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Developing a Model to Calculate Feasible Capacity to Work-From-Home

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ABSTRACT

With the growing popularity of Work-From-Home (WFH) organizations have been required to adapt their ‘ways of working’ strategies to the ‘new normal’, as both employees and organizations aim to reap the benefits of WFH. This has resulted in organizations and their leadership teams needing to create WFH strategies for their organizations. With many of these WFH strategies developed in isolation of all stakeholders, with the feasibility of these WFH strategies remain uncertain. Therefore, this research task has reviewed literature to develop a conceptual model that describes how leadership teams can make informed feasible WFH strategy decisions, through the concept of a Theoretical Capacity to WFH. The proposed model describes the WFH Domain and how the WFH Domain influences the Feasible Capacity to implement a feasible WFH strategy. Thus, indicating to leadership how to form a feasible WFH strategy for their organization.

Keywords

Digital Divide, Digital Literacy, Inclusive Design Practice, Feasibility, Work-From-Home, WFH, WFH Capacity, WFH Strategies, Organizations, Corporates, COVID-19, IT in Organizations, Theoretical Capacity, TOE Framework, Adaptive Structuration Theory, Employee Productivity, Employee Motivation, Employee Wellness

INTRODUCTION

Post COVID-19, the feasibility of permanent WFH strategies has become an important topic for all organizations. With the WFH phenomenon bringing changes to management styles, a shifting personal and company culture, new employee technological skill requirements, new socioeconomic norms, and wellness management concerns

(Alexander, De Smet, & Mysore, 2020). Whilst developing nations are likely to face additional challenges. For example, South Africa has a long history of inequality and unequal distribution of services. With unequal distribution of highspeed internet services, reliable energy, and water and sanitation services (Thomas, 2020). Furthermore, many people from developing nations do not have the resources and skills required to benefit from WFH. Making WFH strategies more difficult to implement in the nation when compared to a developed country (Onyema, 2020). These factors ultimately contribute to the overall capacity to feasibly implement WFH strategies.

Whilst concerns around no universal model to assess organizational WFH Capacity exist. With many of the existing models ignoring external factors and using inconsistent methods of assessment (Alexander et al., 2020). Without a universal and practical framework to understand and assess WFH capacities, leadership teams may struggle to assess and rectify bottlenecks that affect the chosen WFH Strategy that aids in a successful organizational shift to WFH.

Research Question And Objective

This research task aims to answer the question: How can leadership teams design their organizations WFH strategies in such a way that the WFH strategy is feasible?

Therefore, this paper will examine literature for existing WFH strategies as well as methods to assess how WFH Capacities are formulated, with the objective of developing a conceptual model that can be used by leadership to introduce a feasible WFH strategy into an organization. In doing so the benefits of WFH may be realized by all stakeholders.

REVIEW OF THEORY AND LITERATURE

Exploring The Various WFH Strategies

A WFH strategy, also referred to as a WFH model or framework, is a plan that an organization follows that contains the general outline and rules that facilitates WFH within the organization. The success of the WFH strategy is reliant on an appropriate strategy being chosen for that organization (Lenka, 2021). Alexander, De Smet and Mysore (2020) state that a WFH strategy is usually chosen based on the organization's goals. As WFH directly affects organizations Access to Talent, Productivity, and Cost of real estate.

As an organization gets more remote, the access to talent proportionally increases with the cost of real estate decreasing. Productivity also increases as the organization gets more remote this increase is not proportional (Alexander et al., 2020).

Lenka (2021) state that there are three main groups of WFH strategies. This includes the Office-First, Office-Occasional, and Remote-First approaches. Remote-First implies that all staff, including management, should WFH,

and in exceptional circumstance have the option to come to an office if required. Whilst the Office-Occasional model wants to try and draw from the benefits of both the office based and remote based model, by allowing staff to regularly work remotely and on-site, however these staff will likely have shared seating arrangements. Finally, the Office-First model requires all staff be in the office, except for certain remote specialized staff (Lenka, 2021). Importantly these staff must be kept informed, or risk being isolated. Importantly these WFH strategies do not assign a specific number of days to WFH or at the office, this is left to the organization to determine.

Thus, it should be noted that it is unlikely that all corporates will follow one of the above-mentioned strategies rigidly, as each organization is complex and wants to achieve different objectives. Therefore, organizations will likely blend strategies to form their unique strategy (Lenka, 2021).

Lastly, the above mentioned WFH strategies do not consider the external factors that the strategy would have on the employees, customers, and other stakeholder needs. These models focus specifically on management objectives, not on whether the WFH strategy is practically possible to implement between all stakeholders.

Identifying The Changes To Management Practices Due To WFH Strategies

The management strategy and approach to a WFH strategy has a direct effect on the success of the WFH strategy (Tanpipat, Lim, & Deng, 2021). A WFH strategy that is mismanaged results in a lasting negative effect indicated by reduced employee performance and satisfaction.

The biggest challenge faced by management appears to be cultural separation. This is the idea that WFH creates separate cultures within the organization, an office-based and a remote-based culture. With the office-based culture often resulting in being the favored culture, leading to spite amongst employees (Alexander et al., 2020). To combat this, management should ensure the creation of virtual collaborative spaces, educate leadership, understand the different modes of communication, and create safe spaces within the organization (Alexander et al., 2020).

Thus, Alexander et al. (2021) recommend that virtual collaboration tools and software become the norm. Whilst setting up agenda free time at the end of daily meetings should assist with the exchange of tacit knowledge (Alexander, De Smet, Langstaff, & Ravid, 2021).

Furthermore, leadership styles used in WFH strategies have shifted away from a traditional Hierarchical form of leadership and towards Inspirational leadership. With leaders acting as servant leaders, by removing blocking and facilitating team functions, rather than the traditional “army officer” leader whereby orders are passed on to the team. (Delfino & van der Kolk, 2021). Thus, leadership teams need to explore and embrace these new management styles.

Whilst leadership should further investigate new performance indicators, support mechanisms, and new career development strategies that are appropriate for a WFH strategy (Wang, Liu, Qian, & Parker, 2021). This includes switching to an employee performance metrics to output-based approaches over an input-based approach.

Moreover, with the rapid need for organizations to shift to WFH strategies, many organizations were left ill prepared. With these organizations struggling to manage the wellbeing of their employees. As reported by Alexander et al. (2021), this sudden shift to WFH caused by COVID-19, resulted in 49% of employees reporting 'some' degree of burnout due to improper and unclear WFH policies.

The prevailing cause of burnout was lack of communication from leadership and management regarding WFH strategies. With many employees feeling anxious and uncertain about their future of work (Alexander et al., 2021). Therefore, a top priority for management should be to keep employees up to date and share information with their teams regularly (Ramadhan, Putu, & Pratami, 2021). Alexander et al. (2021) reported 2.9 times increase in burnout when employees were uninformed. Whilst Tanpipat et al. (2021) found that companies with good communication of WFH strategies and policies in place resulted in higher job motivation (Tanpipat et al., 2021).

Thus it is important for a WFH team to have the right communication practices (Eisenberg & Krishnan, 2018). This means understanding the appropriate mode of communication for the message that you are trying to convey. As certain messages require real-time responses and social cues, and thus should be communicated in person or over the phone (Flores, 2019). Messages that require a lot of thought or may need research, are better communicated over an asynchronous means such as email, as this allows the employee to formulate an appropriate response (Alexander et al., 2020).

By understanding these changes and adopting the policies mentioned above, leadership teams should be better equipped to navigate their WFH strategy more successfully within their organization.

Exploring The Effects Of WFH On Employees

Employees will face both internal and external changes due to new WFH strategies. This refers to changes within their origination and how they are managed. Whilst external changes refer to events outside the organization and how the employees socioeconomic and cultural differences may affect a their WFH experience.

Changes to employee wellness, job satisfaction, and motivation

It is important for an employee to have a positive Work-Life Balance (WLB). WFH affects the employees WLB, by bringing the work into the home. WFH if not managed correctly may result in employees spending increasing time on work activities, leading to a negative WLB and higher rates of burnout.

Thus, managing an employee's WLB is important, as it keeps the employee motivated. This means that an employee's time spent working vs time spent on personal tasks should maintain the same proportions as before the WFH switch. Whilst the physical work that the employee is conducting should be meaningful and purposeful (Ramadhan et al., 2021). Managing this results in an employee feeling more satisfied and motivated with their work.

Thus, keeping an employee motivated in a WFH environment is also important. The employee should continue to receive achievement and recognition for good work, gain responsibility over time, and have a clear growth path (Ramadhan et al., 2021). Whilst management is expected to engage with their employees to understand their circumstances. In doing so, the risk of burnout in employees is reduced and enables a WFH strategy. Whilst teams that are kept together indicate stronger communication and trust over time, resulting in stronger satisfaction and performance (Alexander et al., 2020).

Changes to employee socioeconomic and cultural norms

COVID-19 created a rapid and forced shift to WH for many employees. With such a shift leaders must consider the social and cultural impact that this sort of shift has had and will have on the organization's employees and how this will affect the chosen WFH Strategy.

Pre COVID-19, 62% of South African employees preferred an onsite working environment. However, given the choice, only 37% of employees would return to fulltime office-based work. Additionally, 50% of those employees want to work less than 2 days a week in the office (Balbontin et al., 2021). Furthermore, Balbontin et al. (2021) express in their study that South Africans wish to work on average 3.2 days a week remotely. As WFH offers a significant saving in both time and money, leading to an improved quality of life to employees that results in employees less willing to return to the office (Kylili et al., 2020).

The flexibility that WFH provides has driven this increased cultural desire to WFH (Flores, 2019). This is especially prevalent in working parents (Alexander et al., 2021). Time spent on unpaid childcare by working parents has increased since pre Covid-19, especially amongst females, who traditionally occupy the caregiver role. Inversely, one may find that males now occupy an increased caregiver role whilst also being expected to occupy the traditional 'provider' role (Anderson & Kelliker, 2020).

Furthermore, the economic context of the employee matters as each employee will have varying socioeconomic backgrounds and digital literacy skills. Thus not all employees may understand how to use the technologies effectively and lack the background and resources to learn (Mukuna & Aloka, 2020).

How A Digital Divide Effects WFH Strategies

The concept of a digital divide is commonly referred to as the difference between the 'haves' and 'have-nots', those that have the means to afford and access digital technologies and those that do not. Often indicated by urban and

rural separation. When a digital divide occurs the ‘have-nots’ are unable to claim the benefits of digital technologies such as access to highspeed internet, Internet of things devices (IoT), and digital literacy skills. Without these technologies and skills, the ‘have-nots’ become further disenfranchised, whilst the ‘haves’ become further enriched (Davies, 2021).

This digital divide can be seen in South Africa. As Lembani et al. (2020) states that South Africa’s fixed-line internet access straggles behind developed countries such as the UK and USA. With South Africa having an accessibility percentage of 22% well the UK and USA have a 92% and 89% accessibility rate respectively (Lembani, Gunter, Breines, & Dalu, 2020). Similarly, Thomas (2020) states that further social and economic factors dampen South Africans digital capabilities. For example, only 64% of South Africans have access to uninterrupted electricity supplies for more than half the days of the year (Thomas, 2020). Whilst many South Africans struggle with poverty and cannot afford these digital technologies.

As such only 34% of South Africans live in a house with a computer and most of the internet access is via their smartphone. This is attributed largely to the financial investment required to purchase a computer and afford the broadband internet (Mukuna & Aloka, 2020).

The lack of these technological resources creates a lack of ‘cognitive-resources’. Without access to key ICT technologies and services, one’s ability to use ‘digital age’ skills such as digital literacy, numerous, and informatics becomes stagnant (Lembani et al., 2020). This is then transported into the persons employability. Further negatively affecting their economic standing.

As such all these factors must be considered when implementing a WFH strategy as not all employees may be able to WFH. However, a long-term WFH strategy may positively affect the entire household, through technology investment, training, and improved standards of living (Lembani et al., 2020). Thus, it is vital for leadership to understand the environment of their employees within their organization and determine an appropriate WFH Strategy.

Exploring Existing WFH Capacity Measurement Tools

The capacity to WFH is loosely defined as a measurement used to determine the number of people that WFH vs the number of people that do not. Per Table 1 below, there are several methods that have been used to assess WFH capacity. The studies presented in Table 1 have studied specifically developed nations in North America and Europe, except for Lund et al. (2020), where developing nations Mexico, China, and India where also studied.

USA and Germany where the only two countries that had been studied in multiple papers. The USA indicated WFH capacity ranging from 29-46%, whilst Germany ranged from 30-56%. The nation with the lowest WFH capacity was India, with a theoretical capacity of 16% (Lund, Madgavkar, Manyika, & Smit, 2020).

The papers also reviewed specific sectors within the studied countries. The notable sectors of ICT and Education were included in Table 1. These sectors are notable as both sectors indicated a theoretical capacity to WFH of 69%. In a developing nation, it is unlikely that the sectors will have matching WFH capacities, nor will have such feasible potentials to WFH.

The factors that influence the WFH Domain and WFH capacity are likely to inform WFH strategy. As such these factors should be explored further, to allow developing nations to adopt WFH strategies that will be feasible within their sectors and organizations.

Study	Method	WFH Capacity (%)				Location studied	Limitations
		ICT	Education	USA	GERMANY		
(Lund et al., 2020)	Measured if work activities performed by respondents could be done remotely without loss in productivity.	69	69	39	39	USA	Focuses on a theoretical capacity, not feasible capacity.
(Lund et al., 2020)	Measured if work activities performed could be done remotely but a loss of productivity was noted	58	33	29	30	USA	Ignores external environment factors and does not class these factors.
(Alipour, Falck, & Schüller, 2021)	Measured whether respondents could WFH temporarily, if allowed by management.	85	72	-	56	GERMANY	Focuses on a ‘temporarily’ WFH measurement. Ignores external factors.
(Dey, Frazis, Loewenstein, & Sun, 2020)	Measured the number of respondents using ATUS data that WFH more than 50% of the time.	71.2	48.9	45.8	-	USA	Relies on measurement of time spent at WFH. Numbers inflated due to COVID-19 stay at home orders. External factors are also ignored.
(Yasenov, 2020)	Measures whether the work activity can plausibly be done at home based on respondents O*NET data.	-	-	42	-	USA	Relies on the definition of plausibility of the task and ignores management and external factors.

Table 1: Summary of literature on WFH methods for determining WFH capacity.

Theoretical Frameworks That Assist The Understanding Of The WFH Phenomenon

Technology-Environment-Organization (TOE)

Tornatzky, Fleischer & Chakrabarti (1990) first developed the TOE framework as a theory that describes the factors that affect Technological innovation decision making. The framework describes that, when making a technological innovation decision, that the state of the environment, organization, and technology, affect that decision. Whilst the state of these factors effects the state of each other (Tornatzky, Fleischer, & Chakrabarti, 1990).

TOE has had little debate and thus no need to change or update the model. As TOE compliments existing theories and frameworks of adoption. Furthermore, the model appears as a high-level model, allowing more specific frameworks to sit within this broad theory. Resulting in TOE being a widely cited and useful model (Baker, 2012). TOE is therefore a useful model to describe the domain that WFH phenomenon is operating in.

Adaptive Structuration Theory (AST)

Adaptive structuration theory (AST) was developed from the principles of Structuration Theory, developed in 1994 by DeSanctis & Poole, to address structuration in IT. Structuration theory is a meta theory that describes the relationship that social phenomenon has with society and the individual (Giddens, 1986). Thus, AST is more specifically designed to describe the relationship of advanced information technologies with social structures and human interaction. AST is therefore used to describe how people interact with a new technology.

AST states that the Structure of advanced IT, group shared knowledge structures and systems, and other sources of structure, directly affect how social interaction occurs. This social Interaction then results in a positive feedback loop, affecting sources of structure, creating new social interactions, and effecting decision outcomes (DeSanctis & Poole, 1994).

As such AST is a useful theory to assist in understanding the root of leadership decisions, why some WFH challenges persist, and the optional social benefits of a WFH strategy.

PESTLE Analysis

The PESTLE analysis tool is a popular marketing tool also by business analysts and strategic management to help describe the external settings in which an organization is operating within. PESTLE stands for Political, Economic, Social, Technological, Legal and Environmental. Therefore, PESTLE is used when making major decisions to check each element for potential difficulties, providing a holistic view to decision makers (Aguilar, 1967). As such the PESTLE tool is widely used in organizations and research to aid leadership in understanding the landscape that

they are operating in. In the context of WFH it can be used to assist and understand how a WFH strategy may affect each element of PESTLE.

Summary Of Theoretical Frameworks

When assessing and understanding an organizations Feasible Capacity to WFH, the TOE framework provides a good lens to conduct research, as TOE ensures a holistic review of the phenomenon. However, TOE can be considered too generic on its own and thus, should be combined with other models such as the PESTLE analysis tool and AST. In doing so, one may have a more practical way to measure and understand the WFH phenomenon. As such this research aims to develop a model to assess an organizations Feasible Capacity to WFH.

METHODOLOGICAL APPROACH FOR THIS STUDY

The goal of this paper is to develop a conceptual model that can be used to aid leadership teams in making informed feasible WFH strategy decisions. As such, this paper aims to answer the question: How can leadership teams make informed decisions that leads to a feasible WFH strategy?

Resulting in this paper developing a conceptual model through modifications of existing theoretical frameworks that are informed by analysis and reflection of empirical knowledge from previous literature (Oosterwyk, Brown, & Geeling, 2019).

This paper forms part of a larger study on the same phenomenon. The larger study follows a pragmatic approach, whereby this paper was born from the review of the literature of the larger study.

This paper incorporates elements of exploratory, explanatory, and prescriptive knowledge, by using literature to develop and deduce a conceptual model that explains, assess, and informs leadership to form feasible WFH strategies.

FINDINGS AND CONTRIBUTION

This research task has identified three main themes to a feasible WFH-Strategy: the WFH Domain, the Capacity WFH, and the chosen Feasible WFH strategy.

The WFH Domain

The WFH Domain is the domain that is created when all stakeholders and aspects of a WFH strategy are considered. Through literature it was determined that the constructs that create the WFH Domain are Employee Role and Activities, Technology, External Environment, Organizational Context and Goals, and the Employee Personal Context. These constructs interact within one another creating the melting pot that is the WFH Domain.

Employee Role and Activities

Not all work is theoretically possible to be conducted at home, whilst other work may be possible, but not optimal. For example, a truck driver must physically be present to drive the truck and thus their role affects their ability to WFH. Similarly, an administrator for a trucking company may be able to conduct work remotely, but still require physical presence on some occasions for on-site work. This indicates a theoretical ability based on role and activities to WFH. When considering an Employee's Role and Activities one must also consider if the work is optimal at home or requires specialized equipment. One doctor may only conduct remote consultations, whilst another specialized doctor requires physical presence or even specialized equipment. Thus, negatively affecting their optimal WFH ability. This indicates that not all job titles have the same WFH needs, and that ability to WFH is affected by the day-to-day roles and activities performed by the employee.

Technology

The role of Technology in the WFH Domain is vital. Technology, such as high-speed internet, is what has enabled WFH and made fully remote working possible (White, 2019). The technology required is dependent on the work done by the employee. Therefore, one role may require fibre internet for video conferencing, whilst another requires a basic connection for email purposes. Whilst online and virtual collaboration Technologies are becoming more important as these aid in the streamlining of tasks for remote employees and create visibility within the team. This can include technologies such as Office 365 or the Google suite. With online security also a concern in the WFH environment. With Virtual-Private-Network (VPN), firewall technology, online policies, and authorized devices being used as an important safeguard in the online working environment.

Organizational Context and Goals

The goals of the organization play a part in the WFH strategies success. With organizations requiring an appetite to WFH for WFH to be possible. This is usually formed from an understanding of the benefits that WFH brings to an organization. Namely, increased access to talent, increased productivity, and cheaper office space costs.

For example, organizations who require high innovation and need to attract the best talent will need to incentivize workers to work for them, one way to do this is to offer WFH. However, an organization may desire a strong company culture and thus desire staff to be based onsite.

An organization's ability to shift its management styles to one favoring WFH is key. Traditional 'over the shoulder' management is not possible in a WFH environment. Organizations should expect changes to performance assessment, growth, and wellness. As employee output over input becomes valued. With the employees working time monitored as to ensure employees do not overwork themselves and burnout.

Employee Personal Context

The Employee Personal context reflects the ability and appetite of employees to WFH. This includes their socioeconomic and cultural differences as well as personal preferences to WFH. For example, one employee may choose to WFH due to childcare reasonability's, whilst another employee may prefer to work from the office due to distributive children at the home (Sooriyamudali, 2021) Whilst another employee, may not poses the means to WFH. However, those employees that do WFH do not have to travel to work and thus save on time and costs. These savings will play a role in the employees' decision to WFH.

External Environment

The External environment affects the WFH Domain through legislative policies and government run utilities such as water and electricity. For example, during the COVID-19 pandemic, governments issued stay at home orders for employees to WFH where possible. Whilst the availability of electricity and water to one's home, affects their ability to WFH (Yasenov, 2020).

The Feasible Capacity to WFH

The Feasible Capacity to WFH is directly related to the WFH Domain. With the Feasible Capacity to WFH, forming an assessment of the WFH Domain based on thresholds for each construct. For example, not all roles carry the same highspeed internet or digital skill demands. These thresholds need be determined by the organization in consultation with their employees. Thus, creating a WFH agreement.

The WFH Strategy

A WFH strategy in this context is the high-level strategy that the organization follows, this includes the previously mentioned Remote-First, Office-Occasional, and Office-First approaches. However, for the strategy to be feasible it must incorporate supporting policies to WFH that are informed by the Feasible WFH Capacity. Such as policies around childcare, working hours, and technology and utility claim backs.

As a result, the WFH strategy can positively affect the WFH Domain. Making a WFH strategy within an organization an evolving strategy, with the potential to positively affect all stakeholders, through examples such as increased internet access and digital literacy training to an employee and their household. Such a policy will be feasible as it has considered all stakeholders and a mutually beneficial agreement exists between the organization and employee with regards to remote work. Ensuring the strategy evolves will ensure that the WFH strategy remains feasible over time.

Work-From-Home Strategy Feasibility Capacity Assessment Model (WFH-SFCAM)

The proposed conceptual model has been given the working name of: Work-From-Home Strategy, Feasibility, and Capacity Assessment Model (WFH-SFCAM). The model has been designed by incorporating elements of the theoretical models TOE, AST, and PESTLE, with constructs deduced and informed by literature. The proposed model creates the WFH Domain and illustrates how a Feasible Capacity to WFH could be assessed. Whilst further illustrating how the feasible capacity informs the WFH strategy decision. The model further indicates how the WFH strategy feeds back, affecting the WFH Domain, thus creating an evolving WFH strategy that remains feasible.

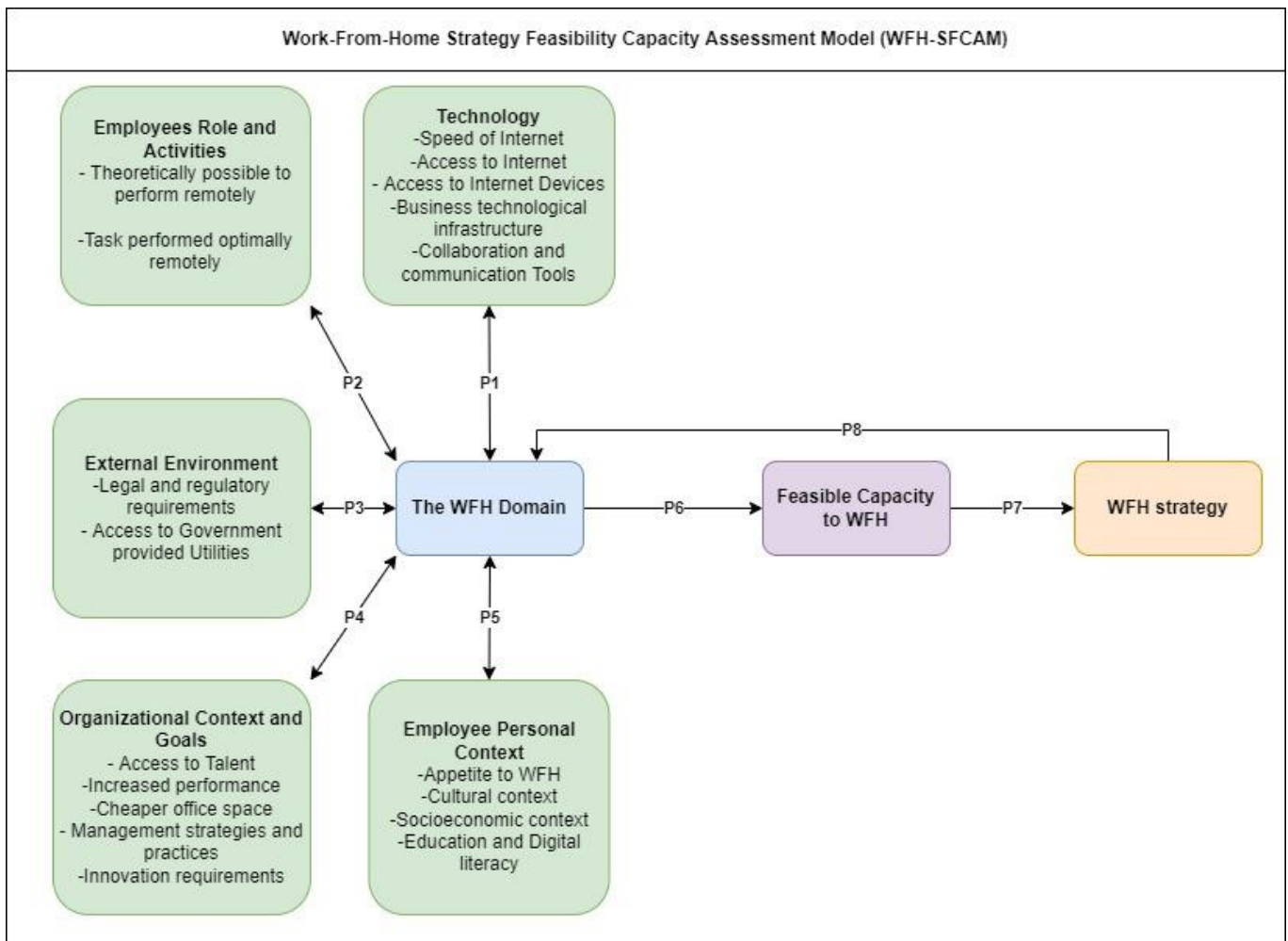


Figure 2: Proposed conceptual model - WFH-SFCAM.

Discussion And Further Research

This paper has holistically reviewed literature within the WFH phenomenon and defines the concept of the WFH Domain more inclusively. Whereas previous studies that assessed WFH capacities failed to include the concept of the WFH Domain, limiting the accuracy of the WFH capabilities long-term and inflating the WFH capacity. Thus

WFH-SFCAM aims to solve this, by accurately measuring capacities, that allow for inclusive strategy decision making and for more sustainable WFH strategies and policies.

P8, that states that the WFH strategy affects the WFH Domain, creating a feedback loop, is perhaps the most exciting element of WFH-SFCAM. With the right WFH strategy, employees stand to benefit from improved digital literacy, increased access to and speed of internet, blackout prevention strategies etc. Thus, not only improving the quality of life for the employee, but for the entire household of the employee, creating for a more inclusive society.

This paper forms part of larger research into WFH Capacities in South Africa and the ICT and Education sectors whereby WFH-SFCAM will be tested qualitatively to refine the model further and quantitatively to assess WFH capacities. Many business sectors and developing nations stand to benefit from such research, through informed and inclusive policy and decision making. Currently many developing nations do not know their capacity to WFH. Therefore, further research is suggested into these nations and business sectors to collect data that can be used to accurately present the various capacities to WFH.

CONCLUSION

This paper has explored literature to develop the WFH-SFCAM conceptual model. A model that can be used to explain and assess an organizations Feasible Capacity to WFH. The proposed model, WFH-SFCAM, uses the principles of TOE, AST, and PESTLE to develop a model that is inclusive of the employee and organizational context as well as the external and internal environments, which define the WFH Domain. This differs from previous methods used to assess WFH capacity, where contexts were not included in the models(Lund et al., 2020). WFH-SFCAM further states that an understanding of the WFH Domain informs an organizations Feasible Capacity to WFH. With an informed Feasible capacity to WFH a sustainable and inclusive WFH strategy can be designed that is best fit for the organization. This WFH strategy will take the form of high-level polices such as the Remote-first, Office-Occasional, or Office-First model, that directly dictate the WFH strategy but also include supporting policies that enable WFH for the organizations employees, such as childcare guidelines and internet requirements. Most importantly WFH-SFCAM proposes that a WFH strategy feeds back to the WFH Domain. Indicating that a positive WFH strategy will have a positive effect on the WFH constructs, whilst a negative WFH strategy will have a negative effect on the WFH Domain constructs. As such WFH-SFCAM should be used as a model to tackle digital divide, digital literacy, socioeconomic, and cultural concerns in developing nations. Therefore, further research is recommended in these regions and business sectors.

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