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Out of Office?

Analysis of Computer-Mediated Communication Tools within Organisational Communication Strategies: Remote Working Style

Most of the organisations have started to challenge the remote working process after the pandemic. It is very important to keep the employees motivated and satisfied during remote work. In this sense, the organisational communication structure of a company plays a major role. But it is still questionable how computer-mediated communication affects employees' motivation as a tool of organisational communication. The aim of this research is to examine computer-mediated communication as a tool of organisational communication on motivation and satisfaction of employees in remote working processes. The applied methodology of this research is in-depth interviews with remote workers for more than one year. According to the results, it can be stated that the motivation of remote working employees is usually dependent on the correct organisational communication structure. Since they always use computer-mediated communication to communicate with team members and managers, it is essential to have a correct organisational communication flow to build a healthy working atmosphere. As a conclusion, the present study mentions that organisations need to constitute the environment of satisfaction and motivation towards other team members and must try to create a trustable and comfortable communication flow through emerging communication technologies.

1. Introduction

An organisation cannot survive without effective communication (Zorlu–Korkmaz 2021). Previous research states that organisational communication is one of the most essential subjects in a company to keep employees motivated and productive (Kelvin-Iloafu 2016). In an organisation, there should be correctly established effective organisational communication (Robertsson 2019). Otherwise, employees cannot be able to understand their tasks, what the company expects from them and in what structure they should complete the task. This incorrect situation eventually

influences their motivation and quality of work. Together with the development of new communication technologies, computer-mediated communication started to take a significant place as a tool of organisational communication. With the rapid advancement of communication technologies, computer-mediated communication has become an integral tool for organisational communication. This shift is particularly significant in the context of increasing remote work arrangements, where traditional face-to-face interactions are replaced by digital platforms. CMC tools, such as email, instant messaging, video conferencing and collaborative platforms, have emerged as indispensable resources for facilitating communication between departments, teams and individual members (Putri–Irwansyah 2020). The adoption of CMC tools offers numerous advantages, including the ability to maintain continuous connectivity, streamline information sharing, and support collaboration across geographically dispersed teams (Anders 2016). These technologies enable real-time communication, which can enhance productivity and facilitate quicker decision-making. Furthermore, CMC tools can reduce the physical constraints of workplace interactions, allowing for greater flexibility and access to a broader range of communication channels (Sirait–Zellatifanny 2020). Between the departments, teams and team members, especially with the increasing number of remote working, computer-mediated communication tools started to be considered indefeasible. Even though it is apparent that computer-based communication has advantages and establishes an easier platform for employees, it is still questionable how employees get influenced from computer-mediated communication and what are the advantages/disadvantages, especially in the terms of remote working (Algarni 2014). The impact of computer-mediated communication on employees, particularly in remote work scenarios, raises several questions. While CMC tools facilitate easier access to communication, there are concerns about how these tools influence employee experiences and organisational dynamics. To complete the research gap here, this study has developed a main research question and two sub-questions, which can be seen below.

This expanded discussion incorporates the impact of computer-mediated communication on organisational communication and remote work, setting the stage for further investigation into specific research questions.

> RQ: Does computer-mediated communication influence the motivation of remote workers?
> RQ1.1: How does employee motivation get influenced by remote working style?
> RQ1.2: How does computer-mediated communication increase employee motivation?

The aim of this research is to examine computer-mediated communication as a tool of organisational communication on motivation of employees in remote working processes. This study focuses on several types of computer-mediated communication in organisations, such as instant messaging, email and video conferencing and how they would affect the motivation of the employees. The literature review on organisational communication and computer-mediated communication follows the structure of this research. The methodology applied in this research is in-depth structure interviews

with employees who work remotely more than a year. Evaluation of results will follow the methodology section. At the end, there is a conclusion for the topic and suggestions for future research.

2. Literature review

2.1. Organisational communication

Every organisation has different goals and perspectives (Jalagat 2016) to sustain success. Effective organisational communication is crucial for successful organisations as it impacts strategic managers' ability to engage employees and achieve the common goals (Welch–Jackson 2007). Many scholars defined the term "organisational communication" through different disciplines (Goldhaber et al. 1978). Organisational communication constitutes an intersection that exists between the study of human communication and the study of human organisation (Monge–Poole 2008). Organisational communication represents the communication type of businesses, enterprises, companies, institutions with their members or employees in their internal environment (Borca–Baesu 2014). Businesses should consider the effectiveness of organisational communication, which is a system that adapts the formal communication channels (Oreoluwa et al. 2023). Organisations should invest to ensure effective organisational communication. A communication strategy which can be considered "effective" is to be designed to benefit the employee. In fact, motivation is best achieved when employees can combine their personal goals with those of the organisation with the power of organisational communication (Rajhans 2009).

As all the other establishments, businesses also have a life cycle (de Freitas Michelin et al. 2023) and employees are one of the most important elements for organisations to successfully run the business (Giedraitis et al. 2023). Therefore, organisational communication contains a large place to achieve the employees' engagement. Here, engagement stands for the employees' work-related thoughts and ideas and these ideas/thoughts are positive towards the employer (Jiang–Men 2015). Establishing good relationships between supervisors and subordinates through effective organisational communication can make employees feel that the organisation they work for is not just a place to get along, but also a place where they belong, thus creating a high level of commitment to the job and the organisation (Yin–Wu 2023). Highlighting the role of communication for the success of organisations is crucial. "Organizational communication is a vital tool in achieving organizational objectives" (Panaitescu–Chiru 2023: 535). A decision, whether strategic or operational, cannot be made without communication. There has been extensive research on the relationship of organisational communication and motivation of employees in the past (Sadia et al. 2016). Motivation is an important factor that encourages people to do their best and help them achieve business goals (Jain et al. 2019). Today, business environments started to be more competitive and highly stressful. Therefore, keeping employees in a motivated position has an essential impact on organisations' business success and achieving organisations' goals (Rahaman et al. 2020). When employees are motivated

and satisfied, these emotions turn into full commitment to the organisations. Organisations try to be best at understanding the various factors that can motivate employees and ensure that the necessary commitment towards the organisational goal is achieved (Varma 2017). Without clear organisational communication strategy, employees would be unable to adopt and understand the objective of the organisation and their roles. And without clarifying the necessary components, organisations' success cannot be reached at the highest level.

It can be mentioned that information technologies "such as e-mail, voicemail, and electronic meeting systems have changed the way many employees communicate, the frequency of communication, and the organizational structure of many businesses" (O'Donovan 1998: 3). With the adoption of new communication technologies in organisations, the overall level of organisational communication has increased (Lee 2011). Computer-mediated communication has a significant effect on directing an organisation's internal and external communications (Lee 2011). It is essential that employees have comfortability in the organisation's communication structure, otherwise it would cause unmotivating factors in the workplace. Therefore, it can be stated that computer-mediated communication plays a major role in employees' well-being, working style and comfortable communication with coworkers (Bishop–Levine 1999), especially in terms of remote working.

Most researchers confirm that employee motivation has a significant impact on both employees and the organisation's performance (Kalogiannidis 2021). Nwata et al. (2016) states that there is a component of employee performance and job assessing employee performance. Employee recognition and rewards are essential to success. Employees are motivated when their contributions are acknowledged and appreciated. Their motivation has an impact on their performance as well as the success of their organisation. The level to which employees are motivated at work is determined by how well those employees perform on the job. Employees with a high level of motivation have higher work and life happiness, which is believed to have a beneficial effect on quality performance (Osabiya 2015). Most theorists understand employee motivation as a goal-directed process. The objectives or results that an employee pursues are thought of as drawing factors. Deficits in needs can be significantly reduced when desirable goals are achieved (Ivancevich et al. 1990). A highly motivated workforce is necessary because full employee participation in terms of desirable goals and achievements will unavoidably fuel the organisation's success (Alhaji–Yusoff 2012). Within the framework of job satisfaction, motivation and organisational success, there is a positive correlation between employee motivation and job satisfaction (Moslem–Çelik 2016). Moslem and Çelik (2016) states that optimising the performance of the employees and making it sustainable is one of the most important elements for companies to achieve the ideal in the triangle of money, time and quality. Studies conducted in recent years have focused on the psychology of employees and caused the concepts of job satisfaction and motivation to be associated with performance. Businesses and employees have faced a series of changes that have continued for more than half a century. Since the working environments and working styles change consistently (Dündar et al. 2007), it is also essential to analyse the remote working process in terms of employee motivation.

2.2. Computer-mediated communication

Human communication is a process, which develops between two or more people, accordingly, sending a message or information to each other (Krypa 2017). Also, communication can be defined as the process of transmitting information and common understanding from one person to another (Keyton 2011). The word communication etymologically comes from the Latin word communis, which means common (Lohat 2014). The main part of the definition is emphasising that if there is not a common understanding which comes through the exchange of information, it cannot be called a process of communication (Lunenburg 2010). Communication process is an information sharing between the sender and the receiver (Savolainen 2017). Individuals who follow the communication process will have the opportunity to become more productive in every aspect of their profession. Without effective communication, understanding cannot be achieved.

Computer-mediated communication (CMC) can be defined as a style which focuses on the role of interactivity between parties through mediated channels of communication (Luppicini 2007). Computer-mediated communication systems have become an integral part of initiating, developing and maintaining interpersonal relationships in various forms (Walther 2011). It includes "any human interaction, which are symbolic text-based, directed or facilitated over digitally based technologies" (Kumar et al. 2017). Phone text, email, instant messaging and conference calls can be considered examples of computer-mediated communication (Kim et al. 2007). It has been known for many years that technological issues such as system, interface design and message transmission speed affect the use of CMC (Romiszowski–Mason 2004). Therefore, it can be stated that CMC has developed by the improvement of the technological issues.

There are multiple theories that can be applied to computer-mediated communication (Walther 2011: 444). These theories help individuals to explain and understand better the sense of computer-mediated communication. One of the most common theories is the *Social Presence Theory.* It can be stated that "social presence theory (SPT) is the degree to which a person is perceived to be a 'real person' in their computer-mediated communication or virtual environments". When an employee has a high level of social presence, it affects the interactions and outcomes (Bickle et al. 2019). During computer-based communication, an individual's perception can be different; therefore, the presence gains importance especially for the organisations which hire remote workers (Rogers 2022).

It can be mentioned that current information and communication technologies (ICT) make it possible for individuals and organisations to complete many business transactions electronically (Rhoads 2010). It is obvious that computer-mediated communication has become very common in work life (Derks et al. 2010). In the workplace, CMC improved the information processing systems. Research in this area showed that CMC resulted in a more efficient flow of information up, down and across organisations and created greater access to organisational power, decision-making and creative processes (Bob–Sooknanan 2014). With the increase of remote working, computer-mediated communication started to take a bigger place in organisations. Statistics on remote workers reveal that more than

4.7 million people work remotely at least half the time in the United States. Globally, 16% of companies are fully remote according to an Owl labs study (Apollo Technical 2023). This study will emphasise three types of CMC which are used in organisations, which are instant messaging, email and video conferencing. Instant messaging (IM) is a text-based communication tool. It supports not only sequential and fast, informal conversations like spoken conversations, but also supports the transfer of more carefully crafted official phrases or official documents saved in a transcript file (Cho et al. 2005). Email is one of the most traditional ways of computer-based communication. According to Derks et al. (2010), the original idea of email was to facilitate our communication and make lives at work easier. Video conferencing facilitates synchronous communication using video and audio in organisations. Like many CMC tools, this communication method can save time and reduce travel costs. Video conferencing software currently offers everything from compressed low-bandwidth images on desktop PCs with messenger software to full-motion, broadcast quality video. Frequent users may utilise private line video conferencing and less frequent users may opt for standard Internet access (Chimah et al. 2014).

3. Remote working

"Remote working is a process where the employees work in a location other than the traditional go from house to office and vice versa." Remote working more often involves telecommunications, virtual or cloud work where physical presence at work may not be required (Jalagat–Jalagat 2019). Before the Covid–19 pandemic, most employees and managers would not have seen remote work as an option, but now it is a choice for many. The transition to remote work seems to occur, although it has both positive and negative sides. That is why companies must find ways to work successfully with employees who want to work remotely (Oliver 2021). Organisations need to ensure employees have the right technology before adopting a remote working environment. Remote work is seen as a great way for employees to better organise their day to accomplish both their work and personal chores, which can increase motivation and productivity, if the organisation establishes the structure well (Ferreira et al. 2021).

The coronavirus disease (Covid–19) has prompted a rapid transition to full-time remote work for many employees (Yang et al. 2022). For many organisations, it has provided employees with the opportunity to work remotely during the pandemic, allowing them to continue supporting their core activities, thus minimising disruption to the services they provide and the spread of Covid–19 (McTaggart–McLaughlin 2020). When employees started to work remotely, positive impacts have been seen in the process of productivity of the employees, but in the meantime some challenges have occurred in the companies. According to research conducted by Global Workplace Analytics, over two-thirds of employers' report increased productivity among their telecommuters (Flores 2019). But at the same time, some of the employees and managers faced many difficulties because of not well-established communication channels, or qualitative breakdowns during the work due to lack of information. These difficulties have created a large amount of unmotivated workforce and decreasing of work quality.

Therefore, it became essential to analyse the remote working environment in the sense of organisational communication structure.

The present study will examine the findings of the literature review together with the practical part of the research.

4. Methodology

This research applies qualitative research method during the methodology part. The research question of this study is: "Does computer-mediated communication influence the motivation of remote workers?" According to the general overview of this research, two sub-research questions have been generated:

RQ1.1: How does employee motivation get influenced by remote working style?
RQ1.2: How does computer-mediated communication increase employee motivation?

Structured in-depth interviews were chosen as the research methodology. The data sample in this research consists of three interviewees. Interviews have been conducted with three employees who work remotely for more than a year in an international company. Companies which have been selected are medium and big sized companies to ensure the structure of organisational communication. Interviewees are selected for this research from individuals who work remotely for at least more than one year. Interviewees' organisation sectors are technology and energy. Even though the sector does not affect the results, it is mentioned in the interviews as general information. The interviews were conducted online, through Teams platform. Participants were selected on the basis of the following criteria: 'remote working', 'international company', 'medium and big sized companies', 'working remotely for at least more than one year'. Several invitations were sent through the LinkedIn platform to the possible participants according to their publicly open resume, but only three of them were ready for the interview of this research. The questions of the interviews were predetermined. There are ten questions in total, which can be grouped in three sections. These sections are "General Questions", "Situational Analysis" and "Communication Style". Questions were prepared by the author of the present article, which can be seen in Table 1 below.

Ten interview questions were prepared for this research, as can be seen in Table 1. During the first section (General Information) of interviews, the author intended to learn the background and context of the employees. During the second section (Situational Analysis), questions are most likely to reflect the company situation, and the author ensures that interviewees are suitable for the concept of this research. The following sections (Communication Style) are about the communication structure in the companies, which computer-mediated communication tools employees use, how comfortable they are in their current situation and do they feel motivated. The purpose of these questions is to be able to understand the perspective of employees regarding the organisation and remote working while using mandatory computer-mediated communication tools.

Table 1: Interview questions

General Questions	1. How old are you? 2. What is the sector of your company? 3. What is your position in the company?
Situational Analysis	4. How long have you been working in this company? 5. Since when have you been working remotely?
Communication Style	6. Do you have all the equipment and remote tools you need to complete your work to your usual ability? 7. Which communication channels do you use daily? 8. Which tool of communication do you think is more efficient in your daily work? 9. How satisfied and motivated are you with the frequency of internal communication? 10. Do you feel connected enough to your teammates while using computer mediated communication tools?

Source: compiled by the author

4.1. Interview method

In this research, the structured in-depth interview method has been selected; because it is essential to reach out to the specific employee group to understand what they think about the computer-mediated tools they are using as a part of the organisational communication, how they affect the motivation and the way of working. Especially with the increased number of remote workers, computer-mediated communication and its influence started to get much attention. This paper investigates the topic as a tool of organisational communication and emphasises the part of remote working. Therefore, it is very important to understand employees' thoughts and points of view about computer-mediated communication and remote working. Interviews are part of qualitative research methods. Griffee (2005) stated that interviewing is a general way of improving qualitative research data because it is perceived as "talking" and talking is natural. Interviews are not able to be predictable as statistical research and data. And because it has been in person, interviews are mostly closer to the people and more practical–emotional data can be obtained.

Advantages of an interview as a data collection method is to be able to see the whole picture from a distance. In structured interviews, the questions can be more detailed and more practical so the situation and data sample can be understood deeply (Opdenakker 2006). Interviews are important to see and understand the emotions and opinions of the interviewee and with this practical data it is easier to evaluate the cases from the point of view of the person, or organisation or another group (Knott et al. 2022).

5. Results

According to the participants' answers, an information table can be seen below (Table 2) to monitor the general details of the interviews.

Table 2: Main characteristics of participants

	Age	Gender	Years in an international company	Years in remote working style	Position in the company	Company sector
Participant 1	30	Female	4	1.5	Business Analyst	Energy (Oil)
Participant 2	28	Male	2	2	Purchasing and Sales Assistant	Technology
Participant 3	31	Female	2.5	2	Project Management Specialist	Energy

Source: compiled by the author

Participant 1 has been working in her company for four years now and she is working remotely for one and a half years. Her position is "Business Analyst". Before changing to remote working style, her company only provided a five-hour training session, which includes what equipment to take out of the office, what equipment to request from the company if their apartment is not suitable for remote working, and how to communicate with team members and managers. She mentions that:

"We had a very limited time to understand how we should use computers, or other equipment during remote working, and it was very hard at the beginning. My company did not provide enough effort to teach us during the trainings."

As a tool of computer-mediated communication, Participant 1 mostly uses email and instant messaging. She states that "with remote working, even though I had problems at the beginning with technological process and my company's attitude accordingly, I realized that my motivation increased". Once all employees have settled in to the new working conditions, Participant 1 interprets the company's attitude positively, because the company changed their behaviour to a helpful way, they integrated computer-mediated communication into their internal communication flow and employees did not feel they were not engaged with their team. She would prefer to work remotely, because it is better in a way that she is still connected with her teammates, but she has her personal area to work.

Despite these early challenges, Participant 1 found that her motivation increased over time. Her company initially provided limited support but later improved their approach by integrating CMC tools more effectively into their communication processes. This change helped alleviate initial difficulties and enhanced her engagement with her team. She primarily uses email and instant messaging daily for communication, with a preference for these tools due to their convenience and efficiency. Participant 1 expressed that the adequacy of her equipment and remote tools was initially insufficient but became more satisfactory as her company provided additional resources and support. She finds email and instant messaging to be effective in her daily work, though she also appreciates the increased motivation that came with better integration of CMC tools. The improved frequency and quality of internal communication have positively influenced her job satisfaction.

Her feedback indicates that, while she initially struggled, the company's enhanced support allowed her to feel more connected to her teammates and fostered a better remote working experience. Participant 1 values the flexibility of remote work, which allows her to stay connected with her team while maintaining a personal workspace. Overall, her experience underscores the importance of comprehensive training and continuous support in maintaining motivation and effective communication in a remote working environment.

Participant 2 has been working in his company for two years now and he started to work remotely from the beginning. His position is "Purchasing and Sales Assistant". He thinks that "remote working is the best for my working style, but this satisfaction is related to my company's culture". He evaluates the company as always trying to connect new employees with the current employees and building a common organisational culture during remote working. Participant 2 states:

"Obviously, remote working is not the easiest move for companies, because it is difficult to control the employees, build a common value between the company and employees and communication can be tiring time to time."

But, with the orientations and weekly meetings, Participant 2 believes that they work as a team, and they have a team spirit. During his orientation period, he had training for the remote working tools and company components. His daily used computer-mediated communication tools are mostly email and videoconferencing. According to Participant 2, videoconferencing is the most efficient tool because: "It still gives the impression of feelings and emotions, but I can feel more comfortable in my personal space." He thinks that the efficiency of remote working depends on the company. He mentions that "if the company can provide the trust and convenience to the employees, it is a very motivating working style". Participant 2 describes himself as a mostly motivated employee in terms of remote working, and he states that "I wouldn't choose to work in the office, I'd definitely prefer remote working if my company has necessary tools to increase the effectivity".

When asked about his equipment and tools, Participant 2 confirmed that he has all the necessary remote tools and equipment to perform his job effectively. His daily communication channels include email and videoconferencing. He finds videoconferencing particularly beneficial because it allows for the expression of emotions and maintains a personal touch, even in a remote setting. Regarding communication efficiency and employee motivation, Participant 2 appreciates the company's efforts in maintaining regular orientations and weekly meetings. These initiatives help in building a strong team spirit and connecting new employees with existing team members. His satisfaction with internal communication frequency and his motivation levels are high, as he feels well-connected to his teammates and supported in his role. Overall, Participant 2's experience highlights that effective remote work is highly dependent on the company's culture, support systems and the efficient use of computer-mediated communication tools. His positive view on remote work illustrates that when a company provides the right tools and fosters a supportive environment, employees are more likely to remain motivated and engaged.

Participant 3 has been working in her company for two and a half years and she started to work remotely for two years. Her position is "Project Management

Specialist". She mentions that: "I would prefer working offline and from the office because I believe that I am not comfortable with remote working and discussing through cameras."

Participant 3 mostly uses instant messaging and videoconferencing in her daily work, and she believes that in the office environment, engagement with her team members and discussing the requirements of the job were easier than remote working. Her company did not make an orientation or training for remote working processes, and they did not inform their employees about how long they will work remotely, how the process should continue and how they will keep tracking the business. Therefore, she thinks that the uncertainty they have created had a negative effect on employees and influenced the internal communication structure. Participant 3 states: "Because of my company already created an anxious environment for remote working from the very beginning, I don't believe that I can get along with this process. I am not able to communicate through a technological device to discuss important details with my coworkers. Especially for my job, I need to be in contact with a lot of partners and stakeholders, and personally I don't think that this is the best way to do it. I would prefer working from the office and I think I'd be more motivated."

One major challenge for Participant 3 has been the absence of proper orientation and training for remote work processes. Her company did not provide guidance on the duration of remote work, the processes to follow, or how business tracking would be managed. This lack of structure and communication has led to feelings of uncertainty and anxiety. Participant 3's experience underscores the importance of providing clear communication and structured support when transitioning to remote work. The absence of these elements can lead to decreased motivation and job satisfaction, particularly for roles that rely heavily on frequent and detailed interactions with partners and stakeholders. Her preference for office-based work and the difficulties she faces with remote communication tools emphasise that effective remote work requires careful planning and consideration of employees' specific needs and roles.

6. Discussion

According to the interview results, the author of the present article states that computer-mediated communication is an easiness for employees, especially for remote workers. In terms of remote working, employees' motivation, satisfaction and productivity depends on the communication structure of the company. Companies should consider the employees' motivation especially in remote working styles (Guo et al. 2021). Training, necessary tools and the orientation process should be supported by the company. Problems can occur if organisations do not integrate computer-mediated communication into their organisational communication structure. Employees do feel motivated and satisfied when they are easily engaged and communicate with their teammates and managers. Computer-mediated communication tools are a major part of employees' working lives. But there is another significant aspect: when companies do not provide enough equipment and infrastructure for the employees, their motivation decreases and in the end their quality of work decreases too.

The interviews with participants provide valuable insights into the impact of computer-mediated communication on employee experiences and organisational dynamics in a remote working environment. Each participant's unique perspective highlights different aspects of how remote work and CMC tools influence their motivation, satisfaction and overall effectiveness. According to the specified research questions (see *Methodology*), the following sub-sections of *Discussion* will evaluate the interview results.

6.1. The influence of remote working on employee motivation

Work motivation is a key factor influencing employee performance. In the context of new working patterns, organisations need to provide positive reinforcement and inspiration to their employees. A motivated and experienced workforce enhances the organisation's chances of meeting its business objectives. The overall productivity of a company is closely tied to its ability to effectively motivate its employees. The shift to remote work presents a fresh set of challenges for both organisations and employees, requiring adaptive strategies to maintain motivation and performance (Azmy et al. 2022). In several research employees report experiencing several benefits of remote work, such as increased flexibility and autonomy, as well as some drawbacks, including reduced social interactions and a sense of isolation. Despite these mixed experiences, many employees note that their overall motivation remained stable. For those who did experience a decline in motivation, it is often linked to a perceived lack of connection with colleagues and limited opportunities for personal growth and development (Hedström–Munoz 2021; Laakko 2021; Nwoko–Yazdani 2022). A work environment that relies solely on online communication can lead to a diminished sense of belonging among employees. The lack of face-to-face interactions fosters feelings of isolation, creates barriers to openly sharing concerns or personal challenges, and heightens worries about data security. These factors contribute to a decline in job satisfaction, as employees may struggle to form meaningful connections and feel supported in their roles (Jawabri et al. 2022).

According to the interviews conducted during this research, Participant 1 experienced early challenges in adapting to remote work due to insufficient training on computer-mediated communication tools. This initial struggle highlights the importance of comprehensive training, not just on the technological tools required for remote work, but also on strategies for maintaining effective communication in a virtual environment. Despite these early difficulties, her motivation increased as her company progressively integrated CMC tools into their communication processes.

Participant 2 began remote work from the outset of his employment and expressed a positive view of this working style, emphasising the role of organisational culture and support systems. His company's regular orientations and meetings fostered team spirit and personal connections, enhancing his motivation. He highlighted the importance of organisational culture, and the support provided by the company.

Participant 3's experience underscores the critical role that proper training and clear communication play in maintaining employee motivation. Without thorough

orientation and ongoing support, employees may struggle to effectively utilise CMC tools, which can hinder their ability to stay connected with colleagues and manage their responsibilities efficiently. This inadequacy can lead to decreased job satisfaction, as employees like Participant 3 may feel isolated and disconnected from their teams. Moreover, the uncertainty surrounding remote work processes – such as unclear expectations and the lack of a defined timeline – further exacerbates feelings of insecurity and lowers motivation. When employees do not have a clear understanding of their roles, responsibilities and the tools they are expected to use, their confidence and morale can suffer. This disruption in motivation not only affects their individual performance but also impacts team cohesion and productivity overall.

6.2. Computer-mediated communication and employee motivation

The expansion of internet networks, coupled with the widespread use of mobile communication devices, has transformed how people share information in the workplace. Interactions through computer-mediated communication have become a dominant part of organisational communication. CMC has evolved into a routine practice in professional environments, becoming the preferred method of communication for many employees. This shift highlights the growing reliance on digital tools to maintain collaboration and information flow, reshaping traditional workplace dynamics (Bedoya 2021). Virtual teams are becoming more prevalent in today's workforce, but they face a variety of challenges in staying competitive. Like traditional work environments, virtual teams encounter obstacles that can impact organisational success, including issues related to employee engagement, job satisfaction, commitment, leadership, trust and knowledge sharing. These challenges must be effectively addressed to ensure that virtual teams remain cohesive, productive and aligned with the organisation's goals (Tate et al. 2019). Computer-mediated communications, including activities like emailing, video calls, internet searches and the use of mobile devices, have significantly influenced the modern workplace, especially for knowledge workers. These technologies are reshaping how employees engage with their work, though the full extent of this impact is still unfolding. What is evident is that computer-mediated communication is transforming the social and relational dynamics of the workplace, altering how knowledge workers connect, collaborate and maintain engagement in their roles, particularly in remote settings. This shift raises important questions about the long-term effects on workplace culture, motivation and productivity (Lartey–Randall 2021). Therefore, the author of the present article indicated the influence of computer-mediated communication and remote working conditions on employee motivation as a research gap. According to the interviews conducted during this research, the following discussion results take place.

Participant 1 had challenges in adapting to new CMC tools. This case illustrates that, while remote work may initially hinder employee motivation due to lack of support, proper implementation of CMC tools can enhance motivation and satisfaction in the long term by fostering a more cohesive virtual work environment.

Participant 2's preference for videoconferencing over other CMC tools points to the emotional engagement that personal interaction can offer, even in a remote setting. This example underlines the impact of CMC tools in creating a supportive culture, where trust and consistent communication elevate employee motivation and foster a sense of belonging, even without physical presence.

Participant 3's discomfort with CMC tools and preference for office-based work reflects how inadequate support and unclear communication can negatively impact motivation and productivity. Her case highlights the importance of providing clear communication and structured support for remote work to prevent demotivation and ensure effective use of CMC tools.

Overall, the interviews reveal that the effectiveness of remote working and CMC tools is highly dependent on the level of support and training provided by the organisation. Comprehensive training and clear communication about remote work processes are crucial for ensuring that employees can effectively use CMC tools and maintain their motivation and productivity. Furthermore, the company's culture and the ability to foster a sense of connection and engagement among remote employees are key factors in the success of remote work arrangements. If organisations cannot provide the necessary components of remote working, some of the employees may consider that this process causes demotivation. Employees' motivation is an important factor for organisations' success and work quality. Employee engagement with other workers and communication style are some factors that can influence the motivation during remote working. If organisations do not take the effective factors into consideration, they cannot support the employees. In the end, dissatisfaction and demotivation increase. Computer-mediated communication is a structure which supports the employees during remote working process continuously. For that reason, organisations should creatively put effort on the computer-mediated communication tools and structures, and measure the motivation of employees ordinarily.

7. Conclusion

The purpose of the present article is to evaluate computer-mediated communication as a tool of organisational communication on employees' motivation, especially remote workers. According to the present literature review and interview results, it can be stated that organisational communication structures of companies have a big influence on employees' motivation and satisfaction of the work. When remote working employees do not feel comfortable and engaged with their team members, they do not feel motivated and their quality of work decreases. Computer-mediated communication tools, such as email, instant messaging and videoconferencing affect the team performance. How organisations set up these tools and how they run the process are some of the very important aspects according to the employees. In a virtual environment, the significance of having social interaction between virtual distributed team members is also inevitable. The present study suggests that organisations need

to create the atmosphere of trust, satisfaction, motivation and loyalty towards other team members and must try to generate a philosophical rhythm of regular face-to-face settings through emerging communication technologies (Ehsan et al. 2008).

Based on the research questions and the insights gathered from the interview results and discussion sections, it is clear that computer-mediated communication plays a pivotal role in influencing the motivation of remote workers. The findings indicate that effective use of CMC tools can significantly enhance employee motivation, particularly when supported by comprehensive training and a positive organisational culture. The research questions reveal that CMC has a significant influence on the motivation of remote workers. Evidence suggests that when implemented effectively, CMC tools can enhance employee motivation by facilitating better communication and connection among remote teams. For instance, when employees have access to well-integrated CMC tools and receive adequate training, they often experience increased motivation and job satisfaction, as they feel more connected to their colleagues and more confident in their work processes. This is evident in cases where companies have successfully adapted their communication strategies to support remote workers, leading to improved engagement and productivity. Overall, these insights confirm that computer-mediated communication, when implemented effectively, can positively influence remote worker motivation. Companies that invest in robust CMC tools, provide comprehensive training and foster a supportive culture are likely to see enhanced employee motivation and satisfaction, leading to improved overall performance and success.

The findings also suggest that while CMC tools can offer significant advantages, such as flexibility and convenience, they also pose challenges that need to be addressed. Organisations must consider these factors when implementing remote work policies and ensure that employees receive the support they need to thrive in a remote working environment.

Even though the present article supported the aspects of computer-mediated communication and employees' motivation with the literature review and qualitative interviews, for further research on a similar topic, the cultural differences are still questionable. It could be a relevant research topic to analyse the cultural differences regarding the companies and how they handle employees' motivation and satisfaction issues within the scope of computer-mediated communication as an organisational communication tool. Another limitation of the research is gender and age aspects. The differences between gender and generations are not the subject of this research; even though the interviewees provided the information. Since the data sample is small, the author of the present article suggests that generalisations about gender and generational differences cannot be made for this research. Therefore, it could be a recommendation for further research to cover a similar topic through these components. Finally, sectoral differences were not taken into consideration in the current research. There can be different aspects of the topic in different sectors. Scholars can examine the sectoral differences and their effects on employee motivation in remote working during further research.

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