees and businesses (Galanti et al., 2021: 426). It is already stated that individuals have more flexibility in their workplace environment (Ter Hoeven and Van Zoonen, 2015). The pandemic has made the transition to a fully flexible workforce a necessity (Forbes et al., 2020: 5). Many companies have initiated the transition to fast and wholesale remote working arrangements for knowledge-intensive work (Leonardi, 2020: 1).

According to Eurofound (2020), almost 40% of employees in Europe conducting the business remotely. In the US, the 99% of 5 million (3.6% of the US workforce) working remotely would like to go on. They would

like to plan on working remotely for the rest (ResumeLab, 2021). 74% of employees believe in remote working is the new normal. (IWG, 2021). That is why 61% of employees have left or considered leaving a job because it did not have work flexibility. (FlexJobs, 2021). 61% of remote workers would expect a pay rise if they were no longer allowed to work from home. (Owl Labs, 2019). It is stated that remote work will increase employee retention rates (The Predictive Index, 2021). Because working remotely employees admit that they're happy in their job (Owl Labs, 2019). Moreover; %75 of workers indicate that they are more productive working remotely due to the fewer distractions (Resumelab, 2021). Hence, the COVID-19 pandemic has accelerated the transition to a digital world that is enabling businesses to rethink the way they work (Weforum, 2021). The pandemic has been the most comprehensive collective remote working experience in history (Dahik et al., 2020: 1). It is thought that it is necessary to reorganize the way of working to eliminate the negative effects of the Covid-19 pandemic on the work force (Putra et al., 2020: 341). For these reasons, it is thought that remote working has become common with today's technology and employee preferences (Bartik et al., 2020: 1) especially at times of pandemic. As such, the need to explore how remote work shapes working life under the specified dynamics has emerged. The sudden social and economic pressures on businesses due to the pandemic also bring along doubts that predetermined information or research results (Creswell and Poth, 2016: 40) of remote working can contribute to business life.

On the other hand, that there are 3 billion 800 million social media users worldwide. The time spent by each social media user on social media is 2 hours 51 minutes. Twitter has 340 million users worldwide (Hootsuite Dijital, 2020). Twitter posts are publicly distributed and easily viewable by all users. (Park, 2013: 1641). Twitter is a lively forum for public discourse (Kim, 2011: 971). Because of the real-time nature of the content, and the ease in accessing and searching publicly available information Twitter provides a unique big data source. Moreover, Twitter data reveals noteworthy trends. The interest and value of Twitter-based research is increasing throughout the broader research community (Zimmer and Proferers, 2014 :250-257).

Therefore, the aim of this study is to reveal how the content of remote work, which is implemented as an effort to maintain employment affected by the Covid-19 pandemic, is found by Twitter users and how users interact with the content of remote work. Considering isolations, social distancing, Twitter is a suitable for the research as it is a natural setting (Creswell and Poth, 2016: 37) where employees can share their comments and experiences at the same time, they experience remote work.

The author assumes that the research will be beneficial for managers and decision-makers to shed light on the context of remote work involved in the strategic use of the workforce of business during and after the pandemic. With this motivation, the current study is valuable as it provides an overview via Twitter to comprehend the content of remote work as the new normal way of working. To provide a better framework for the current study; firstly, the remote work is explained as a concept. Secondly, how Covid-19 has shaped business is discussed. Thirdly, the methodology and analysis chosen in accordance with the purpose of the research are presented. Fortly, obtained findings are expressed.

## **2. THEORETICAL BACKGROUND**

### **2.1. Remote Work as A Practice of Employment**

Social and economic developments, such as the increasing need of flexibility for both employers and workers, the greater use of advanced information and communication technology (ICT), and the greater importance of certain business activities and occupations lead to the emergence of new forms of employment (Eurofound, 2018: 1). Remote work (Nilles, 1975: 1143), which has been in the telecommunications industry since 1970, is an extension of the fully flexible workforce. ICT-based mobile work has emerged as smaller and lighter wireless devices such as laptops and mobile phones allow employees to work from anywhere, not just from home (Messenger and Gschwind, 2016: 197; Vartiainen and Andriessen, 2006: 204).

Remote work is the use of information and communication technologies in work done outside the employer's workplace (Di Martino and Wirth, 1990: 530). It is a work style that allows professionals to work outside of the traditional office environment. It is based on the concept that the work does not have to be done in a certain place to be carried out successfully (Remoteyear, 2021). During remote work, the employee can move to an office building, warehouse, etc. does not commute or travel, does not go to a central workplace (Marketbusinessnews, 2021). In this regard, remote work is mainly characterized by minimum physical fitness requirements, maximum concentration requirements and individual control over the speed of work (Klopotek, 2017: 42). Digital technologies have made it possible for many workers to carry out their work at anytime and anywhere, with consequent advantages and disadvantages (Eurofound, 2021).

Remote working has many benefits and challenges for both employees and employers. Some benefits of remote work are shown in Table 1 and some challenges of remote work are shown in Table 2.

Table 1. Some Benefits of Remote Work

Benefits	Source
Creating new business opportunity	Eurofound, 2017
Attracting skilled workers	Eurofound, 2017
Potentially growing the economy in remote areas	Eurofound, 2017
Reducing urban congestion, pollution, and energy use	Eurofound, 2017; Bailey and Kurland, 2002
Reduce office space and associated costs	Eurofound, 2017
Connect with friends, family, and supervisors at any time	ILO, 2021
Increasing times reserved for personal life	ILO, 2021
Increased productivity for both employees and employers	Remoteyear, 2021; Hill et al., 1998
Happy and healthy employees	Remoteyear, 2021; Schall, 2019; Madsen, 2011
Renewed passion for their work	Remoteyear, 2021
Meeting family needs	Ahmedi et al., 2000; Madsen, 2011
Opportunity to reduce social contact	Michaels, 2020
Flexible working hours or a less formal atmosphere	Olson et al., 1995
Avoiding office politics	Madsen, 2011
Better work/family balance	Bavik vd., 2020; Allen et al., 2015
Relocation flexibility	Madsen, 2011
Job satisfaction	Madsen, 2011
Technical skills	Madsen, 2011
Less distractions	Kossek et al., 2011
Lower stress level	Madsen, 2011

Source: Table1 was generated by the author via findings of the above indicated researchers

Table 2. Some Challenges of Remote Work

Challenges	Source
Interfering home and decrease in work efficiency	Klopetek, 2017
Ineffective communication with superiors	Steel, 2007
Delay of work, lack of self-regulatory resources	Steel, 2007
Lack of self-regulatory resources	Kühnel et al., 2016
Autocontrol failure	Wang et al, 2021
Loneliness	Escalla, 2021
In case of virtual work features do not meet individual/task requirements	Wang et al, 2021

Source: Table2 was generated by the author via findings of the above indicated researchers

As seen at both table 1 and table 2, remote working seems to be compatible with many new social changes made possible by technological developments (Soroui, 2021: 1). For instance, remote work enables employees to connect with their friends, families at any time, and alleviates the interference of work with the spaces and times reserved for personal life (ILO, 2021: 3).

## 2.2. Interaction of Businesses with Covid-19 Pandemic

Measures for the pandemic and isolations have forced millions of people around the world to work remotely. The Covid-19 pandemic has spurred a structural change in the way work is done, at least for some people, by overcoming cultural and technological barriers to remote working in the past. In this respect, the potential for remote work has become determined by tasks and activities, not by occupations (Lund et al., 2020: 1-3). There have been enormous and unprecedented increases in workers claiming unemployment insurance as many are unable to stay at work (Blustein et al., 2020: 1).

For instance, new claims for unemployment benefits in the US in 2020 reached up to 280,000 people per week. Unemployment increased by 3.5% in February 2020. US GDP fell 11.2% (Altig et al., 2020: 2). Remote working alleviated the negative effects of decreasing worker mobility in the exporting country such as the USA on export growth (Espitia et al., 2020: 3). During the pandemic in Canada, 41% (Gallacher and Hossain, 2020) of jobs were carried out remotely, while in the US, 37% (Dingel and Neiman, 2020). As examples of the dramatic and rapid increase in remote work enabled by digital technologies, Zoom's daily active user base increased by 67% in March 2020. The number of daily active users of Microsoft Teams increased from 20 million in November 2019 to 44 million in March 2020 (Leonardi, 2020: 2). In this sense, the leading business lines for remote working; educational services professional, scientific and technical services, management of some companies, finance, and insurance it services, wholesale trade (Dingel and Neiman, 2020: 4.).

Given the importance of social distancing in limiting the spread of the Covid-19 pandemic, the efficiency of remote work arrangements can be said to be a key factor in maintaining production processes in a safe environment. (Espitia et al., 2020: 5).

### 3. METHODOLOGY

Fitting for the aim of the study, the research question is shaped as;

- ✓ How does remote work as a practice during the Covid-19 pandemic occur? within that scope
- ✓ What are the conceptual content themes of remote work?

In this direction, the qualitative research is embarked on (e.g., Rufai and Bunce, 2020; Linvill et al., 2012). The Qualitative research adopts an interpretative approach to examine the research problem (Altunışık et al., 2010: 302). It is run to explore and understand a complex issue in detail (Creswell and Poth, 2016: 40). The first step of the content analysis is to identify and quantify specific words or content in text for the aim of understanding the contextual use of these words (Hsieh and Shannon, 2005). In content analysis, big data includes the form of information collected and archived by programs behind social media platforms. Most of the research on social media has focused on the content analysis of the linguistic content of Facebook and Twitter (Chew and Eysenbach, 2010). Related information can be obtained from Twitter for free and can be examined according to certain parameters (Lewis et al., 2013). Twitter can include new functions such as social awareness. The network connection structure of users of Twitter presents content activity (Naaman et al., 2010: 189).

Within the content analysis, an inductive approach is run both for the aim of the study and the research question. Because the essential aim of the inductive approach is to cause research findings to emerge from frequent, dominant, or important themes in the raw data. Ad hoc, a researcher is need to interpretate the data to drive concepts or a model (Thomas, 2006: 238). Through, it paves the way for exploring the themes (Caldart et al., 2014 :126) exemplifying the remote work concepts shaped by Covid-19 pandemic. An inductive approach has five phases. These are i) comprehending the data, ii) generating initial codes, iii) merging related codes for themes, iv) checking up on the relevant themes, and v) describing and naming themes (Braun and Clarke, 2006; 87). Figure 1 introduce the inductive approach stream.

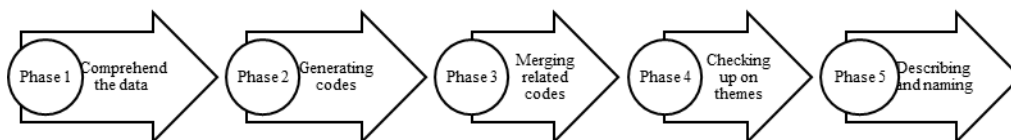


Figure 1. Inductive Approach Stream.

Source: The figure was generated by the author via Braun and Clarke, 2006: 87

According to the above-mentioned phases, 1000 tweets about the remote work were read carefully over Excel format. In each tweet about remote work, the concepts, words, or terms used to express remote work were determined as a term throughout the entire data set. Thanks to the Excel format that determination has allowed the calculation of the frequency and rate of use of the terms throughout the data set. The obtained terms were browsed to be grouped within the relevant themes. In this way, the different terms that may be related to each other have been brought together. This process is important and initial step in the production of themes. The compatibility of the themes produced by combining the different terms that allow to explore remote working during the Covid-19 pandemic has been checked. Lastly, after ensuring the harmony between them, the relevant themes are properly named by running the inductive approach.

#### 3.1. Sample

The purposeful sampling method has been chosen to obtain Tweets containing the remote work from Twitter users of both employees and employers for the research. It is run for qualitative research and goes with the defined criteria (Alvi, 2016). The sample size was derived from the period when the most comprehensive collective remote work experience in history (Dahik et al., 2020: 1) took place (E.g; USA: Nbcnews, 2020; UK: Gov.Uk, 2020; Turkey: BBC News, 2020). A sufficient number of samples is required to obtain the sample density related to the research topic (Travers, 2001). By running data collection, 1000 tweets have been collected. Among these tweets, with advertising content, educational, retweeted, out of context and not written in English ones has excluded. Thus 814 tweets are left for the aim of the study. Since the contents meaning appear to be repeating each other, it is assumed that 814 tweets are able to provide for sample saturation. Because saturation occurs after a certain point where there is no significant incremental learning of new perspectives (Strauss and Corbin, 2014).



### 3.2. Data Collection

In accordance with the aim of this study, a code of “remotework, since:2021-03-11 until:2021-04-09” was entered into explore section on the Twitter microblock. In this way, related tweets were viewed on a global scale. To analyze the obtained data, a format has been created in Microsoft Excel with columns of number, date, tweet, content, and frequency. Microsoft Excel databases are used to access, analyze, and report information (Claussv, 2010).

### 3.3. Assumptions and Limitations

The Assumptions and limitations of the research are as follows:

- ✓ It is assumed that the sample size is able to best explain the phenomenon that is investigated.
- ✓ The date range has been chosen by considering the intensification of lockdowns to prevent the Covid-19 pandemic.

## 4. FINDINGS

The explored terms used for remote work in tweets from the data set are presented in Table 3

Table 3. The Explored Terms

Term	f	%	Term	f	%	Term	f	%
Employee	72	8,8	Freelance	28	3	Shift	15	1,8
Business	71	8,7	Hiring	26	3,2	Motivation	14	1,7
Pandemic	67	8,2	Technology	26	3,2	Work from home	14	1,7
Future of work	64	7,9	Communication	22	2,7	Strategy	13	1,6
Jobs	56	6,8	Trend	21	2,6	Risk	12	1,5
Leaders	44	5,4	Management	20	2,5	Innovation	9	1
Learning	41	5	Zoom	20	2,5	Coworking	8	0,9
100daysofcode	38	4,6	Careers	19	2,3	Creative	7	0,8
Experience	35	4,3	Digital nomad	18	2,2	Conference	7	0,8
Productivity	36	4,4	Collaboration	17	2	Wellbeing	7	0,8
Cybersecurity	34	4,1	Flexibility	16	2	New Normal	6	0,7
Hybrid	32	4	Digital transformation	15	1,8	Ecosystem	3	0,4

As can be seen in Table 3, 36 different terms were used in tweets about the remote work practice during Covid-19 pandemic.

### 4.1. Classifying The Explored Terms of Remote Work

Based on remote work content analysis, classifying of them is as follows; skill-building, landscape, vision, function, interaction, primitive, intangibility, cohesiveness, employability, and phenomenon. The instance tweets from 814 tweets for theme classification related to terms are shown at Table 4. These classifications are constituted of terms obtained from the data set. Hence, these classifications are not previously formed.

Table 4. Explored Terms and Related Themes

Term	f	%	Term	f	%	Term	f	%
1-Skill-building			Creative	7	0,8	8-Cohesiveness		
Learning	41	5	Wellbeing	7	0,8	Communication	22	2,7
Innovation	9	1	5-Interaction			Collaboration	17	2
Conference	7	0,8	Business	71	8,7	Coworking	8	0,9
2-Landscape			Jobs	56	6,8	Motivation	14	1,7
Work from home	14	1,7	Ecosystem	3	0,4	9-Employability		
Freelance	28	3	6-Primary			Digital nomad	18	2,2
Zoom	20	2,5	Employee	72	8,8	Hiring	26	3,2
3-Vision			Leaders	44	5,4	Shift	15	1,8
Technology	26	3,2	Management	20	2,5	10-Phenomenon		
Future of work	64	7,9	Strategy	13	1,6	Pandemic	67	8,2
Careers	19	2,3	7-Intangibility			Hybrid	32	4
4-Function			100daysofcode	38	4,6	Trend	21	2,6
Productivity	36	4,4	Cybersecurity	34	4,1	New Normal	6	0,7
Flexibility	16	2	Digital transformation	15	1,8	Experience	35	4,3
Risk	12	1,5	-			-		

The most frequently used terms within these classifications are learning, freelance, future of work, productivity, risk, business, employee, 100daysofcode, communication, hiring, pandemic. Figure 2 presents the word cloud striking terms to explore remote work to provide a holistic view.



Figure 2. Striking Terms of Remote work  
 Source: Figure 2 was generated by author via findings

Table 5 presents some examples of Tweets for themes including explored terms from data set.

Table 5. Some Examples of Tweets for Themes Including Explored Terms

Theme	Tweet Example	Theme	Tweet Example
Skill-building	WATCH: Prominent tech companies are embracing remote work. WSJ looks at what that could mean for innovation and productivity and what companies are doing to manage the impact.	Primary	#Microsoft says its employees can work from home forever.
Skill-building	Good morning, everyone! How are things for you? One more day of learning something new. It's a great feeling that you can always improve yourself. I like it	Primary	Now that seemingly everyone is used to online meetings, see why they invigorate management
Skill-building	Doing conference calls from home, which one are you? #remotework	Primary	Can you imagine the future of #construction industry with #remotework? After the Covid-19 pandemic, the #digitaltransformation has accelerated. Automated #projectmanagement systems allow business leaders to increase productivity and save costs.
Skill-building	Backup office setup in the garage is complete! This may seem trivial, but now @inesmcbride and I can conference call at the same time without disturbing each other. remotework	Primary	Throughout modern history, we have fit life around the rigid confines of work. When remote work is embraced as a competitive strategy, work complements life with greater harmony.
Landscape	remote work doesn't have to mean Work From Home. Help us normalize remote working from libraries	Intangibility	Happy Monday everyone! New week and I have my goals already set. I'm feeling ready to learn new things and try not to forget the old ones. There's a lot of information out there. Don't feel bad if you forget anything. #100DaysOfCode
Landscape	What's your #WorkFromHome set-up like? This is mine today after adding a few new things	Intangibility	With a largely remote workforce in 2021, employees may be mixing personal and work behaviors and operating under less secure home networks. How can cybersecurity professionals mitigate insider threats?
Landscape	Hybrid working in Wales would give Zoom calls jaw dropping scenery... The boost to wellbeing and productivity alone would be huge. We now need to ensure everyone in Wales has the opportunity to make work an activity and not a location	Intangibility	DigitalTransformation and need for remotework driven by the pandemic led to an increased demand for softwaredevelopers,
Landscape	"In a lot of ways it's going to be more disruptive than when we went all remote," said Brian Kropp, vice president of research at Gartner." Are you ready for this new hybrid world? Let's build your infrastructure.	Cohesiveness	Thank you HeatherMavunga! We absolutely enjoyed the #kraadoLearn session: the tools, tips, hacks & the live demo were absolutely essential in communicating effectively in a remote work environment
Vision	These creative businesses are leveraging technology to keep employees engaged and connected even from distant corners of the world. Gain insights for your team.	Cohesiveness	Companies need to reorganise – devise new approaches and adopt more and better collaboration technology so remote working really works.
Vision	It's time to change how we talk about the future of work, and focus on moving forward to new ways of working.	Cohesiveness	Mental health has shown pets increase happiness as well as motivation and productivity. Working alongside your 4-legged-friend eliminates feelings of isolation, and provides company during the day

Function	The Covid-19 pandemic has proven that we can work from home and do it effectively—without losing productivity. In a survey by Mercer, an HR and workplace benefits consulting firm, 94% of employers said productivity was the same as or higher than before the pandemic	Employability	When traveling gets easier, where would you want to go first? Let’s discover the best locations in the world for remotework, digitalnomad
Function	Grateful for the flexibility remotework provides for those with ailing parents. I was able to move to Pittsburgh to take care of Mom after her diagnosis. Now I'm able to help care for my dad, all the while having amazing HR roles for Indy companies!	Employability	Employers have largely seen a benefit in productivity due to the shift to remote working.
Function	There's a lot to love about working from home. However, if you aren't taking the necessary precautions, you could be putting both your business and yourself at risk	Phenomenon	People being forced to work from home in a pandemic is not remote work, what's happening right now is not the work of the future, it's trying to survive.
Function	Employers are now spying on remote workers in their homes. (Salon) RemoteWork Privacy	Phenomenon	Hybrid working in Wales would give Zoom calls jaw dropping scenery... The boost to wellbeing and productivity alone would be huge. We now need to ensure everyone in Wales has the opportunity to make work an activity and not a location
Interaction	Remotework is the new normal for businesses. As many industries prepare working from home fully, there are expanded considerations to meet high expectations	Phenomenon	Many remote employees have taken advantage of the opportunity to relocate. This trend is causing some headaches for HR, but there are ways to proactively deal with it.
Interaction	Many people in the pandemic lost their jobs and there's no shame in asking for help. @cindygallop and her team are looking for a part time Community Management Assistant.	Phenomenon	Now that the “new normal” has become normal, many people don’t want to go back to the physical workplace.

The above generated themes are presented in word cloud as to provide a comprehension about remote work with regards to both employees and employers. Figure 3 presents generated themes in word cloud.



Figure 3. Generated Themes of Remote work  
 Source: Figure 3 was generated by author via findings

**5. DISCUSSION**

In the general discussion, the beliefs of Twitter users about the remote work during the Covid-19 pandemic consist of 10 different themes. These are skill-building, landscape, vision, function, interaction, premier, intangibility, cohesiveness, employability, phenomenon. The research results obtained through content analysis are discussed below based on the literature. Some of the essential ones are technology, future, employee, business, human resource, future of work, work from home, jobs, pandemic. The findings of current study current research results obtained through content analysis are discussed below based on the literature.

Skill building theme comprises learning, innovation, conference. Skill-building is required to meet current and future business demands (Werner and DeSimone, 2006: 5). Skill building deals with the competences of the employees (Khan et al., 2012; 37) during Covid-19 pandemic and after. Therefore, skill-building is a part of human resource development process which is more need via Covid-19 pandemic within a business. Due to the rapid developments of technology and environment, knowledge-based skill-building appears to be substantial for employment for such times like pandemic and beyond.

Landscape theme includes work from home, freelance, and zoom. The covid-19 pandemic has reshaped the daily life by lockdowns, isolations etc. Accordingly, major population has stayed at their homes at

worldwide. The future of workplace will center around how employees and employee connect with each other via technology. Connecting employees with collaboration IT platforms like zoom creates a new formed workplace. It allows employee to choose for working. That also may transform old schoolwork style into hybrid one. The employees can connect to digital workplaces from any place available for them. The businesses had to carry out the operations with remote work. Remote working has allowed businesses to realize that there could be no need for their real estate or renting office space (Haag, 2020). Moreover, the flexibility of working without considering the office politics has seemed to encourage employees working from anywhere or home. Both businesses and employees seem appetite to work in that way.

Vision theme involves technology, future of work, careers. Compared to work life before Covid-19 pandemic, the remote work practice provides more productivity at least some businesses, bringing the business, the employee together is easier thanks to technological progress and that ease make the employee cost cheaper (Clancy, 2020: 1). Due to the many benefits, it provides, remote working seems to be an important tool for both employees and businesses in organizing working life for future.

Function theme covers productivity, flexibility. As function refers to meeting the specific needs (Olsen et al., 1998), function theme covers the needs of businesses and employees emerging from quarantine and isolation during pandemic. Function theme both provides process (productivity) and technical (flexibility) Grönroos (1990) needs related to pandemic. Functional theme concerns the way business is carried out.

Interaction theme contains business, jobs, ecosystem. During pandemic interaction is not within a company, but between companies that constitutes doing of business. Therefore, interaction is central to economic life, because the exchange is done by businesses (Ford et al., 2008: 1-2). As per the interaction theme, the remote work enables interaction to fulfill its role during Covid-19 pandemic in economic life. Connections provided by interaction result in necessary modifications to activities.

Primary theme enclose employee, leaders, management, strategy. Since the remote working allows businesses to continue working, primary theme have been able to fulfill their functions. For instance, leaders are key issues for any business success (Huang et al., 2011:865), and there is a linkage between strategy, management, and business success (Müller et al., 2008: 39).

Intangibility theme engages 100daysofcode, cybersecurity, digital transformation. Due to the increasing worldwide usage of digital assets, the forms of many issues turn out to be intangible. Considering the social distance, isolation and lockdowns, the work life during pandemic is not apart from it. Therefore, growing tools of digitalization like intangibility theme can easily be associated with remote work. The remote work encourages employees to learn new skills, directs to an intangible environment for working.

Cohesiveness theme subsumes communication, collaboration, coworking, motivation. For businesses that can return to working life with remote working in a period of pandemic, cohesiveness is to facilitate the performance. For instance, the motivation plays a critical role in generating of cohesiveness (Stashevsky and Koslowsky, 2006: 63). In this respect, managers and decision-makers gain the performance increase provided by the cohesiveness theme by working remotely. Because the cohesiveness provides togetherness and goal oriented (Carron, 1982: 131).

Employability theme consist of digital nomad, hiring, and shift. Employability theme enables employees to work. In this way, they benefit to families, society, and the economy. Because it requires posing set of skills like ability to work in digital world. Employability theme concerns with opportunity awareness, transition learning, self-awareness (Watts, 2006: 9). The employees are forced to have new qualification requirements. Because having related competency in times of changes like pandemic is needed for employability (Buheji and Buheji, 2020: 238). The role played by employability in the labor market (McQuaid and Lindsay, 2005: 197) has become more evident during the Covid-19 pandemic.

Phenomenon theme is composed of pandemic, hybrid, trend, new normal, experience. Considering that phenomenon is an extraordinary occurrence, Covid-19 pandemic has caused major alterations in life including business. The life balance between work and social, and loss of trust, additional costs and multitasking of employees cause a phenomenon (Krasulja et al., 2015). Experiencing these justifications seems to have led to the occurrence of the matter of facts included in the theme. Hence, whether from home or anywhere, working remotely is a phenomenon (Mustajab et al., 2020: 15) in many countries.

Overall, generated themes provide the managers or decision-maker framing beliefs, thoughts about remote work and experiences of people for business life for the future.



## 6. CONCLUSION

Social distancing and curfews applied to prevent the Covid-19 pandemic have affected daily and working life. With these rules shaping business life, business managers who are to create production and employment have sought to realize different working styles. At this point, while businesses harmonize organizational systems and processes with new technological opportunities, they have taken up working remotely to accelerate talent acquisition and overcome spatial difficulties (Soroui, 2021: 7).

Although remote working has been partially implemented for a long time, the Covid-19 pandemic has enabled remote working. Considering that efficiency and effectiveness are two important factors for business performance (Mouzas, 2006: 1124) and many employees must work during the pandemic; the remote working can make the work-life interaction, employees, organizational structure, operating tools to be used different from the established business models. That case makes remote work more precious to understand employee's experience, thoughts, and interactions. Therefore, explored content knowledge regarding the differentiated remote work interacted with pandemic will be in the interests of the businesses for future.

With this study, it is revealed how the remote work content is found by Twitter users and how Twitter users interact with the remote work practice while running their business. As a result of the study, the contents of remote working consist of a series of interpretive themes which will contribute to help to evaluate perceptions and thoughts about it. Hence the findings explored themes among tweets including skill-building, landscape, vision, function, interaction, primitive, intangibility, cohesiveness, employability, phenomenon. It is expected that the current study will contribute to expanding the remote work literature and be a call that will contribute to the actions of managers and decision-makers regarding the execution of the remote work at a time when remote work is on the way to become the "new normal" (Wang et al., 2021: 17) in business life.

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