Sep 15th, 3:45 PM - 4:15 PM

Exploring the role of an organization in implementing a Work-From-Home Strategy

Ryan Tripod
University of Cape Town, 14ryatri@gmail.com

Sumarie Roodt
University of Cape Town

Exploring the role of an organization in implementing a Work-From-Home Strategy

Research Paper

Ryan Tripod
University of Cape Town
TRPRYA001@myuct.ac.za

Dr Sumarie Roodt
University of Cape Town
sumarie.roodt@uct.ac.za

ABSTRACT

Organizations are trying to move quickly to adopt remote working policies into their organizations as to attract and retain top talent, reduce office space costs, and increase productivity. As many of these strategies were quickly adopted by South African ICT organizations during the COIVD-19 pandemic, organizations are still somewhat unclear on what their role is with regards to ensuring long term adoption of remote working. Thus, this study explored the role of the organization with regards to a work-from-home strategy. It was found that the organization is responsible for formalizing the chosen strategy, creating supportive policies, and adapting its management styles to facilitate remote working.

Keywords

Work-From-Home, Hybrid working, Remote Working, ICT, Organizations.

INTRODUCTION

Work-from-Home (WFH), also known as hybrid or remote working, is a concept that has existed for years. The concept has evolved from its early stages of teleconferencing to video conferencing, and now full-blown remote working for some workers. This growth in adoption of WFH has been enabled through new technologies and highspeed internet (White, 2019). However, COVID-19 catalyzed the widespread adoption of WFH, creating a forced need for WFH. Temporary WFH has allowed leadership teams to powerfully move through the COVID-19 landscape. However, as the world moves out of the COVID-19 pandemic, organizations and their employees are now looking at formally adopting various forms of permanent WFH strategies within their organizations. These WFH strategies are complex to implement, each coming with their own benefits and risks, that the organization will attempt to navigate and successfully implement.

Management concerns around loss of company culture, changing employee desires, and changes to management practices are some of the biggest concerns raised by organizations with regards to permanent WFH adoption. Thus implementing the appropriate WFH policies and strategy is vital to the organization for successful WFH strategy adoption (Alexander, De Smet, & Mysore, 2020).

Cultural and technological shifts caused by COVID-19 and WFH have occurred that indicate a strong desire and ability for employees to work remotely (Lund, Madgavkar, Manyika, & Smit, 2020).

Ultimately there are a multitude of factors that allow the employee the potential to WFH, such as education, access to technology and geographic location (Lund et al., 2020). The cultural shift that WFH has brought has resulted in a shift from traditional household responsibilities. Organizations are thus advised to understand and explore their workforces' individual circumstances before deciding on a WFH strategy to embark (Anderson & Kelliker, 2020).

It is therefore that the purpose of this paper is to explore the role of South African ICT organizations with regards to WFH strategies and how this affects WFH management, policy, and strategy design.

EXPLORING THE ROLE OF AN ORGANIZATION IN IMPLEMENTING A WORK-FROM-HOME STRATEGY

Review of Literature

Reviewing the effect of Work-from-Home strategies on leadership and employees

The chosen way of work strategy impacts the effectiveness of leadership styles and management practices. Leadership teams will need to ensure that the correct management practices that allow for WFH are adopted, i.e., inspirational over traditional. If poorly managed WFH strategies can have a negative effect on employees, leading to dissatisfaction and a reduction in overall employee performance (Tanpipat, Lim, & Deng, 2021).

Per Alexander et al. (2020) one of the biggest management concerns is cultural separation. This occurs when two separate work cultures emerge, an office-based and remote-based culture. The two cultures operate independently and create silos within the department. With the office-based culture tending to be the favored culture, resulting in disdain. 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 traditional Hierarchical leadership and towards Inspirational leadership. As Leadership resembles more closely to Team leaders than the traditional manager role (Delfino & van der Kolk, 2021). Thus, in order to be effective, management teams will need to explore these new management styles, whilst further investigating new support mechanisms and create new career development path strategies for their employees (Wang, Liu, Qian, & Parker, 2021).

As a result of COVID-19 many organizations will not be prepared for the shift to WFH, with many organizations forced to adopt WFH strategies quickly. As reported by Alexander et al. (2021), this sudden shift resulted in 49% of employees reporting 'some' degree of burnout due to improper WFH policies. This is reiterated by Kyronlahti, Nygard & Neupane (2022), who found that respondents experienced unfavorable WFH due to work stress and no organizational support. They also found that home distractions, and poor office setups also negatively impacted WFH (Kyrönlahti, Nygård, & Neupane, 2022).

Many WFH employees have suffered from burnout. Burnout appeared to stem from lack of communication from leaders 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 for employees that were uninformed. Whilst Tanpipat et al. (2021) found that companies with good communication of WFH strategies and WFH good policies in place lead to higher job motivation (Tanpipat et al., 2021).

Therefore, when implementing a WFH strategy, it is important to consider how team communication will change (Eisenberg & Krishnan, 2018). 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). Eisenberg & Krishan (2018) and Alexander et al. (2020) share this understanding.

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

A review of Work-from-Home strategies in ICT organizations

When discussing WFH, the ICT sector is often seen as the enabling sector of WFH. However, ICT faces many of the same benefits and challenges that other professional professions face (Davies, 2021). Including lack of internet access and poor management practices. With Lund et al (2020) claiming the ICT sector to have 69% Theoretical Capacity to WFH in various developed nations.

Sooriyamudali (2021) indicated that WFH strategies has a positive impact on Work-life balance (WLB) in the ICT sector within Sri Lanka. However, technostress was found to be a factor of WFH that negatively affects WLB. Technostress refers to any issues with technology, in the context of WFH, this refers to connectivity issues, concertation issues, health issues and knowledge problems (Sooriyamudali, 2021). Kerman, Korunka & Tement (2021) found that WFH requires physical boundaries, otherwise work will be left unfinished in both work and home life. They found that creating a routine helped. With organizations encouraged to build policies that govern WFH, ensuring flexibility was not temporal (Kerman, Korunka, & Tement, 2021). This was corroborated by Anguelov & Angelova (2021) who found that in Bulgaria the ICT sector enjoyed the flexibility that WFH provided. With 80% of employees wanting to WFH and 79% working more than 50% of their time remotely, during the COIVD-19 pandemic. The study also found that 88% respondents enjoyed the decreased travel times and 45% enjoyed the ability to be more creative whilst working from home. The respondents also felt that their company showed concern during a crisis such as the COVID-19 pandemic, and 69% felt that the company was adaptable and flexible enough to navigate a crisis successfully (Anguelov & Angelova, 2021). However, 38% of respondents also noted that poor communication practices has resulted rework and 36% of respondents felt unhappy that interactions between other business units had decreased (Anguelov & Angelova, 2021). Therefore Anguelov & Angelova (2021) proposed that ICT organizations make improvements indicated in Table 1:

Table 1:

WFH improvements (Anguelov & Angelova, 2021).

	Proposals	
N	**For improvement positive effects from home office**	**General proposal for improvements**
1.	Additional technical equipment	Active communication at all levels
2.	Open and honest communication with employees	Periodic online team meetings
3.	Home office allowance (costs for Internet)	Reduced working time in Friday
4.	Better planning	Sports activities
5.	Improve control based on individual results	Varity of working tasks
6.	Hybrid type of work (home and office work)	Opportunities for life long learning and career development
7.	Couching	Off site meetings
8.	Better coordination with clear deadlines	Flexible offices (in different configuration)

These improvements may help address some economic, anxiety, and cultural concerns of employees and leadership.

From a South African context, a study on 48 ICT respondents by Garg & Van der Rijst (2015) found that cost savings of WFH for the organization per employee per month was at R 1088, due electricity, space, and other levies. Whilst cost savings on employees were R 8000 due to travel and other related costs. The cost for the employee working at home was only R347 a month. Furthermore, 94% of respondents would work from home if allowed. However, only 90% had internet connectivity at home. Finally, the study also noted that WFH provided an improved quality of life. With the biggest concerns being company culture and professional isolation. Referring to the negative impact on employee-manger and employee-employee relationships (Garg & Van der Rijst, 2015). Therefore, WFH in the ICT sector in South Africa is feasible, when managed correctly. However, a larger study should be conducted to fully understand some of the concerns and challenges currently slowing the adoption of WFH in the ICT sector in South Africa. Furthermore, South African ICTs should note the WFH improvements suggested by Anguelov & Angelova (2021) when reviewing their WFH strategy.

Reviewing the socioeconomic and cultural landscape of South Africa in the context of WFH

COVID-19 has undoubtably changed peoples' beliefs, resulting in a cultural and social shift. As such leadership need to consider the impact that this will have on the organization's employees. As understanding the evolving organizational and employee culture is vital to the success of a WFH strategy (Battilana, Lee, Walker, & Dorsey, 2012).

Pre COVID-19, 62% of South African employees preferred an onsite working environment. Post COVID-19 however, given the choice, 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. WFH offers a significant saving in both time and money, leading to an improved quality of life for employees that results in employees being 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, further driving cultural change (Anderson & Kelliker, 2020). However, an unequal country such as South Africa may struggle to adopt and benefit from the WFH ideal. Management and leadership will need to acknowledge that employees have varying socioeconomic backgrounds and digital literacy skills. With 54% of South African households not owning a computer and 62% of people accessing the internet via a mobile connection (Thomas, 2020). Compounded by South Africa's failing power infrastructure that leaves 58% of people with interrupted

power supply for more than half the days a year. Whilst those with higher education backgrounds will be more likely to be employed in a job that has WFH potential (Begum et al., 2022). Thus, it is important for leadership teams to engage with staff on their social and cultural needs. Once explored and understood, robust policies and boundaries can be placed that satisfy the employee and management team (Anderson & Kelliker, 2020). If leadership can understand these socioeconomic and cultural conditions, it will allow the creation of informed WFH strategies that can be formulated to fully encompass all employees and assist the creation of a successful WFH strategy. WFH Policy

Theoretical frameworks

This paper reviews Adaptive structuration theory (AST) Adaptive Structuration Theory, the effect WFH has on Intangible assists model, and the model Factors that effect employee productivity in WFH.

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 and why some challenges persist.

A recent study by Radonic et al. (2021) has explored a new model that focuses specifically on the effect that WFH has on Intangible assists, defined as Human, Relational, Structural, and Innovation Capital. The study by Radonic et al. (2021) found that WFH has had a positive impact on the intangible assets indicated in Figure 8. This model is therefore useful to assist leaderships decision to embrace a WFH strategy. However, the model does not explore factors that stifle or promote implementation of a WFH strategy.

Afrianty, Artatanaya, & Burgess (2022) recently completed a study on factors that effect WFH productivety. The study found that a strong employee digital orentation and proper organization WFH work agreements in place, lead to higher digital cability, which in turn, lead to higher employee productivety in the workplace. Implying that employees that are able to manage change and have a strong williness to try digital technologies will be effected positivetly in a WFH environment. Whilst those without digital training and willingness to learn, will show decreased productivety (Afrianty, Artatanaya, & Burgess, 2022).

Methodology

This paper adopted a subjective and qualitative approach with the aim of exploring the role of South African ICT organizations with regards to WFH management, policy, and strategy design. To successfully do this people, their biases, and preferences need to be accounted for, making subjectivism the desired approach. With deductive reasoning used as strong literature exists in this research area. This research task used a case study strategy comprising of multiple small, medium, and large organizations in the ICT sector within South Africa. A case study is a useful strategy aimed at gaining context into the how, what, and why a particular set of events occur in a given phenomenon (Saunders, Lewis, & Thornhill, 2009).

Data Collection

This research task used purposive typical case sampling to conduct semi structured interviews. This allowed the ICT leadership employees and general employees to be selected and interviewed. Organizations were found through LinkedIn and by contacting ICT organizations and requesting to interview the desired employees. This form of sampling carries validity risks and no specific number of interviews to guarantee reliability. However, for this research task purposive typical case sampling is more

representative than other sampling methods such as volunteer or convenience sampling, due to these methods carrying low population presentive characteristics. For purposive sampling, Saunders et al. (2009) recommend 20- 30 interviews for this form of sampling. The unit of analysis for this research task are organizations in ICT sector within South Africa. As such the unit of observation are the employees of the organizations in the ICT Sector within South Africa.

Data analysis

The Interviews have undergone thematic analysis with the themes coded using NVivo. The outcome of the Interviews has been used to form the areas that organizations can focus on to understand their role in designing a powerful WFH strategy.

Findings

22 Interviews have been conducted amongst ICT employees working in South African organizations. Amongst all interviews small, medium, and large corporate organizations were represented. Interviewees ranged from multiple experience levels and job titles, including Business/ systems analysts, developers, architects, and management. Interviews were conducted until saturation of themes occurred. The interviews were conducted from an exploratory standpoint, used to identify key areas and questions to include in a wider survey, therefore themes only appearing in one interview have been included in this analysis phase as noteworthy.

The organization expectedly plays a vital role in the success of a WFH strategy, as the WFH strategy is primarily for the benefit of the organization. The interviews further investigated the driving factors and inhibitors to an organization's preference to WFH.

Organizational benefits

Alexander et al. (2020) proposed that access to talent, increased productivity, and lower real estate costs would form the key organizational benefits. This was in turn found to be the case in the South African context, with the additional benefit of increased availability in P4, resulting in its inclusion into the survey questions. Increased productivity was the most common benefit amongst interviewees with P11 summing up the dichotomy nature of the increasing of productivity as "*you are more able to multitask. Which increases your productivity because you can be in meetings and still be looking on a query, even though you shouldn't be*" in doing so this may come at a cost of employee wellbeing. The more common response indicates that a lack of distraction and a "*more relaxed*" environment as the cause for increased productivity. With P1 and P12 noting an office space saving was likely realized through reduced consumable costs such as water, electricity, and reduced space.

Table 2:

Organizational benefits.

Organisational Benefits																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Access or retention of Talent								X														
Availability				X																		
Increased productivity / Faster Turnaround times					X	X		X	X		X			X	X	X	X	X	X	X	X	X
Office Space savings	X		X			X	X		X			X	X									

Organizational drawbacks

The interviewees could only determine one drawback to the organization's WFH strategy. That was where P11 noted that their company was unable to reduce office space costs with indicating that "*I didn't think that they benefit really because we don't buy parking, they lose that on the rent and we're not in the office to buy food from the suppliers*" resulting in a financial loss to the organization. Importantly organizational culture has also been noted as a risk and is discussed more in the WFH policy section of this data analysis section.

Table 3:

Organizational drawbacks.

Organisational drawbacks																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Rent costs		X			X		X		X												X	X

Role of Organizational support

The interviews highlighted two forms of potential organizational support offered or potentially offered to employees: Emotional, and financial. The interviews indicated that the organizations did in fact attempt to monitor and ensure staffs wellbeing was being protected, through various programs run by either HR or line manager, P2 notes that they "*seeing somebody from the Wellness company now to help with some stuff. But there's more than enough support.*". However, many interviewees still experienced negative wellbeing management for example *"we've taken over more work than what we can actually handle"* according to P11. P14 presumes that this is due to a" *lack of clear boundaries*". Notably, in some cases, employees experienced periods of both negative and positive management towards their wellbeing. P6 indicated that their organization financially supported them "*the company provided [me] with a 3G dongle.*" Allowing the employee to work remotely. However, P11 experienced a different feel from their organization as their organization "*don't cover any costs related to your working from my own, no fibre subsidy None.*". This is notable, as it may result in the employee not working in an optimal environment.

Table 4:

Organizational support.

Organisational support																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Basic technological equipment supplied		X				X				X		X			X							
Positive Management of wellbeing	X	X			X	X	X	X	X		X		X	X	X	X			X			
Negative Management of employee wellbeing			X				X				X	X		X					X			X
No cost covered - for employee wallet	X		X	X	X	X	X	X	X	X	X	X		X		X	X		X	X		X

Changes to employee management and wellbeing management

A big part of organizational WFH policy and strategy design is the management of employees. This section highlights the various changes noted by employees and management staff. Interviewees noted that employees who WFH and managers who have WFH staff need to have strong soft skills such as discipline, trust, and independence. Whilst managers should avoid micromanaging, this sentiment is indicated by P8 "*letting them work from home and not micromanaging them too much is probably the best balance*". According to P22, to prevent this, further changes to employee performance management should occur with a shift to an outcome-based approach, rather than "*how many hours you put in*". Furthermore, managers should also expect to manage burnout and feelings of isolationism in their staff, to promote positive job satisfaction in the WFH environment. Nine interviewees reported feelings of isolation, which may result in negative performance over a sustained period. Thus, management is further encouraged to facilitate virtual communication practices such as forced meeting and collaboration sessions as well as setting up communication and availability guidelines to aid isolation and prevent employee burnout. P21 notes that "*communication is key in terms of the [WFH] strategy*".

Table 5:

Employee Management Changes.

Employee Management Changes																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Change in performance management and tracking																					X	
Communication changes			X		X		X	X	X												X	X
Disciplined work ethic required			X		X	X																
Independence to work															X	X			X			
Micromanagement fears								X														X
Trust in Employees					X				X		X	X								X	X	X
Changes to Team Building																					X	
Managing/ Preventing Burnout				X																		
Managing Job Satisfaction				X																	X	
Managing Isolationism			X	X				X	X	X	X		X							X	X	

Formalization of WFH policy

Interviewees noted some specific WFH policy gaps or requirements that they feel are not currently included in their organization's policies. 13 Interviewees reported working longer or not being completely sure of their working hours, requesting formalization of this. P1 states that "*you work a lot of hours; I mean compared to working in the office… people always expect that you are available*". Whilst five interviewees reported having difficulty setting up their WFH office due to finances, P5 notes that a requirement to WFH in their organization is "*to have the necessary infrastructure in place and*

equipment", with P22 suggested a subsidy for setup of home offices if the employee is forced to WFH. Whilst P16 comically requests "*just give me a nice chair.*" from their organization. This ultimately resulted in seven interviewees stating that their policy is unclear and should be formalized. P14 request formalization of 'contact after hours' and P5 notes that *"the only reason why I haven't moved is purely because I don't know when they're going to change their mind"*. Furthermore, seven interviewees also stated that company culture has changed, stating that they are alright with this, although new starting staff may struggle with the organization's values, whilst existing employees may have a decreasing relationship with their colleagues, preventing them from being fully effective in their role.

Table 6:

Formalization of WFH policy and employee expectations.

Formalization of WFH policy and employee expectations																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Long or unclear hours	X	X	X	X	X	X			X	X	X	X	X			X		X			X	
Recommend WFH training								X		X												
Resource requirement constraints	X			X	X											X						X
Subsidized costs																						X
Unclear WFH policy					X			X		X				X						X	X	X
Loss or Change of Organisational Culture	X		X		X		X					X	X							X		

Load shedding Management

The interviewees general sentiment is that loadshedding is a management and external threat for all South African organizations. Loadshedding currently sits as one of the biggest external threats to WFH in South Africa. P11 notes that the organization stated that "*they've made it clear that if you are impacted and you don't have the ability to work from home or have any means to generate power whilst you have load shedding, then you should make your way to the office*". This organizational fear is likely due to the lower productivity and availability created by load shedding, as experienced by eight interviewees. With employees often having to implement their own load shedding mitigation plans at their home, whilst others such as P7 are "*basically down for two hours of work*". Interestingly some interviewees have noted the theoretical contradiction of management reducing office space but requiring all staff to return to the office if they cannot afford load shedding mitigation at home, as their will no longer be enough office space to support the required staff numbers.

Table 7:

Load shedding management experience.

Load shedding management experience																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Lower productivity during load shedding	X		X			X	X				X			X	X						X	
Organisational fear of lack of Governmental services	X		X	X		X	X	X	X	X	X	X		X	X	X	X	X		X		X

Discussion

It is evident that the organization will want to adopt a WFH strategy in some form as to benefit from increased talent retention and access, obtain higher productivity, and to decrease office space costs.

Furthermore, it is also evident that the organization will be responsible for managing and maintaining any WFH policy and strategy. The success of this WFH strategy is dependent on the quality of management of the WFH strategy by the organization. The organization will need to ensure proper support measures are put in place to support and protect employees. Such as clear communication, out of office rules, loads shedding management, and cashback policies should be made clear. Management's role for day-to-day management will likely also shift to ensure employees are motivated, not feeling isolated or micromanaged, well performance will have to be measured based on outcome as opposed to input based. Management will need to further adopt a culture of independent, trustful, and disciplined workers amongst their staff. Thus, the organizations' role in a WFH strategy is an important one, whereby management will have to act as both guides and enforcers to ensure the successful adoption of WFH within the organization.

Further research & limitations

It is noted that the role of the organization forms only one part of a WFH strategy. The effects WFH strategies have on employees, emerging technologies, and other external factors may affect WFH strategies. Thus, further research is suggested to expand on these elements and their effect on WFH strategies. Whilst further research is suggested on other economic sectors of South Africa to expend the research base. This resource was limited in its resources and did not quantitatively assess the identified constructs thus quantitative research is suggested in this area to assess the impact of the themes discovered in this research task.

REFERENCE LIST

Afrianty, T. W., Artatanaya, I. G. L. S., & Burgess, J. (2022). Working from home effectiveness during Covid-19: Evidence from university staff in Indonesia. *Asia Pacific Management Review*, *27*(1), 50–57. https://doi.org/10.1016/j.apmrv.2021.05.002

Alexander, A., De Smet, A., Langstaff, M., & Ravid, D. (2021). What employees are saying about the future of remote work. *McKinsey & Company*, (April), 1–13. Retrieved from https://fortcollinschamber.com/wp-content/uploads/2021/04/What-employees-are-saying-about-the-future-of-remote-work-Final.pdf

Alexander, A., De Smet, A., & Mysore, M. (2020). Reimagining the post-pandemic organization. *McKinsey Insights*, pp. 1–9. Retrieved from https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-post-pandemic-organization#

Anderson, D., & Kelliker, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management: An International Journal*, *35*(8), 677–683. Retrieved from https://www.emerald.com/insight/1754-2413.htm

Anguelov, K., & Angelova, M. (2021). Home office effects on the motivation of ICT companies' employees. *Entrepreneurship and Sustainability Issues*, *8*(4), 10–28. https://doi.org/10.9770/jesi.2021.8.4(1)

Balbontin, C., Hensher, D. A., Beck, M. J., Giesen, R., Basnak, P., Vallejo-Borda, J. A., & Venter, C. (2021). Impact of COVID-19 on the number of days working from home and commuting travel: A cross-cultural comparison between Australia, South America and South Africa. *Journal of Transport Geography*, *96*(May), 103188. https://doi.org/10.1016/j.jtrangeo.2021.103188

Battilana, J., Lee, M., Walker, J., & Dorsey, C. (2012). In search of the hybrid ideal. *Stanford Social Innovation Review*, *10*(3), 51–55. Retrieved from http://ssir.org/articles/entry/in_search_of_the_hybrid_ideal

Begum, H., Abbas, K., Alam, A. S. A. F., Song, H., Chowdhury, M. T., & Abdul Ghani, A. B. (2022). Impact of the COVID-19 pandemic on the environment and socioeconomic viability: a sustainable production chain alternative. *Foresight*, *24*(3–4), 456–475. https://doi.org/10.1108/FS-02-2021-0053

Davies, A. (2021). COVID-19 and ICT-Supported Remote Working: Opportunities for Rural Economies. *World*, *2*(1), 139–152.

https://doi.org/10.3390/world2010010

Delfino, G., & van der Kolk, B. (2021). Remote working, management control changes and employee responses during the COVID-19 crisis. *Accounting, Auditing & Accountability Journal*, *34*(6), 1376–1387. Retrieved from https://www.emerald.com/insight/0951-3574.htm

DeSanctis, G., & Poole, M. S. (1994). Adaptive Structuration Theory (paper). *Organization Science*, *5*(2), 121–147. Retrieved from http://www.jstor.org/stable/2635011

Eisenberg, J., & Krishnan, A. (2018). Addressing Virtual Work Challenges: Learning From the Field. *Organization Management Journal*, *15*(2), 78–94. https://doi.org/10.1080/15416518.2018.1471976

Flores, M. F. (2019). Understanding The Challenges Of Remote Working And It's Impact To Workers. *International Journal of Business Marketing and Management (IJBMM)*, *4*(11), 40–44. Retrieved from http://ijbmm.com/paper/Nov2019/824043604.pdf

Garg, A., & Van der Rijst, J. (2015). THE BENEFITS AND PITFALLS OF EMPLOYEES WORKING FROM HOME: STUDY OF A PRIVATE COMPANY IN SOUTH AFRICA. *Proceedings of the National Academy of Sciences*, *3*(1), 35–49. Retrieved from http://dx.doi.org/10.1016/j.bpj.2015.06.056%0Ahttps://academic.oup.com/bioinformatics/article-abstract/34/13/2201/4852827%0Ainternal-pdf://semisupervised-3254828305/semisupervised.ppt%0Ahttp://dx.doi.org/10.1016/j.str.2013.02.005%0Ahttp://dx.doi.org/10.10

Giddens, A. (1986). *The constitution of society : outline of the theory of structuration* (1st ed.). Retrieved from http://eli.johogo.com/Class/the_constitution_of_society.pdf

Kerman, K., Korunka, C., & Tement, S. (2021). Applied Psychology - 2021 - Kerman - Work and home boundary violations during the COVID-19 pandemic The role of.pdf. *Applied Psychology*, 784–806. Retrieved from doi: 10.1111/apps.12335

Kylili, A., Afxentiou, N., Georgiou, L., Panteli, C., Morsink-Georgalli, P. Z., Panayidou, A., … Fokaides, P. A. (2020). The role of Remote Working in smart cities: lessons learnt from COVID-19 pandemic. *Energy Sources, Part A: Recovery, Utilization and Environmental Effects*. https://doi.org/10.1080/15567036.2020.1831108

Kyrönlahti, S., Nygård, C. H., & Neupane, S. (2022). Work-from-home physical ergonomics and trajectories of perceived work capacity among higher education employees due to the COVID-19 pandemic. *Safety and Health at …*, *13*, S184. https://doi.org/10.1016/j.shaw.2021.12.1326

Lembani, R., Gunter, A., Breines, M., & Dalu, M. T. B. (2020). The same course, different access: the digital divide between urban and rural distance education students in South Africa. *Journal of Geography in Higher Education*, *44*(1), 70–84. https://doi.org/10.1080/03098265.2019.1694876

Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2020). What's next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries. *McKinsey Insights*, (November), 1–20. Retrieved from https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries

Radonić, M., Vukmirović, V., & Milosavljević, M. (2021). The Impact Of Hybrid Workplace Models On Intangible Assets: The Case Of An Emerging Country. *Amfiteatru Economic*, *23*(58), 770–786. https://doi.org/10.24818/EA/2021/58/770

Ramadhan, N., Putu, N., & Pratami, N. (2021). The Effect of Work Life Balance on Motivation in Implementing WFH Policies during the COVID-19 Pandemic Turkish Journal of Computer and Mathematics Education Research Article. *Turkish Journal of Computer and Mathematics Education*, *12*(8), 1287–1292. Retrieved from https://turcomat.org/index.php/turkbilmat/article/download/3144/2703

Saunders, M., Lewis, P., & Thornhill, A. (2009). Research Methods for Business Students. In *Business* (5th ed., Vol. 5th). https://doi.org/10.1017/CBO9781107415324.004

Sooriyamudali, P. (2021). *Impact of work from home on work-life balance during COVID-19 : A study on ICT sector employees in Western Province , Sri Lanka Impact of work from home on work-life balance during COVID-19 : A study on ICT sector employees in Western Province , Sri Lanka*. (4). Retrieved from https://www.researchgate.net/publication/359277029%0AImpact

Tanpipat, W., Lim, H. W., & Deng, X. (2021). Implementing remote working policy in corporate offices in Thailand: Strategic

facility management perspective. *Sustainability (Switzerland)*, *13*(3), 1–23. https://doi.org/10.3390/su13031284

Thomas, I. (2020). COVID-19 lockdown in South Africa highlights unequal access to services. *Africa Portal*, (358), 1–16. Retrieved   from https://www.africaportal.org/documents/20009/ab_r7_dispatchno358_lockdown_in_southafrica_highlights_unequal _access_to_services.pdf

Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective. In *Applied Psychology* (Vol. 70). https://doi.org/10.1111/apps.12290

White, D. R. (2019). Agency Theory and Work from Home. *Labour*, *33*(1), 1–25. https://doi.org/10.1111/labr.12135