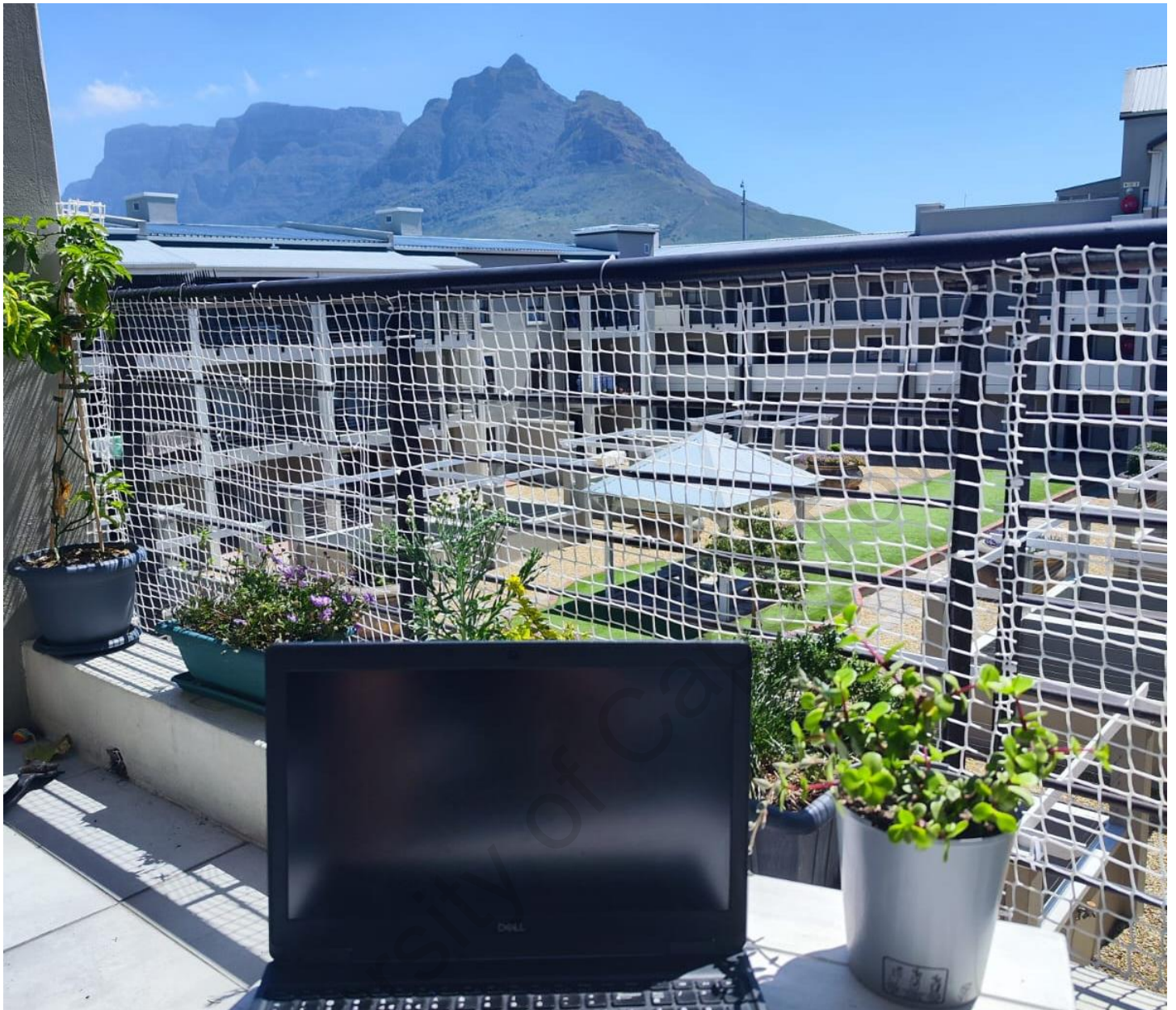




A Feasible WFH Strategy for ICT organisations in South Africa

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Abstract

This paper has performed a pragmatic analysis of work-from-home (WFH) strategies to prescribe Information Communication Technology (ICT) organisations in South Africa with a model to assess WFH Strategy feasibility. This resulted in creating the WFH-Strategy, Feasibility, and Capacity Assessment Model (WFH-SFCAM). A model that identifies the relationship between a WFH Strategy, the WFH Capacity, and the WFH Domain. It was found that, for a WFH Strategy to be feasible, the Organisation should conduct a holistic review of the WFH Domain, which means that the Organisational, Personal preferences, Job Description, Technological requirements, and External contexts must all be reviewed for a WFH Strategy to be designed feasibly. Furthermore, it was noted that the organisation is the owning domain of the WFH Strategy and benefits through increased performance, increased access and retention of talent, and decreased office space costs. Whilst employees experienced an improved quality of life, increased cost, and time savings, and less risk to illness. However, employees did become less active. With additional changes to management of employees in the areas of performance and communication. Thus, this study found that WFH strategies are feasible in South African ICT organisations when managed and implemented appropriately.

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List of Acronyms

Abbreviation	Term
4G	4 th Generation
5G	5 th Generation
AST	Adapted Structuration Theory
CPT	Cape Town
COVID-19	Coronavirus 2019
GER	Germany
ICT	Information Communication and Technology
IND	India
JHB	Johannesburg
MBPS	Megabytes per second
MS	Microsoft
O*Net	Occupational Information Network
PESTLE	
SA	South Africa
SARS	South African Revenue Services
TOE	Technology Environment Organisation framework
UCT	University of Cape Town
USA	United States of America
WFH	Work-From-Home/ Remote working
WFH-SFCAM	Work-From-Home Strategy and Feasibility Capacity assessment model
WLB	Work-Life-Balance

Glossary of Terms and abbreviations

Term	Abbreviation	Description
General		
Burnout		A mental state whereby a person feels completely defeated. Indicated by becoming unmotivated and often leads to other negative health effects such as weight gain and depression.
Coronavirus 2019	COVID-19	A deadly infectious virus that caused many cities to adopt policies limiting human interaction.
Effective capacity to WFH		The maximum number of employees within in a context such as organisation or industry that can WFH without a negative impact on productivity, expressed as a percentage.
Feasible Capacity		The maximum number of employees within in a context such as organisation or industry that can WFH feasibly, expressed as a percentage.
Hybrid Working		Whereby the employee works some combination of time remotely and from the office.
Inspirational Leadership		Leadership styles expressed through collaboration, empathy, and comradery.
Occupational Information Network	O*Net	A free database containing information containing professional job information.
Office-First		A hybrid work strategy that has its workforce primarily in the office but has remote capabilities.
Office-Occasional		A balanced hybrid work strategy with an even mixture of physical and remote working
Remote-First		A hybrid work strategy that focuses on having a decentralized work force.
Technostress		Stress induced via struggles with the use or change of technologies either in terms of software, hardware, or communication.
Theoretical Capacity to WFH		The maximum number of employees within in a context such as organisation or industry that can to any degree WFH, expressed as a percentage.
Traditional Leadership		Leadership styles expressed through traits such as power over others, authority, and control
WFH Domain		The combined context of all stakeholders that can influence the WFH Strategy.
WFH Feasibility		WFH strategies which are designed to mutually benefit and consider all stakeholders in a sustainable manner.
WFH Policy		The detailed plan within the WFH Strategy that explains how WFH in the organisation will function.
WFH Strategy		The high-level plan/ way of work which an organisation adopts in terms of WFH.
Work-From-Home/ Remote working	WFH	Whereby work which is usually conducted by an employee from a centralized office, is conducted

		at the employee's place of residence or other external location.
Work-Life-Balance	WLB	The balance between time spent working versus the time spent on personal activities.
Regulatory Bodies		
South African Revenue Services	SARS	The tax collection service of South Africa.
Locations		
Cape Town	CPT	One of South Africa's capital cities. Located in the south of the country.
Germany	GER	A large European country and an emerged market.
India	IND	A large country in south Asia.
Johannesburg	JHB	South Africa's largest city. Located in the north-central region of the country.
Limpopo		A province in the north of South Africa.
South Africa	SA	The Southern most country in Africa and economic powerhouse of the continent.
Soweto		A developing semi formal settlement located within Johannesburg. The largest settlement in South Africa.
United States of America	USA	Largest country in North America, known for its global influence.
University of Cape Town	UCT	Higher education institution based in Cape Town.
Economic Sectors		
Information Communication and Technology	ICT	The economic sector whereby Information systems, computer science and telecommunications graduates form a large part of. Focusing on software, hardware, and communication development.
Models and Concepts		
Adapted Structuration Theory	AST	A framework that describes the relationship between advanced information technologies with social structures and human interaction
Feasibility		A state at which something is done easily, with the most benefits
Feasibility Matrix		An assessment of various strategies to assess feasibility.
Technology Environment Organisation framework	TOE	A framework that describes the relationship between technology, the environment, and an organisation.
Work-From-Home Strategy and Feasibility Capacity assessment model	WFH-SFCAM	A conceptual model designed to assess feasibility and capacity to WFH of various WFH strategies.
	PESTLE	An acronym used to describe the forces that affect a decision. Made up of: Political, Environmental, Social, Technical, Legal, Economical factors.
Technologies		

4 th Generation	4G	A highspeed wireless connection to the internet using cell phone towers.
5 th Generation	5G	The latest generation of wireless cellular connection, faster than 4G.
Atlassian suite		Company that owns technologies such as JIRA and confluence used for knowledge sharing and project management.
Fibre		A highspeed connection to the internet.
Megabytes per second	MBPS	Abbreviation used to indicate internet speed.
Microsoft	MS	Software company that owns the Office tool suite.
Outlook		Email software owned by Microsoft.
SharePoint		Knowledge sharing platform owned by Microsoft.
Skype		Primarily a call, video and text messaging platform owned by Microsoft.
Teams		Primarily a call, video and text messaging platform owned by Microsoft. With additional collaborative features-built in.
Wi-Fi		Wireless connection to fixed line internet.
Local expressions		
Load shedding		The practice whereby electricity is purposefully turned off in suburbs or regions to maintain wider grid integrity when electricity availability is low.
Social unrest		Public disturbance such as looting, violence, or unplanned strikes.
Taxi Strikes		Strikes whereby minibus taxi drivers do not operate, usually blocking roads and attempting to prevent people from getting to and from there destinations, usually through intimidation.

Chapter 1: Introduction

1.1 Background

The availability of Highspeed internet has enabled the popularisation of Work-From-Home (WFH). Resulting in the rise of phenomenon such as fully remote and hybrid models of work (White, 2019). WFH was further placed in the spotlight due to the advent of COVID-19, which created a forced need to WFH. This shift to WFH brought a change in cultural and social behaviour amongst stakeholders. As a result, managing WFH strategies has become an important aspect for organisation leadership, with leadership aiming to leverage the benefits of WFH in their organisations way-of-work plan.

However, in the context of an emerging economy there are many additional challenges to successfully implement feasible WFH strategies. For example, South Africa has a long history of inequality and unequal distribution of services such as electricity, water & sanitation, and highspeed internet. With digital skills also a concern (Lembani, Gunter, Breines, & Dalu, 2020). Organisations looking to benefit from a WFH Strategy, may choose to research and confirm if their industry sector and or country have a high capacity to WFH (Lund, Madgavkar, Manyika, & Smit, 2020). Currently this can be done through various methods, such as through the use of a theoretical and effective capacities to WFH. These assessments determine the highest possible capacity to WFH based on tasks performed with productivity loss, and tasks performed without a loss in productivity, respectively. Interestingly, in the study by Lund et al. (2020), the Information Communication and Technology (ICT) sector held an effective WFH Capacity of 69% matching that of the Education and Wholesale trade sectors, the best performing sector was Finance and Insurance with 86%, whilst the worst performing was Accommodation and food services with 9%. It should be noted that ICT has a relatively low WFH Capacity considering it is an enabling sector of WFH.

Importantly, the various methods used to assess a WFH Capacity are from emerged markets and focus on organisational goals and the employee's role. This may result in various contextual factors that potentially affect the usefulness of the WFH Strategy to be ignored. Resulting in a WFH Capacity and strategy that is unfeasible within the organisation. (J.-V. Alipour, Falck, & Schüller, 2021). Therefore, the purpose of this research is to develop a model that can be used to prescribe a feasible WFH Strategy to ICT organisational leadership in South Africa. The relevance of ICT is that as the enabling sector, ICT leadership may be expected to prove the feasibility of WFH strategies, which in turn, encourages the various economic sectors to adopt WFH strategies.

1.2 Problem Statement

As organisational leadership in South Africa aim to leverage off of the benefits of WFH strategies, it is important that the WFH Strategy that is chosen by leadership is a feasible WFH Strategy within the South African and organisational context. ICT is the enabling sector of WFH; thus, it is important that the ICT sector produces successful WFH strategies, which encourage other sectors to follow. However, this becomes a challenging task as existing WFH models provide strategies that do not cater for the

South African context, and will provide atomistic results, resulting in misinformed leadership and unfeasible WFH strategies.

1.3 Objectives

This research task will undertake one central objective, with two secondary objectives.

Main Objective: To develop a model that prescribes an organisation with a feasible WFH Strategy, specifically within the ICT sector of South Africa.

Objective 2: To determine the factors that influence an organisations feasible capacity to WFH in an emerging economy, specifically the ICT sector of South Africa.

Objective 3: To assess the various capacities to WFH in the ICT sector in South Africa.

1.4 Research Questions

This research task has one central research question with three secondary questions.

Main Question: In the South African ICT sector, how can a feasible WFH Strategy be prescribed?

Question 2: In the South African ICT sector, what factors influence an organisations feasible capacity to WFH?

Question 3: What are the various capacities to WFH in the ICT of South Africa?

1.5 Focus area

This research will focus on employees occupying a variety of positions and levels of authority in the ICT sector within South African organisations. These organisations will range between small, medium, and large enterprises.

1.6 Propositions

Table 1 are the propositions that have been deduced via the theoretical frameworks and research.

Code	Proposition
P1	Technology will have an effect on the WFH Domain.
P2	The Job description will have an effect on the WFH Domain.
P3	The External Environment will have an effect on the WFH Domain.
P4	The Organisational Context and Goals will have an effect on the WFH Domain.
P5	The Employee Personal context will have an effect on the WFH Domain.
P6	The feeding WFH Domain constructs will directly affect one another.
P7	The WFH Domain will indicate the Feasible capacity to WFH.
P8	The Feasible Capacity to WFH will inform the WFH Strategy chosen by the Organisation.
P9	The WFH Strategy chosen by an organisation will affect the WFH Domain.

Table 1: Research Propositions.

Chapter 2: Literature Review

2.1 Background and context of the WFH phenomenon

Post COVID-19, the long-term management and adoption of WFH strategies have become a staple in organisational discussions and way of work planning. 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).

South Africa, an emerging market faces many challenges that an emerged market will likely not face with WFH implementation. A long history of inequality and unequal distribution of services has resulted in only 11% of South Africans living in a household with a computer, whilst 36% of persons have not made use the Internet. With 22% of South Africans having access to fixed-line Internet (Lembani et al., 2020). Moreover, Internet access is unevenly distributed between South Africa's provinces. With Limpopo households having only 2% fixed-line Internet access (Robb & Hawthorne, 2018). These problems are further compounded by 58% of South Africans not having access to a stable electricity supply for more than half the days in a year (Thomas, 2020). Concepts such as distance learning has the ability to provide quality education everyone everywhere, however many South African learning institutions and learners do not have the resources and skills required to benefit from distance learning. These factors may ultimately restrain the overall capacity to feasibly WFH in South Africa.

A Theoretical Capacity to WFH assesses how many staff can work remotely, to any degree within a given context, which usually expresses the maximum possible percentage of the workforce that can WFH. South Africa's Theoretical Capacity for WFH has not been empirically assessed. However, the Theoretical Capacity for India, a developing nation, sits at 16% overall. Whilst in Germany, the ICT sector holds a Theoretical Capacity to WFH of 85%, beat out only by the Financial/ Insurance sector (Lund et al., 2020). Notably these numbers are representative of developed States, without the presence of a digital divides (J.-V. Alipour et al., 2021).

Furthermore, there is no universal framework used to measure Theoretical Capacity to WFH, with many of the existing methods, ignoring external factors and using inconsistent measurement methods. Without a universal and practical framework to understand and measure WFH capacities, leadership teams will struggle to practically measure, identify, and rectify bottlenecking challenges that hamper a successful organisational shift to WFH. Therefore, this research task aims to explore existing methods to calculate WFH capacities and to develop a model that can be used to measure the feasible capacity to WFH.

2.2 Work-From-Home strategies explored

There are various WFH strategies that organisations can incorporate. White (2019) states that WFH has evolved from a strategy that allowed for decentralized meetings, through the use of teleconferencing and video conferencing, to now fully remote working (White, 2019). As such, some employees can now perform all tasks as if they were in the office, without a loss in performance.

Alexander, De Smet and Mysore (2020) state that there are three main internal factors that influence the chosen model: Access to talent, productivity, and cost of real estate. As the strategy gets more remote the access to talent increases, whilst the cost of real estate proportionally decreases. Productivity increases with the implementation of hybrid models but does not proportionally increase (Alexander et al., 2020). Lenka (2021) adds on this by stating that WFH also creates employee safety in times of crisis. For instance, workers can WFH safely if an adverse event affected the physical work space (Lenka, 2021).

For a WFH Strategy to be successful, leadership must ensure that the appropriate WFH Strategy is adopted. Per Figure 1, Alexander et al. (2020) indicates that there are four hybrid working models. These models indicate a move to decentralization of staff, the more remote the model gets. Similarly, Lenka (2021) stating that there are three models to WFH. This includes the Remote-First approach, Office-Occasional approach, and the Office-First approach.

These three models do not directly attach frequency of office-based working, but rather imply this based on objective. In other words, Remote-First implies that all staff, including management, should work from home, 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 at the building, 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.

It should be noted that it is unlikely that all corporates will follow one of the above-mentioned strategies rigidly, as each organisation is complex and wants to achieve different objectives. Therefore, organisations will likely blend strategies to form their unique strategy. For example, according to Lenka (2021), Microsoft wants 50% of their workforce to be remote. Remote staff will not have a dedicated space whilst working in the building but will make use of shared spaces. Whilst Citi group wants 10 000 employees working remotely, with no virtual meetings allowed on Fridays to allow for better flexibility (Lenka, 2021).

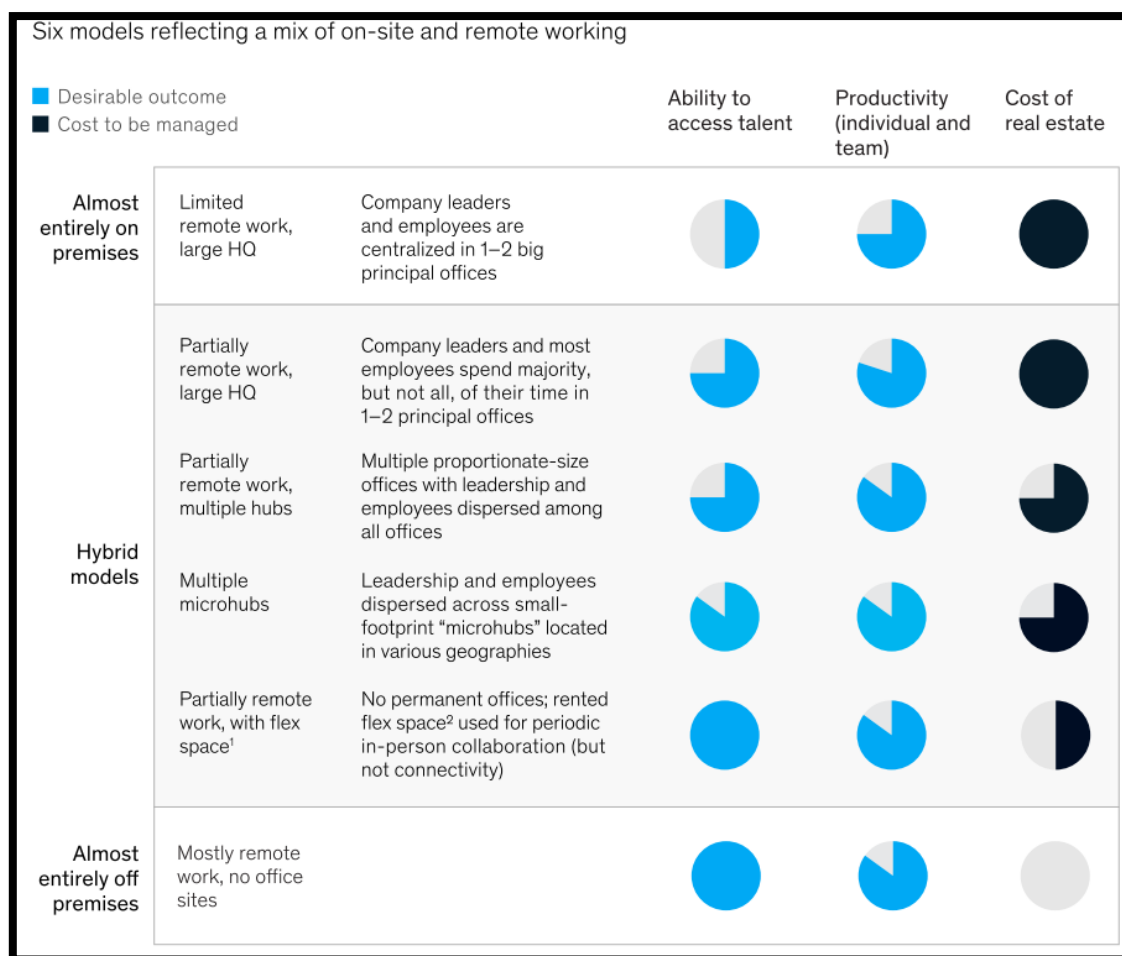


Figure 1: The 6 WFH strategies and benefits (Alexander et al., 2020).

It is important to note that the above mentioned WFH strategies do not consider the external factors that the strategy would have on the employees, customers, and other stakeholder needs. The models focus on specific management objectives, not on whether the WFH Strategy is practically possible to implement.

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

WFH strategies will have a direct impact on management decisions resulting in a change of management and leadership styles. Leadership teams will need to ensure that the correct management practices, which allow for WFH, are adopted. If managed incorrectly WFH strategies can have a negative effect, leading to employee 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 favoured 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 organisation (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 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 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).

With COVID-19 many organisations were not prepared for the shift to WFH, with many organisations forced to adopt WFH strategies. 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 Kyrönlahti, Nygård, and Neupane (2022), who found that respondents found WFH unfavourable due to work stress and no organisational 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 and 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 organisation or institution.

2.4 A review of Work-from-Home strategies in ICT organisations

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.

For example, 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, and 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 organisations encouraged to build policies that govern WFH, ensuring flexibility was not temporal (Kerman, Korunka, & Tement, 2021).

This was corroborated by Anguelov and 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 COVID-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 and Angelova (2021) proposed that ICT organisations make improvements indicated in Table 1:

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	Variety 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)

Table 1: WFH improvements (Anguelov & Angelova, 2021).

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 and Van der Rijst (2015) found that cost savings of WFH for the organisation per employee per month was at R 1088, due electricity, space, and other levies. Whilst cost savings on employees was 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-manager 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.

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

COVID-19 has undoubtedly changed peoples' beliefs, resulting in a cultural and social shift. As such leadership need to consider the impact that this will have on the organisation's employees. As understanding the evolving organisational 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).

These issues may stifle potential WFH strategies and thus should be explored and understood in the organisation's context. Lembani, Gunter & Breines (2020) explore this from an educational perspective and indicate that although WFH provides the structures needed to reach everyone in South Africa, hardly anyone can benefit from it. As many Educators and learners do not have sufficient skills, infrastructure, and resources to adopt WFH successfully (Lembani et al., 2020).

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.

2.6 Exploring Work-from-Home frameworks

2.6.1 Exploring definitions, tools, and frameworks used to measure Work-From-Home Capacities

There are various definitions used to define WFH Capacity, a general high-level definition of WFH Capacity refers to the number of people that can/ do WFH vs the number of people that cannot/ do not WFH. With time spent WFH, work activities possible from home, employee desire, and organisational allowance forming the various assessed metrics of WFH Capacity. The highest possible WFH Capacity is often referred to as the potential or Theoretical Capacity to WFH.

As shown in Figure 2, Lund et al. (2020) have assessed both a theoretical and effective capacity by examining the work activities performed by employees. Lund et al. (2020) defines an effective capacity as work activities that has the same or higher productivity when performed at home. Whilst Theoretical Capacity includes if the activity can be performed at home with a productivity loss. Using this method, the ICT sector in the United States of America (USA), scored 58% and 69% for their respective effective and theoretical capacities to WFH.

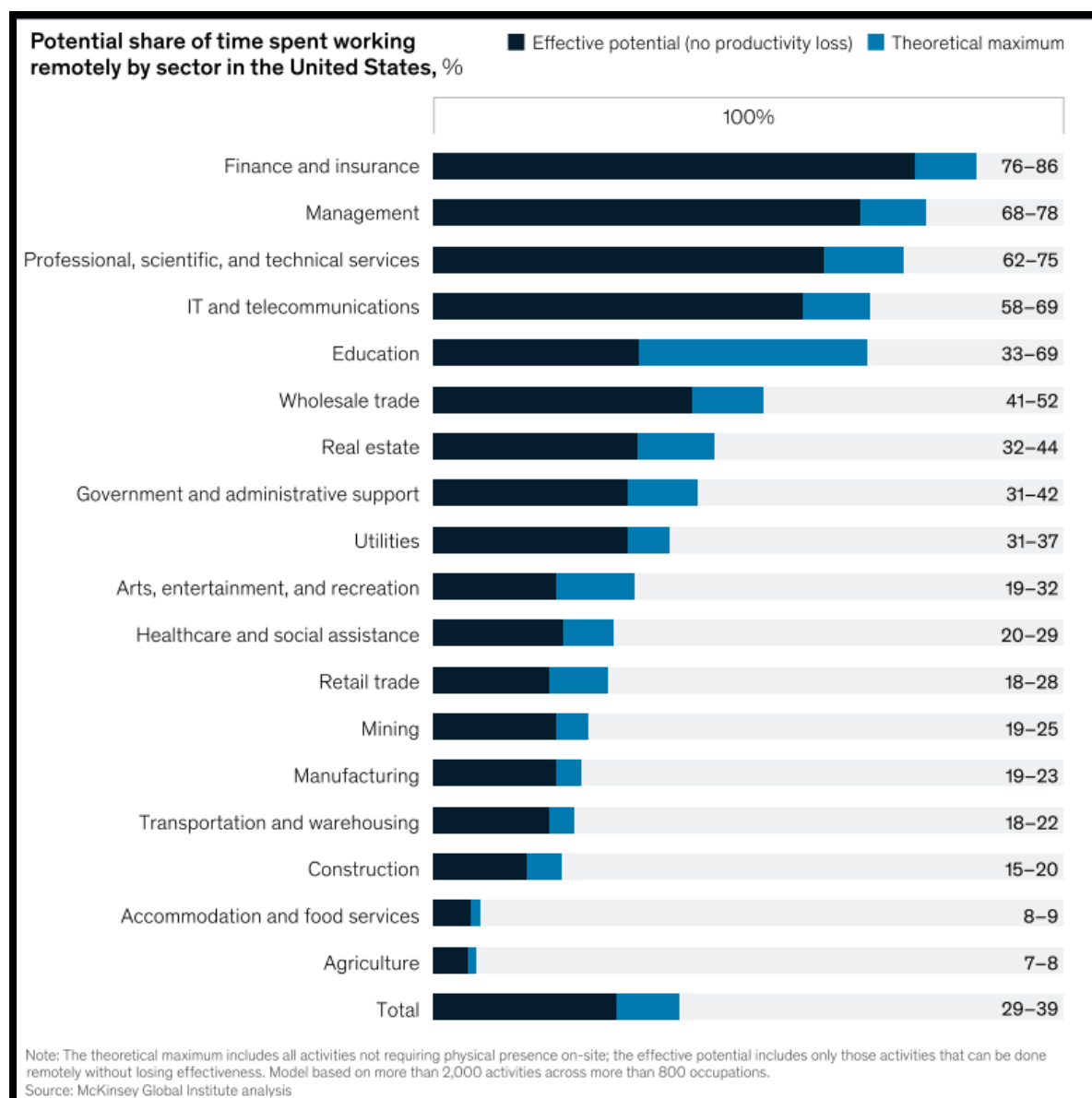


Figure 2: Effective and Theoretical capacities to WFH in USA per sector (Lund et al., 2020).

Alipour, Falck and Schuller (2021) assessed Germany's WFH capacities using a similar but different method, by analysing data on respondents' frequency to WFH, indicated in Figure 3. This resulted in the ICT sector having a capacity to WFH of 85%.

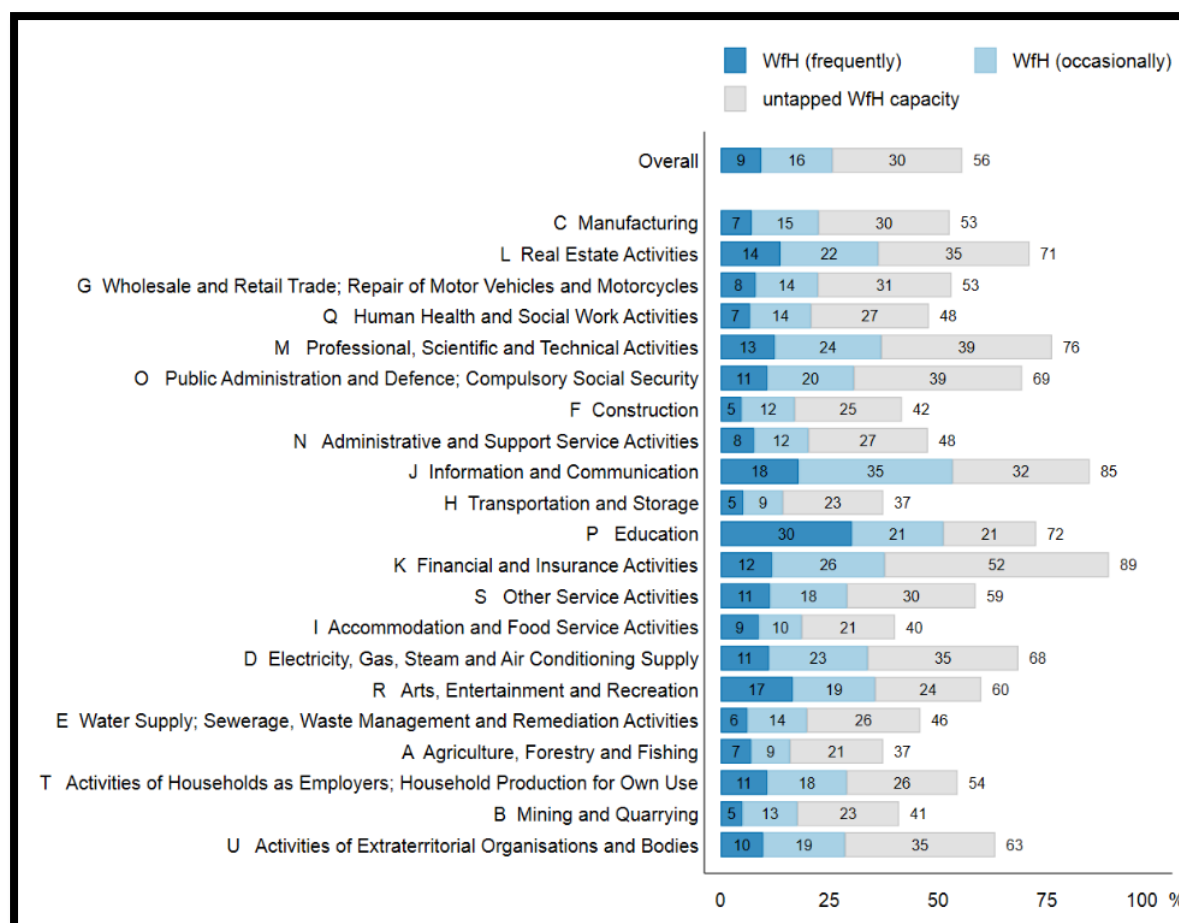


Figure 3: Capacities to WFH per sector in Germany (J.-V. Alipour et al., 2021).

Alipour, Falck, and Schuller (2023) analysed the same data again in their 2023 study from a unique perspective, focusing on a method for calculating WFH Capacity and included the concept of a feasible WFH Capacity. Alipour, Falck and Schuller (2023) analysed the same data again in their 2023 study from a unique perspective, focusing on a method for calculating WFH Capacity and included the concept of a feasible WFH Capacity. They state that a job is feasible for WFH if the job is cognitive, non-manual, and PC-based. Alipour, Falck and Schuller (2023) also acknowledge that the employees background also effects WFH feasibility, stating that gender, age, salary, employment period, employment type, employer size, marital status, and childcare reasonability's affect WFH feasibility. This resulted in a different interpretation of the data, by declaring WFH feasibility if the respondent answered yes to ever working from home, or yes to: if given the opportunity would they be able to work from home temporarily. This resulted in the Germany's ICT sector holding a 97% capacity to WFH, the highest of the assessed industries, as shown in Figure 4 (J. Alipour, Falck, & Schüller, 2023).

Source: 2018 BIBB/BAuA Employment Survey, own calculations.

ISCO-08 2-digit occupations	Frequent WFH	Occasional WFH	Untapped WFH (employer)	Untapped WFH (employee)	WFH capacity
11 Chief executives, senior officials and legislators	39.77	40.26	6.758	9.398	96.19
12 Administrative and commercial managers	30.72	42.55	16.67	3.165	93.17
13 Production and specialized services managers	25.82	41.02	13.16	8.352	88.35
14 Hospitality, retail and other services managers	29.23	26.59	8.634	2.730	67.19
21 Science and engineering professionals	12.83	41.60	26.85	12.26	93.63
22 Health professionals	7.341	15.87	22.84	6.720	52.75
23 Teaching professionals	66.00	20.41	4.685	0.781	91.68
24 Business and administration professionals	25.33	47.30	18.81	5.658	97.18
25 Information and communications technology professionals	23.50	52.75	14.46	6.930	97.73
26 Legal, social and cultural professionals	23.54	39.83	20.00	7.105	90.47
31 Science and engineering associate professionals	7.632	18.95	27.04	9.418	63.03
32 Health associate professionals	1.994	10.92	17.36	8.197	38.44
33 Business and administration associate professionals	13.29	21.85	35.99	16.04	87.25
34 Legal, social, cultural and related associate professionals	11.54	20.72	16.21	9.468	57.94
35 Information and communications technicians	19.09	48.27	15.56	4.635	87.69
41 General and keyboard clerks	9.768	15.34	37.09	17.93	80.50
42 Customer services clerks	4.958	11.44	41.09	19.01	76.56
43 Numerical and material recording clerks	5.926	11.96	31.02	13.05	62.04
44 Other clerical support workers	2.266	12.02	30.08	12.62	56.97
51 Personal services workers	5.136	8.476	13.24	8.693	35.55
52 Sales workers	3.992	8.393	19.43	8.848	40.66
53 Personal care workers	4.618	8.284	8.925	13.20	35.10
54 Protective services workers	2.204	5.471	16.18	2.472	26.33
61 Market-oriented skilled agricultural workers	2.285	4.727	12.50	12.34	31.85
62 Market-oriented skilled forestry, fishery and hunting workers	0	35.68	0	0	35.68
71 Building and related trades workers (excluding electricians)	1.375	3.751	10.37	3.617	19.14
72 Metal, machinery and related trades workers	1.256	3.370	14.83	6.609	26.07
73 Handicraft and printing workers	5.351	3.021	22.39	12.90	43.66
74 Electrical and electronics trades workers	4.527	11.39	24.57	3.573	44.07
75 Food processing, woodworking, garment and other craft and related trades workers	0.222	5.365	15.34	8.039	28.99
81 Stationary plant and machine operators	1.074	1.735	15.78	8.791	27.39
82 Assemblers	0.362	1.353	10.67	16.63	29.01
83 Drivers and mobile plant operators	1.219	1.620	8.087	4.579	15.52
91 Cleaners and helpers	1.891	3.981	8.171	13.97	28.01
92 Agricultural, forestry and fishery labourers	0	0	32.56	0	32.56
93 Labourers in mining, construction, manufacturing and transport	0.483	1.260	16.77	7.066	25.57
94 Food preparation assistants	1.198	0	6.329	4.834	12.36
96 Refuse workers and other elementary workers	5.749	6.449	6.911	6.244	25.35

Notes: The table reports WFH capacities and pre-pandemic WFH take-up by occupation (2-digit ISCO 2008).

Figure 4: WFH capacities (J. Alipour et al., 2023).

A different study by Dey et al. (2020) used the American Time Use Survey (ATUS) database, a survey that captures various questions on how Americans spend their time. Dey et al. (2020) assessed WFH capacities of respondents by stating that WFH was only possible if the respondent worked from home more than 50% of time. The study found, as shown in Figure 5, that the capacity of the ICT sector to WFH was 71.2% using this method.

Category	ATUS	
	Ability-to-telework rate	Classification error rate
Industries		
Agriculture, forestry, fishing, and hunting	8.3	3.0
Mining, quarrying, and oil and gas extraction	55.9	28.0
Construction	17.3	2.6
Manufacturing	36.4	4.6
Wholesale and retail trade	26.9	2.1
Transportation and utilities	25.4	1.8
Information	71.2	4.2
Financial activities	77.9	17.2
Professional and business services	69.9	9.0
Education and health services	48.9	3.7
Leisure and hospitality	13.0	0.9
Other services	31.0	7.1
Public administration	65.2	7.3
Industry missing	—	—

Figure 5: Ability to WFH based on ATUS data in the USA (Dey, Frazis, Loewenstein, & Sun, 2020).

Similarly, Yassenov (2020) used the O*Net database, a database that monitors the USA's labour market and surveys the labour market frequently by asking general questions that researchers and job seekers may find useful. Yassenov (2020) used a method of plausibility of "work activities" performed, to determine if the job could be done remotely. This study did not measure on a per sector level.

2.6.2 Summary of WFH capacities assessment tools

Per Table 2, there are various methods that have been used to review WFH and WFH capacities. Interestingly, only one study considered the socioeconomic state of the respondents. However, the various assessment tools do not include holistic contexts in their assessments. With the cultural, socioeconomic, management, and personal objectives of a WFH Strategy excluded from the WFH Capacity assessment, the chance of a misalignment of the WFH Capacity assessment and organisational WFH Strategy will be high.

Notably, the results for Lund et al. (2020) and Dey et al. (2020) were similar for the ICT sector in the USA, with 69% and 71.2%, respectively. Importantly, Lund et al. (2020) includes a section in their study that looks at Germany's Theoretical Capacity to WFH, this found Germany to have a capacity of 39% whilst Alipour et al. (2021)

found Germany to have a capacity of 56%. The American based studies WFH capacities range from 39% - 45.8% depending on the method and study.

These differences in capacities may misinform a leadership teams' approach to determine a WFH Strategy and should be explored further within an emerging economy context. Understanding the factors influencing a WFH Capacity and designing an assessment tool to accommodate this would aid leadership in designing a feasible WFH Strategy fit for the context of a South African organisation.

Study	Method	WFH Capacity (%)			Location Studied	Limitations
		ICT	USA	GERMANY		
(Lund et al., 2020)	Assessed if work activities performed by respondents could be done remotely without loss in productivity.	69	46	39	USA	Relies on respondents to state whether job can be done from home. Does not include management objectives and external factors.
(Alipour et al., 2021)	Assessed WFH frequency	85	-	56	GERMANY	Uses a number of days approach which does not indicate the potential or possible WFH Capacity.
(Alipour et al., 2023)	Assessed a feasibility to WFH by assessing if the employee has ever worked from home or could ever work from home if temporarily allowed	97		56	GERMANY	Based on the employee's perspective. Does not indicate the reasons why they would choose not to WFH.
(Dey et al., 2020)	Assessed the number of respondents using ATUS data that WFH more than 50% of the time.	71.2	45.8	-	USA	Relies on respondents to state if they did WFH not if they can WFH, these numbers are high due to COVID-19 stay at home orders. External factors are also ignored.
(Yasenov, 2020)	Assessed whether the work activity can plausibly be done at home based on respondents O*NET data.	-	42	-	USA	Relies on the definition of plausibility and ignores management and external factors.

Table 2: Summary of literature on WFH methods for determining WFH Capacity.

2.6.3 Exploring frameworks that assist the understanding of the Work-from-Home phenomenon

2.6.3.1 Technology-Organisation-Environment framework (TOE)

Tornatzky, Fleischer and Chakrabarti (1990) first developed the TOE framework, as indicated in Figure 6, 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, organisation, and technology, affect that decision. Whilst the state of these factors effects the state of each other (Tornatzky, Fleischer, & Chakrabarti, 1990).

There has been little debate and thus no need to change or update the model, as the model 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).

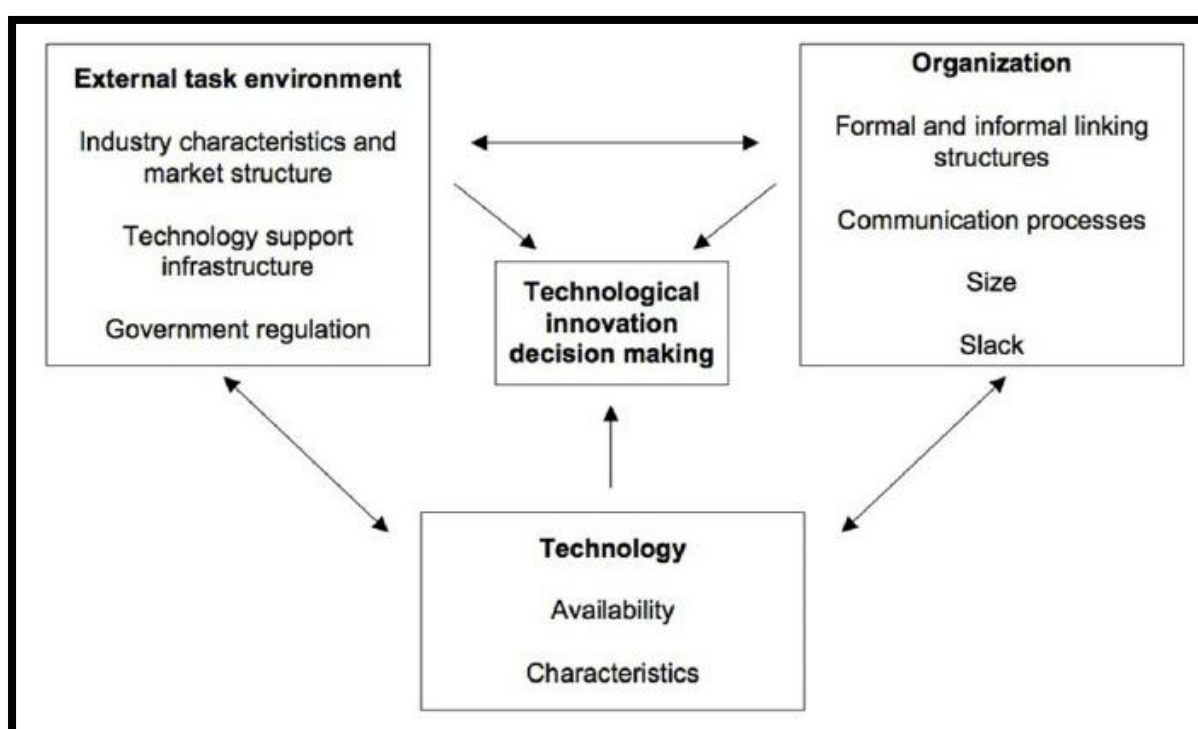


Figure 6: TOE framework (Tornatzky et al., 1990).

2.6.3.2 Adaptive Structuration Theory

Adaptive structuration theory (AST) was developed from the principles of Structuration Theory, developed in 1994 by DeSanctis and Poole, to address structuration in IT, and is shown in Figure 7. Structuration theory is a meta theory that describes the relationship social phenomena 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 recent 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 and why some challenges persist.

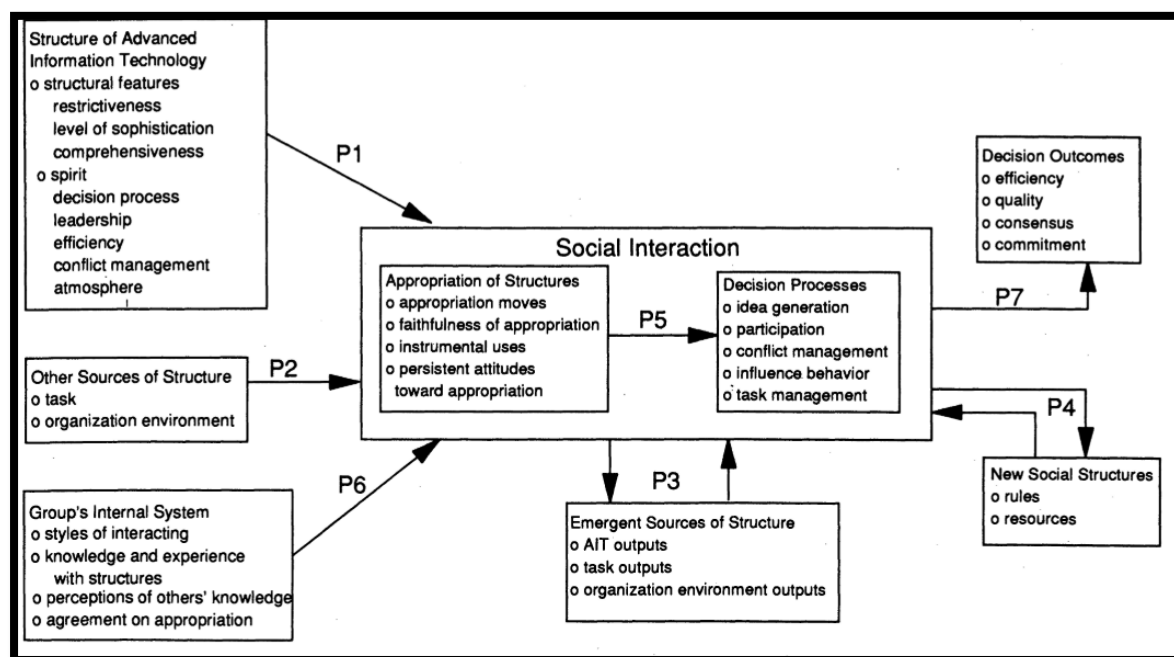


Figure 7: Adaptive Structuration Theory (DeSanctis & Poole, 1994).

2.6.3.3 The effect WFH has on Intangible assets model

A recent study by Radonic et al. (2021) has explored a new model that focuses specifically on the effect that WFH has on Intangible assets, defined as Human, Relational, Structural, and Innovation Capital. Such shown in Figure 8.

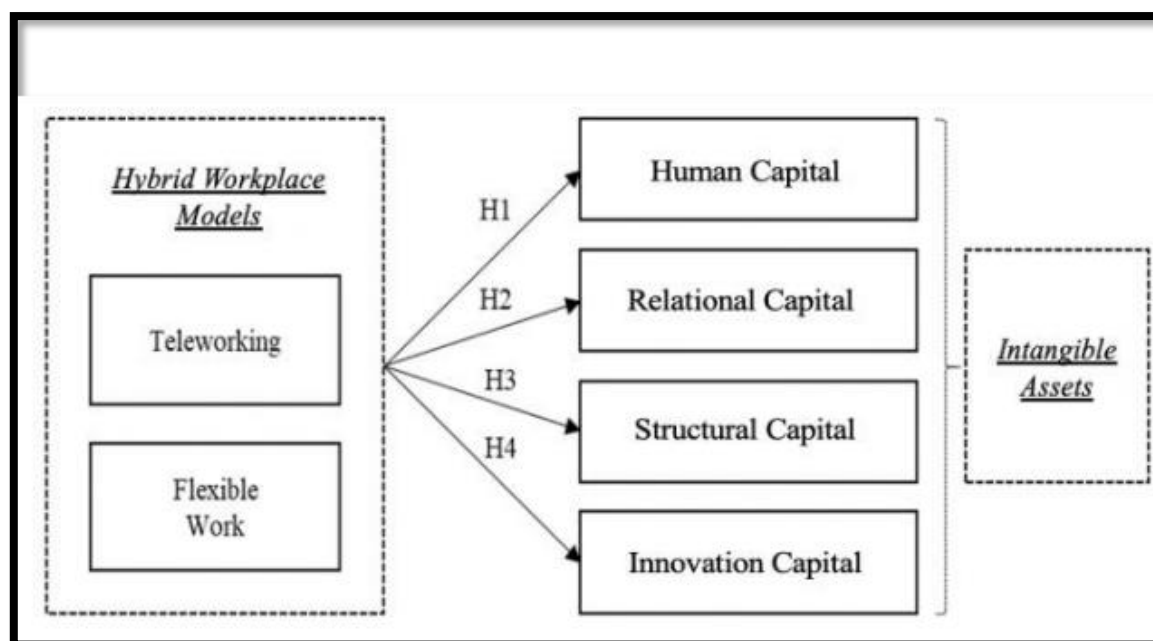


Figure 8: The effect of WFH on Intangible assets (Radonić, Vukmirović, & Milosavljević, 2021).

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.

2.6.3.4 PESTLE Analysis

The PESTLE analysis tool is a popular marketing tool also used by business analysts and strategic management that helps describe the external settings in which the organisation is operating within. As shown in Figure 9, PESTLE stands for Political, Economic, Social, Technological, Legal and Environmental. PESTLE was first developed in 1967 by Aguilar and originally did not include the Environmental and legal factors.

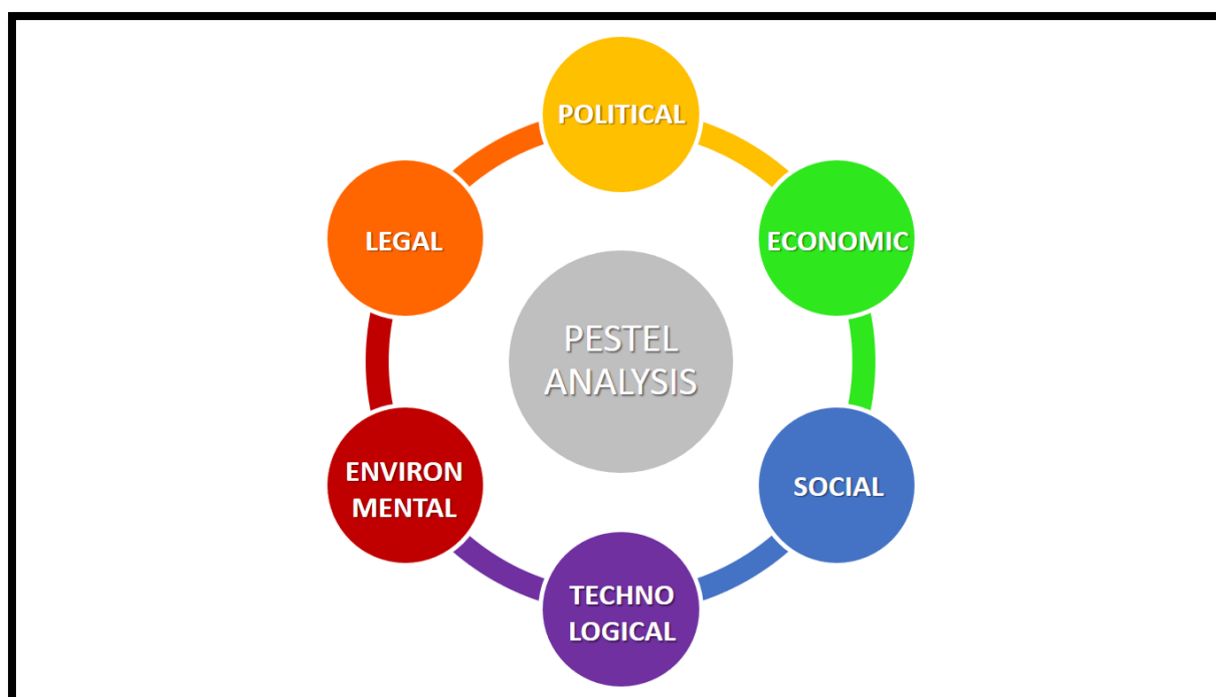


Figure 9: PESTLE analysis tool (Aguilar, 1967).

The tool is widely used in organisations and research and aids leadership in understanding the landscape that they are operating in.

2.6.3.5 Factors effecting that employees Productivity in WFH

Afrianty, Artatanaya, and Burgess (2022) recently completed a study on factors that affect WFH productivity. Afrianty, Artatanaya, and Burgess (2022) recently completed a study on factors that affect WFH productivity. The study found that a strong employee digital orientation and proper organisation WFH work agreements in place, lead to higher digital capability, which in turn, lead to higher employee productivity in the workplace. As shown in Figure 10, the study found that a strong employee digital orientation and proper organisation WFH work agreements in place, lead to higher digital capability, which in turn, lead to higher employee productivity in the workplace. Implying that employees that are able to manage change and have a strong willingness to try digital technologies will be affected positively in a WFH environment. Whilst those without digital training and willingness to learn, will show decreased productivity.

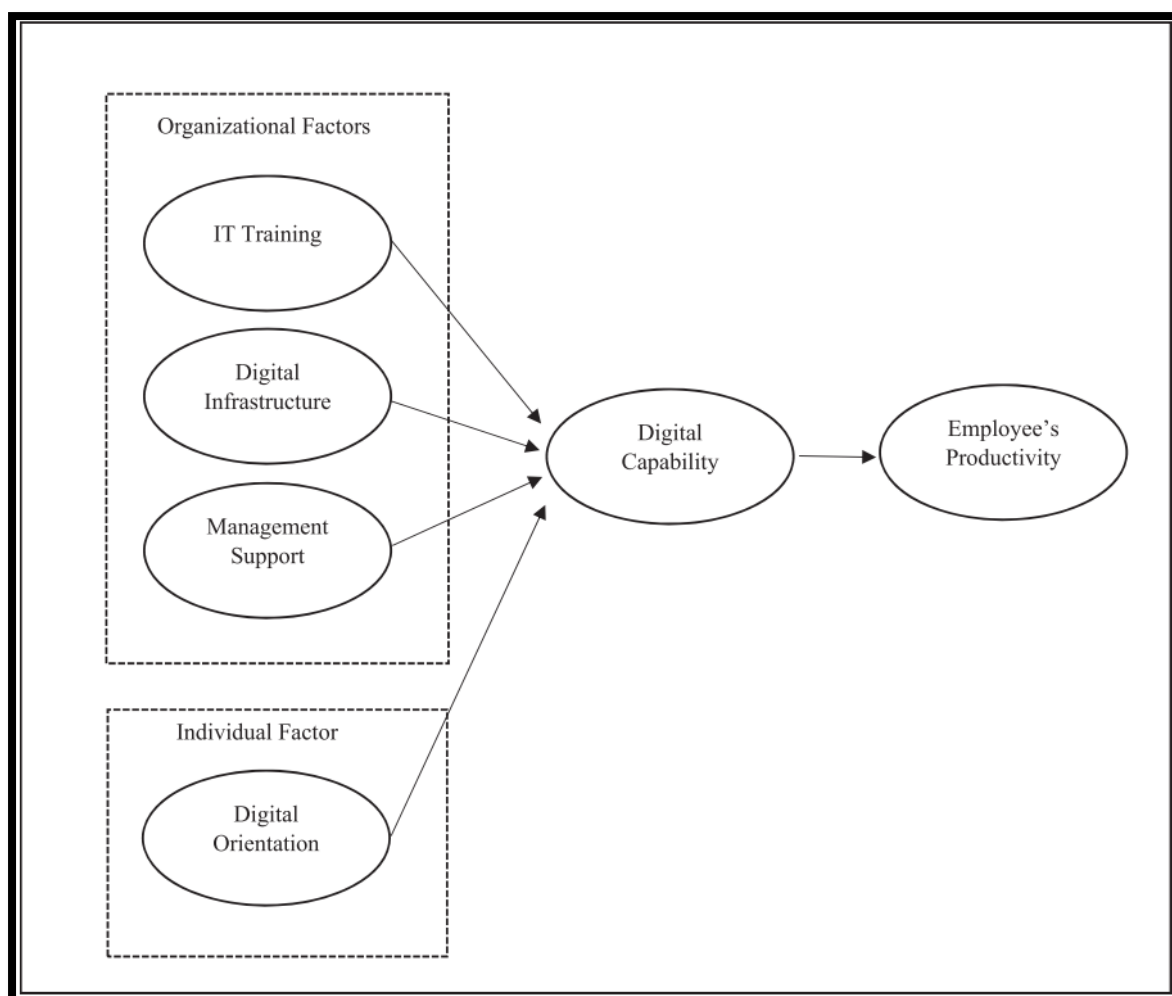


Figure 10: Factors that affect an Employees productivity in WFH (Afrianty, Artatanaya, & Burgess, 2022).

2.6.3.6 Feasibility analysis matrix

The feasibility analysis matrix, shown in Figure 11, is an analysis tool used by business systems analysts to determine which option is most feasible through the use of weighted decision making (Castro & Mylopoulos, 2002). This approach is option used in project planning and change management, to determine the appropriate solution. The entity performing the analysis determines a weighting for each criterion. These criteria are split into operational/ organisational, technical, schedule, and economic feasibilities.

Information Systems Analysis and Design

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Feasibility Analysis Matrix

	Candidate 1 Name	Candidate 2 Name	Candidate 3 Name
Description			
Operational Feasibility			
Technical Feasibility			
Schedule Feasibility			
Economic Feasibility			
Ranking			

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Figure 11: Feasibility Analysis matrix (Castro & Mylopoulos, 2002).

2.6.3.7 Summary of Frameworks

When assessing and understanding an organisations Theoretical 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 the feasibility analysis matrix or the effect WFH has on intangible assets model. In doing so, one may have a more practical way to assess and understand WFH strategies. Whilst AST aids in understanding the context that the social phenomenon of WFH operates in. It also informs what outcomes the social phenomenon may have.

2.6.4 Chosen framework and WFH Capacity assessment tool

As discussed, there are various methods used to assess capacity to WFH, the Feasibility analysis matrix could be adapted to aid leadership in prescribing a feasible WFH Strategy, however feasibility criteria must be explored for the assessment results to be meaningful. The concept of feasible capacity has been proposed by Alipour, Falck and Schuller (2023), however this concept should be understood and expanded on for the South African and emerging economy context. As such, a model should be developed, driven by the principles of the aforementioned frameworks and be able to assess a feasible WFH Capacity within a South African organisation, that informs a feasible WFH Strategy for the organisation.

2.7 Creation of a Conceptual model

Thus, the proposed conceptual model, Figure 12, has been created, incorporating elements from TOE, AST, and PESTLE, with constructs informed from literature to illustrate how a feasible WFH Strategy should be assessed. The model uses the constructs of a WFH Domain and a Feasible WFH Capacity to inform organisational leadership of feasible WFH strategies. These constructs form the primary outcome of activities performed by an organisation when assessing a feasible WFH Strategy to implement.

2.7.1 The WFH Domain

The WFH Domain is the domain that is created when all stakeholders and aspects of a WFH Strategy are considered. The aspects indicated by literature, which affect the WFH Domain are Employee job description, Technology, External Environment, Organisational Context and Goals, and the Employee Personal Context. These constructs interact within one another creating the melting pot that is the WFH Domain. For example, an organisational need for new remote working technologies, drives the creation of these recent technologies. Thus, the outcome of this task should be a survey of questions that the organisation should be able to answer for each sector of the WFH Domain.

2.7.2 The Feasible Capacity to WFH

The feasible capacity to WFH is related to the WFH Domain. The feasible capacity to WFH forms 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 organisation in consultation with their employees. Thus, creating a WFH agreement. The feasible WFH Capacity should be determined using the columns indicated in Table 3, with questions and thresholds informed by the WFH Domain. If an employee's response passes the threshold, or if it fails, but mitigation is possible, then that question passes as feasible. All questions must be passed for the employee to be considered feasible to WFH.

Employee one					
Criteria	Threshold	Mitigation strategy	Employee/ Organisation Response (Y/N)	Mitigation strategy possible (Y/N)	WFH feasible (Y/N)
Employee feasible to WFH:					

Table 3: Feasible capacity assessment for organisations.

2.7.3 The Feasible WFH Strategy

A WFH Strategy in this context is the high-level WFH Strategy that the organisation follows, this includes the previously mentioned Remote-First, Office-Occasional, and Office-First approaches. However, for the strategy to be feasible it must incorporate, risk mitigating, supporting policies to WFH, that are informed by the feasible capacity to WFH. This may include policies around childcare, working hours, and technology and utility claim backs. These mitigations may in turn affect the WFH Domain. Making a WFH Strategy within an organisation an evolving strategy. Ensuring the strategy evolves will ensure that the WFH Strategy remains feasible over time. This assessment of the WFH Capacity can then be used within a variation of the feasibility

assessment matrix to determine the way of work that is most feasible for the organisation to adopt (Castro & Mylopoulos, 2002). These concepts are illustrated by Figure 12 and Table 4.

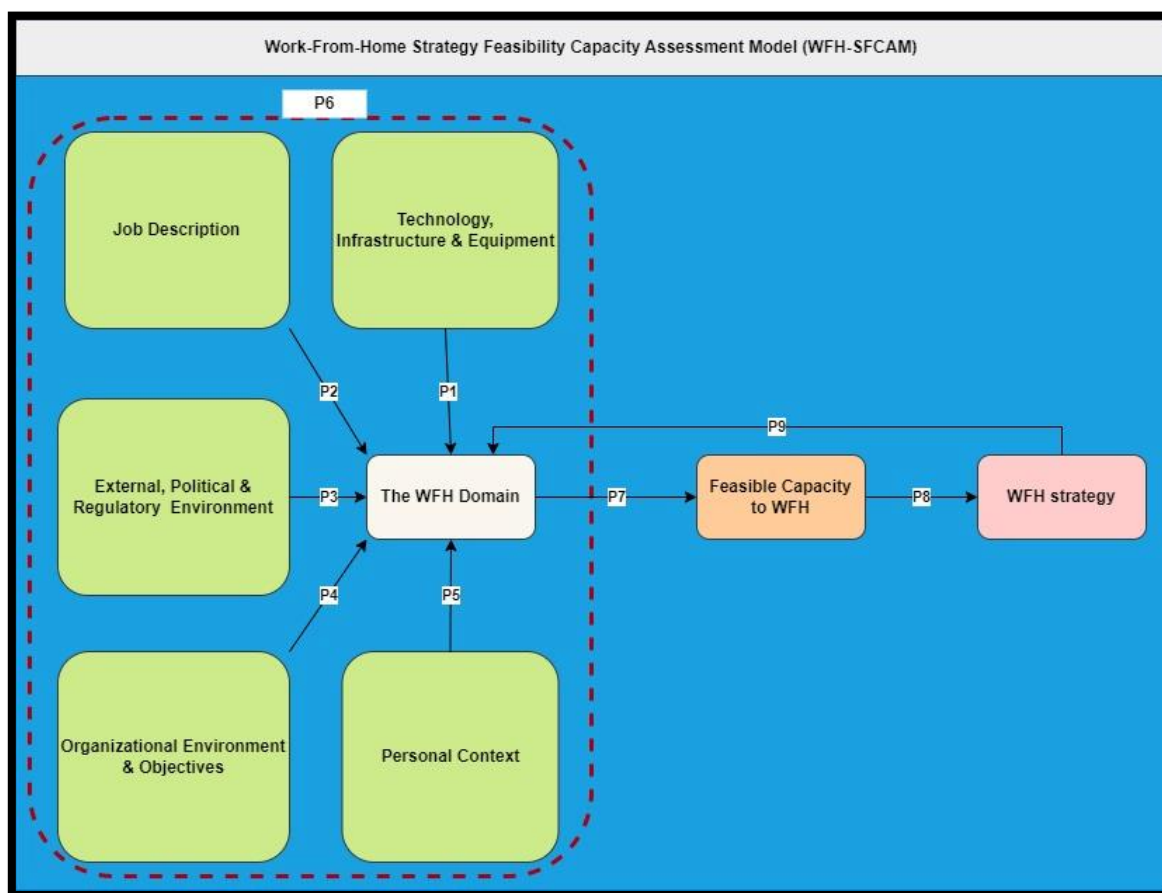


Figure 12: Proposed conceptual model - WFH-SFCAM.

Way of work Strategy						
	Weighting	Fully based	Office	Office-First	Remote-First	Fully Remote
Organisational						
Employee Personal						
Job Descriptions						
Technology						
External						
Score						

Table 4: Way of work feasibility assessment matrix adapted from Castro & Mylopoulos (2002).

2.8 Literature review summary

This chapter has reviewed literature around the phenomenon of WFH. It was found that there are three distinct WFH strategies. This included the: Office-first strategy, Office-Occasional, and the Remote-first strategy (Lenka, 2021). Literature indicated that as the strategy becomes more remote, access to talent increased proportionally with a proportional decrease in office space cost (Alexander et al., 2020). Whilst productivity showed an increase in the hybrid models when compared to a zero WFH model. Notably, organisations tended to craft their own unique strategies to fit their needs by using an existing WFH Strategy and adding their own flavour to it. Furthermore, to ensure success, the WFH Strategy should be managed correctly. Mismanagement results in dissatisfaction and a reduction in performance amongst employees (Tanpipat et al., 2021). Therefore, leadership should ensure that management is trained in inspirational leadership styles, understand the importance of modes of communication, and make use of technologies that empower WFH (Alexander et al., 2021). Managing an employee's wellness should also be considered in the WFH Strategy. This is assisted by ensuring a work-life balance by creating clear boundaries to prevent burnout and maintain productivity. These factors are vital to a WFH strategies success. Whilst ICT was indicated as the enabling sector of WFH. The ICT sector still suffered from similar challenges to other professional industries such as: communication, isolation, technostress, health issues, knowledge problems, and WLB issues (Anguelov & Angelova, 2021). With WFH benefits including a better quality of life and decreased costs.

Furthermore this chapter reviewed WFH capacities and found that the ICT sector held a potential to WFH of 69% in the USA (Lund et al., 2020). It was also found that 94% of ICT employees in South Africa want to WFH (Garg & Van der Rijst, 2015). The review found that although a concept for feasible WFH Capacity had been proposed, it is not suitable for the South African context, due to the exclusion of various external contextual factors. Thus, this review of literature indicated that feasible strategies to WFH cannot be prescribed to organisational leadership in the South African ICT sector without a WFH feasibility model being developed. This resulted in the proposed model WFH-SFCAM. WFH-SFCAM uses the concepts of previous theories such as TOE, AST, and PESTLE to form a holistic review of the WFH landscape. This is done through the creation of the WFH Domain that informs a feasible WFH Capacity, which informs a feasible WFH Strategy, thus empowering organisational leadership to make informed WFH Strategy decisions.

Chapter 3: Research methodology

3.1 Purpose

The purpose of this research task was to develop a model that assess the holistic WFH context in the ICT sector of South Africa, this model prescribes to organisational leadership the WFH Strategy that is feasible for the organisation. Therefore, this research followed a prescriptive purpose. Prescriptive research is best suited for applied research whereby a conceptual model is tested, as opposed to evaluative research which is simply theoretical (Saunders, Lewis, & Thornhill, 2009).

3.2 Ontology

The ontological stance of this research task was pragmatism. Pragmatism uses both aspects of Objectivism and Subjectivism, to find a workable answer to a research question. Pragmatism uses both these views, by attempting to gain an understanding of why a problem occurs and assess how prevalent the problem is (Saunders et al., 2009).

As this research task was aimed at developing a model that prescribes an organisation with a feasible WFH Strategy, a pragmatic, workable assessment is required as a solution, rather than a theoretical one. This was achieved through an initial stage of research which is exploratory, whereby constructs were identified through a review of literature and interviews. These constructs were then assessed quantitatively, resulting in a refined model that prescribes an organisation with a feasible WFH Strategy.

3.3 Epistemology

The epistemological stance of this research was therefore also pragmatism, as the research used both interpretivist and positivist thinking. Interpretivist thinking is the philosophy of multiple correct truths, through differing perspectives, meaning the result to a problem may change if the individual or groups being studied have differing backgrounds. This philosophy differs from positivism, which believe is measurable results, free of bias. These two philosophies are combined in pragmatic research to understand the problem fully. In this research task the research subjects had to be understood in a unique manner to try and find constructs that influenced and created feasibility. Once feasibility constructs were identified, positivist methods was used to prescribe a feasible WFH Strategy to organisations (Saunders et al., 2009).

3.4 Approach

There are two main forms of reasoning that can be used in research deductive and inductive. Deductive reasoning is used when research exists on a given phenomenon and existing theories and models can be used to formulate a hypothesis or proposition before data collection. Inductive reasoning is used when no literature or useful models exist to answer a research question and begins with observations to draw a general conclusion (Saunders et al., 2009).

Deductive reasoning has been used in this research task, inductive reasoning, would not have been applicable for this research as various theoretical frameworks such as TOE, AST, and PESTLE explain the high-level relationship of the WFH phenomenon (Pearse, 2019).

3.5 Strategy

There are various research strategies that exist, such as surveys or grounded theory. However, this task was most suited for a case study and has used a single case study strategy comprising of multiple small, medium, and large organisations 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 et al., 2009). Furthermore, case studies allow for multiple forms of data collection which grants the researcher a rich understanding of the problem.

3.5.1 Pilot Study

This research task made use of a pilot study at interview and survey level. The purpose of this pilot study was to increase the quality of the wider interviews and surveys that were to be conducted, by refining the questions and ensuring the questions flowed in a logical manner, from the perspective of the participant. The pilot study incorporated six enthusiastic expert employees from one ICT organisation. One senior manager, two intermediate, and three junior level employees were interviewed. Post interview and survey pilot participants received a follow up questionnaire requesting their feedback on their interview and survey experience (Saunders et al., 2009). Once the feedback had been reviewed, the necessary changes were made to the data collection tools. The refined interviews were then conducted, followed by the wider distribution of the refined survey.

3.6 Methodology

Pragmatic research is known for its Objective and Subjective aspects, this results in both quantitative and qualitative methods of data collection being used in the research study. Thus, this paper used a mixed methods approach of qualitative data - interviews and quantitative data - surveys to collect data (Saunders et al., 2009). The use of mixed methods serves two purposes. Firstly, of a complementarity nature, as the surveys are used to reaffirm themes from the interviews, and secondarily, triangulation, to add validity to the results through multiple methods of data collection.

3.7 Timeframe

This study was cross-sectional and examined employees current and past challenges with WFH strategies. A longitudinal study may also have been deemed appropriate for such a study, however would not be possible due to time and budget constraints (Saunders et al., 2009).

3.8 Data Collection

3.8.1 Sampling

There are two forms of sampling probability and non-probability. Probability sampling is random sampling, whereby each respondent has some version of an equal chance of being selected as a respondent, this proves useful in surveys and statistical data analysis. Non-probability sampling is useful in exploratory research where the focus of data collection is the collection of qualitative data from specific individuals. Thus, non-Probability sampling provides the most effective way for this research task to conduct its interviews.

As this research task has an exploratory stage, non-probability sampling is an appropriate method of data collection. Through purposive typical case sampling the ICT leadership and general employees can be selected and interviewed. Organisations were found through LinkedIn and by contacting ICT organisations and requesting to interview/ survey appropriate employees. Importantly, 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 to be conducted. These interviews followed a semi-structured format, and interviews varied between 30 to 60 minutes. The interview questions were informed by the conceptual model, WFH-SFCAM, which was created through literature. Pilot interviews of five to six employees, varying in role, from one organisation were conducted first, to refine to the interview questions and format. The analysis of the interviews informed and created the survey questions.

The survey also followed non-probability sampling, by using quota sampling. This research used three representative quotas based on organisation employee size, based on Table 5. The quotas included five employees from small ICT organisations, 20 from medium ICT organisations, and 75 from large ICT organisations. Thus, a total of one hundred respondents were required to ensure a margin of error of 5%. A five-point Likert scale was used to assess respondents' feedback with options including: Not Applicable, Strongly Disagree, Disagree, Agree, and Strongly Agree. This five-point scale was chosen as it allows respondents to be neutral when needed and ensures a response method known widely by respondents and researchers, aiding in the gathering of 'good' data. The survey additionally collected demographic and general organisational data, as to allow for category reporting of socioeconomic and cultural factors of respondents. The six interview pilot participants piloted the survey before wider distribution and assisted to ensure a quality survey was distributed to the wider population.

Organisation	Number of employees
Small	5
Medium	20
Large	75

Table 5: Organisation size classifications.

3.8.2 Unit of analysis & Observation

The unit of analysis for this research task was organisations in ICT sector within South Africa. As such the unit of observation are the employees of the organisations in the ICT Sector within South Africa.

3.9 Data analysis

The interviews were coded and underwent thematic analysis using NVivo. Coding is a useful method in thematic analysis, used for the identifying and grouping of themes into codes, allowing for assessment based on prevalence.

The outcome of the interviews was used to affirm, add, or remove aspects of the proposed conceptual model, WFH-SFCAM. The interview analysis was also used to create the survey questions. Whilst the survey's underwent basic statistical analysis and significance analysis, tested against the various WFH assessments methods indicated via literature, using the Excel and Statistica tools.

The survey responses were analysed to assess relevance and significance of the constructs from WFH-SFCAM (Saunders et al., 2009). The outcome of this analysis assisted to answer the secondary research questions.

3. 10 Reliability and Validity of Research instrument

Triangulation was used to assist in reliability and validity of data, as themes from the interviews are tested in a larger quantitative survey. The survey ensured that it maintained a confidence level of 95% through response count (Saunders et al., 2009).

3.11 Project plan

3.11.1 Budget

This research did not require a fixed budget. Interviews were done virtually in order to decrease costs and increase accessibility to respondents. However, if person interviews were required, the researcher was able to fund these trips in either Cape Town or Johannesburg.

3.11.2 Timeline

The gantt chart in Table 6 illustrates the project timeline. With this research task being conducted over a two-year period.

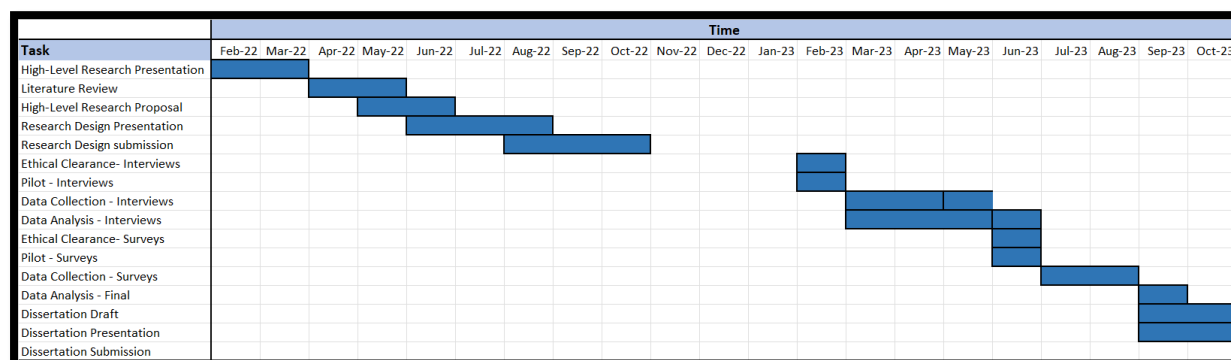


Table 6: Research timeline.

3.11.3 Risks

This research task used mixed methods and thus had various risks. These are illustrated in Table 7 on a risk matrix.

Risk	Likelihood (1-5)	Severity (1-5)	Overall Score (1-25)
Unable to receive Ethics approval	1	4	4
Unable or unwillingly interview participants	2	3	6
Unable to achieve required respondent count timely	3	3	9
Unable to identify affecting WFH factors	1	5	5
Organisations do not grant access to their employees	2	4	8

Table 7: Risk Matrix.

3.11.4 Assumptions and Limitations

Due to time and resources, this research has taken to following assumptions and limitations.

Only organisations within the Cape Town and Johannesburg metropolitan area could be physically visited. Organisations outside this area would only have the option of virtual participation. This research was limited to South Africa. This was done due to the unique challenges and lack of research in the South African context within the WFH Domain. This research was further limited to the ICT sector. This research assumed that organisations, to some level, have considered a WFH Strategy, and that those employees being interviewed understand the general principles and concepts of WFH.

3.12 Ethics and Confidentiality

This research task gathered primary data from ICT employees through interviews and a survey, focusing on the WFH phenomenon. Therefore, the following ethical considerations have been noted:

- Ethical clearance from UCT was received before data collection occurred. This research may have required two rounds of ethical approval, as not all survey questions were known prior to the interview stage.
- Organisational access was granted in writing from an Employee with sufficient authority to allow the data collection from their employees, if contacted through organisational channels.
- Written consent from each interviewed employee was received. Whilst survey participants had informed consent before proceeding to answer the survey.
- Within the thesis, data was anonymized to mask names of people and organisations.
- Personal data (Contact and demographic) was collected for purposes of contacting a respondent if further details are required from them and aiding the research explain social and culture differences. This information is to be held

for up to 2 years after the task has been completed, to ensure enough time for moderation, the data will then be destroyed.

- Data is secured in a cloud folder, with password access. Accessible only by the research team.
- Some data collected focuses on a person's circumstance (social hardship). This could bring to light bias that the person has suffered within an organisation as a result. Therefore social, cultural, and economic differences between employees must be considered.
- The researcher is employed by a company that uses a WFH model. The company has no say in the research.

The ethics form can be found in [Appendix A](#) and [Appendix B](#).

Chapter 4: Findings, Analysis, and Discussion

4.1 Interviews: Discovery & Exploration of WFH affecting themes

22 Interviews have been conducted amongst ICT employees working in South African organisations. Inclusive of seven pilot interviews where questions were refined. Amongst all interviews small, medium, and large corporate organisations 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, to allow the question to be posed to a wider survey audience to test the themes relevance within the studied context. Interviews were semi structured, the questions asked to the interviewees can be found within [Appendix E](#).

4.1.1 Contextual WFH Domain constructs.

This section highlights the various contextual factors that create and define the WFH Domain. The findings show that the proposed contextual feasibility factors of Organisation, Job description, Employee personal, Technology, and the External context were all present in the interviewed South African ICT employees.

4.1.1.1 Organisation

The organisation expectedly plays a vital role in the success of a WFH Strategy, as the WFH Strategy is primarily for the benefit of the organisation. Thus, the organisation is the entity that determines which strategy to adopt. As a result, the interviews further investigated the driving factors and inhibitors to an organisation's preference to WFH, the benefits to the organisation and WFH's drawbacks to the organisation.

4.1.1.1.1 Organisational benefits

Alexander et al. (2020) proposed that access to talent, increased productivity, and lower real estate costs would form the key organisational 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									

Table 8: Organisational Benefits.

Table 8 indicates that this was 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 should not be*” in doing so this may come at a cost of employee wellbeing. With the more common response

indicating 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 realised through reduced consumable costs such as water, electricity, and reduced space.

4.1.1.1.2 Organisational 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

Table 9: Organisational drawbacks.

Per Table 9, the interviewees could only determine one drawback to organisations 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 organisation. Importantly, organisational culture has also been noted as a risk and is discussed more in the WFH policy section of this data analysis section.

4.1.1.1.3 Role of Organisational support

The interviewed respondents highlighted two forms of potential organisational support offered or potentially offered to employees: Emotional and financial, as indicated in Table 10.

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

Table 10: Organisational Support.

The respondents indicated that the organisations did in fact attempt to monitor and ensure staffs wellbeing was 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 is 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 organisation financially supported them “*the company provided [me] with a 3G dongle.*” Allowing the employee to work remotely. However, P11 had a different experience as their organisation “*don't cover any costs related to your working*

from home, no fibre subsidy None. This is notable, as it may result in the employee not working from an optimal environment.

4.1.1.2 Job Description.

The organisational context outlined in Table 11 attempts to define whether the work tasks and activities performed by ICT employees in South Africa are possible to be completed remotely.

Role, Responsibilities, and tasks performed																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Can be done fully remote	X	X	X		X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X
Physical Collaboration preferred for some tasks		X	X	X	X	X			X	X	X		X	X					X	X	X	X

Table 11: Job Roles, Responsibilities, and tasks performed by ICT employees.

Of the 22 interviews, 20 could perform their tasks fully remotely, with a strong sentiment that there is no real requirement to physically visit the office to work, as indicated by P14, “... *had the equipment and the facilities to be able to do basically everything I need to do remotely for probably the last 12 years. So, there is no reason for me to come into the office.*” With 14 interviewees indicating that some collaborative tasks are found to be easier when performed in person, for example, working with technically inapt employees, P14 states that “*it's much easier to be next to the person to see what's the problem.*”, suggesting a potential loss in productivity when these tasks are performed remotely.

4.1.1.3 Employee

This context deals with the employee's preference, personal context, and benefits and drawbacks experienced within their WFH context. This is a crucial element to a WFH Strategy, as like with any project, change management and the context of the people within the organisation affect the success of the change.

4.1.1.3.1 Employees preference to WFH

When the interviewees were asked regarding their preference to WFH, of the twenty-two interviewees all wanted to WFH most of the time.

WFH Preference																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Full time	X				X			X	X		X	X						X				X
Hybrid - with More home days than office days		X	X	X		X	X			X			X			X						

Table 12: Type of WFH.

As shown in Table 12, a 50% split between fully remote and hybrid has been indicated by respondents. This is attributed down to a combination of personal preference such as desire for interaction, distance travelled to work and need for physical collaboration. P22 went as far as to say that they would “*throw away my access card.*” as to benefit from working fully remotely.

4.1.1.3.2 Benefits experienced by employees who WFH

Table 13 highlights that interviewees indicated a plethora of benefits that they personally experienced when WFH.

Benefits experienced by employees who WFH																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Decreased Stress levels			X	X				X						X			X	X			X	
Flexibility	X	X	X	X	X		X	X	X			X		X	X	X		X		X	X	X
Less prone to illness or injury																	X		X			X
More productive at home than at the office	X	X																				
Overall Improved Quality of life	X	X	X	X	X		X		X			X		X		X	X	X	X	X	X	X
Personal Cost saving	X	X	X	X	X	X	X	X	X		X		X	X	X		X	X		X		X
Personal Time saving	X	X		X		X			X		X			X	X		X		X	X	X	X

Table 13: Benefits experienced by WFH employees.

The most notable benefit favouring WFH was the increased flexibility that WFH provided, allowing for the completion of household chores and ability to manage ones working hours, summed up nicely by P15 *“at this stage of my life where I've got a child in school and it's quite important for me to be available for her”*. Interviewees also noted a general overall improvement to their quality of life. Interviewees are experiencing less stress, saving time and money due to travelling less frequently to the office. Interestingly, three respondents notated they are less ill or at less risk to injury because they are working remotely, P17 attributes this to *“travel on the train...you in contact with a lot of people at work as well. I mean currently you do not get flu that often and any of those other things.”* Interviewees have also indicated that they are more productive at home due to less interruptions and breaks with longer periods or dedicated work. Importantly, this is a potential area for employee burnout if left unmanaged.

4.1.1.3.3 Difficulties to WFH experienced by employees

Interviewees have not experienced many personal drawbacks to WFH according to the results indicated in Table 14.

Difficulties to WFH experienced by employees																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Home Location and lack of service delivery	X																					
Lower or no change to quality of life											X	X	X									
Unhealthy lifestyle		X																				

Table 14: Challenges to WFH experienced by employees.

The most common drawback was that quality of life decreased in some interviewees, which is surprising considering many employees experienced an improvement. These employees attribute the lower quality of life due to working longer hours and not being as physically active as they were previously. P11 indicated that *“I've started working at 7:00 o'clock this morning and I've been up once”*, they feel that this has affected their mental and physical well-being.

P1 also indicated that the services provided to their home were not sufficient to allow for full time WFH, “I mean you can imagine what the services in Soweto are like”, comparing the quality-of-service delivery of internet connection and the load shedding affects between Soweto and Sandton.

4.1.1.3.4 Change in family and household reasonability's

Table 15 indicates that employees who WFH would experience changes at home.

Affect of Work-from-Home on family households and Responsibilities																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Decrease in time spent on household responsibilities											X											
Increase or fitted into working hours for household responsibilities		X		X	X	X	X	X		X		X		X	X		X	X		X		X
No Change in household reasonability's	X												X						X			
Positive Work-Life-Balance changes					X									X				X				
Positive Cultural or Religious change						X																
Self Funded investment to WFH required			X	X	X	X		X	X	X	X	X	X			X	X	X	X	X	X	X

Table 15: Effect of WFH on personal reasonability's.

Fourteen interviewees reported an increase of family responsibilities, often performed during working hours, P14 gives the following example as they are now able to “watch the sports game of my kids. Spend some time with them or do stuff around the house. Or pop into a shop or something that I will not necessarily be able to do when I'm working from the office”. Inversely P11 indicated a decrease in household reasonability's due to longer working hours.

4.1.1.4 Technology

The technology context plays a vital role in forming the WFH Domain. The technology here refers to the physical and virtual technologies required to make WFH possible, secure, and reliable.

4.1.1.4.1 Physical technology requirements and availability

With regards to the physical technological requirements the interviewees determined that a computer and reliable highspeed internet was required to productively work, which is indicated in Table 16.

Physical hardware requirements to WFH																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Computer and Peripherals required to WFH			X	X							X		X					X	X		X	
Highspeed reliable internet required to WFH	X		X	X		X	X	X	X	X	X		X	X		X	X	X	X	X	X	

Table 16: Physical Technological requirements to WFH.

The key here is ‘reliable’ internet. Internet did not always have to provide high speeds but must provide a stable connection to allow for uninterrupted communication, P4 states that the connection must be “Consistent... Wi-Fi could drop every now and then... If you are not in a good spot, then that is going to affect you.” This resulted in

fibre often being the first choice of connection method, many users however made use of 4G/ 5G for backups to use during periods of load shedding.

4.1.1.4.2 Technological infrastructure

According to the results in Table 17, organisations require a technological backbone to WFH.

State of organisational WFH technical infrastructure																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Infrastructure concerns							X															
No VPN Required for daily work						X														X		
VPN or remote connection to Office			X	X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Table 17: Technological infrastructure requirements to WFH.

Most interviewees connected to their organisations network via a Virtual Private Network (VPN) or remote desktop, allowing for secure access to their organisations network. However, P7 raised that communication was done through “Discord or if it's outside the department then we usually use WhatsApp”, resulting in a potential security concern and need for a WFH technological architecture to be put in place.

4.1.1.4.3 Software tools

Table 18 shows that various software tools were found to be useful in collaboration.

Software Required to WFH																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Collaboration Technologies Required						X	X	X	X													
Software tools used to collab	X		X	X			X	X		X	X	X	X	X	X	X	X	X	X	X	X	X

Table 18: Software requirements to WFH.

The most popular collaboration tools amongst the interviewees were MS Teams, Skype, and Outlook. Whilst project and knowledge management tools such as the Atlassian suite and MS SharePoint were also common amongst interviewees.

4.1.1.5 External Environment

The external environment context refers to factors out of the employee and organisations direct control but should be managed and monitored for risk mitigation purposes.

4.1.1.5.1 Desire for legal oversight, protection, and taxing of WFH

The interviewees noted, in Table 19, that South Africa does not have a specific legal framework to deal with WFH employment and its various challenges compared to traditional ways of work.

External legal & Regulatory context																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Legal oversight and protections desired for WFH	X		X				X			X	X	X					X					X
Preference for organisational self regulation of WFH		X			X	X		X	X						X	X		X	X		X	
Not aware or have not benefitted from Sars	X	X	X	X		X	X	X		X	X	X	X	X	X		X		X		X	X
Tax home office expenditure rebate	X	X	X	X		X	X	X		X	X	X	X	X	X		X		X		X	X

Table 19: External and regulatory context.

This was indicated by interviewees through examples such as disputes over working one's standard hours, availability, and injury on duty, with P11 stating they feel that *"that law will help a lot of people"*. However, the interviews were split between favouring legal protections versus internal management of these concerns. Stating that ICT workers require flexible agreements, and laws by be too rigid and negatively affect ICT working environment. P11 states that *"I do not think the government needs to interfere with that. I think it is between the company and what you believe in..."*.

Furthermore, no interviewee was able to capitalize on the South African Revenue Service (SARS) home office expenditure tax rebate, either due to not being aware of it, or not meeting the eligibility requirements of a 'dedicated room,' with the sentiment that the rebate favours the wealthy. P7 noted that *"I don't actually meet the minimum requirements to be able to benefit from that."* Due to no 'dedicated room.' Whilst P17 requested *"please send me the details on that"* so that they may benefit from the rebate. Indicating that this rebate from SARS should be better advertised and should be reviewed, to be more inclusive.

4.1.1.5.2 Local community uncertainty and safety

Security and Safety																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Strikes and security threats preventing office work						X																

Table 20: Strike and security risks of WFH.

Interestingly, P6 in Table 20, reported that social unrest led to *"Issues with transport services and that kind of forces some of them to actually work from home"* prevented their workers from working at the office. This theme only appeared once. However, due to the varying social-economic backgrounds of employees it was decided to include the theme as a question for the survey, to more widely assess if this is an external threat that promotes WFH in South Africa.

4.1.2 Management, policy, and strategy constructs

4.1.2.1 WFH policy design

4.1.2.1.1 Changes to employee management and wellbeing management

A big part of organisational WFH policy and strategy design is the management of employees. Table 21 highlights the various changes noted by employees and management staff.

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		

Table 21: Management changes due to WFH.

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 expect to manage burnout and feelings of isolationism in their staff, to promote a 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*”.

4.1.2.1.2 Formalization of WFH policy

Per Table 22, interviewees noted specific WFH policy gaps and requirements that are not currently included in their organisations policies. Resulting in a sense of WFH policy uncertainty.

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			

Table 22: WFH policy changes and employee expectations.

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 organisation 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 organisation.

This 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 satisfied with this, although new starting staff may struggle with the organisation’s values, whilst existing employees may have a decreasing relationship with their colleagues, preventing them from being fully effective in their role.

4.1.2.1.3 Load shedding Management

Per Table 23, the interviewees general sentiment is that loadshedding is a major management and external threat for all South African organisations.

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

Table 23: Management of loading.

P11 notes that the organisation 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 organisational 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.

4.1.3 General WFH Strategy sentiment

Table 24 indicates that regardless of the negatives around self-investment and unclear policies of WFH. Twenty interviewees showed to be generally satisfied with their organisations WFH Strategy. Whilst three interviewees were unsatisfied, due to micro-management and a feeling that the type of work they perform does not warrant the need to go to the office.

WFH Strategy sentiment																						
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22
Satisfied	X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	
Unsatisfied					X							X										X

Table 24: Sentiment to WFH.

This shows that most employees would like to continue to WFH most of the time. However, some formalization, clarification, and refinement are required to the WFH policy and implementation of the WFH Strategy. It should be noted that the positive sentiment may be reflected through a point of privilege or a 'honeymoon affect,' with employees comparing their current WFH Strategy with their previous office-based strategy, as employees may be unable to pick up on flaws or improvements in their organisations WFH Strategy. Thus, further investigation into this area is recommended.

4.2 Discussion & interpretation of interview findings

4.2.1 Work-From-Home Domain

The interviewees have broadly reaffirmed expected findings according to literature. The contexts affecting the WFH Domain do appear in the expected categories of Organisation, Employee, Job description, Technology, and the External environment as illustrated in Figure 13.

It was found that the organisation desire to WFH revolved around increasing one's access to talent, increasing productivity and availability, and reducing overhead costs. This study found that the organisation desire to WFH revolved around increasing one's access to talent, increasing productivity and availability, and reducing overhead costs. Whilst the organisation had general fears around loss of company or changing company culture and management practices. It should be noted that that the organisational context is the actioning entity of WFH Strategy, as the WFH Strategy is owned by and is primarily for the organisation. It should be noted that the organisational context is the actioning entity of WFH Strategy, as the WFH Strategy is owned by and is primarily for the organisation.

The Employee personal context indicated a wide range of perspectives and desires, with interviewees having varying rationales to WFH, with the most common reason being increased flexibility, time and cost savings that lead to a feeling of an increased quality of life. Interestingly, many interviewees preferred WFH compared to fulltime office work and were satisfied with their organisations WFH Strategy. Although it can be perceived that this level of satisfaction may stem from a contrast between fulltime office work, and their current situation, and not the potential optimal WFH scenario, which has yet to be experienced by the general workforce. Interviewees noted some negatives of WFH, noting that they experienced periods of decreased physical activity and increased physiological stress, which should be managed.

The interviewees all appeared to indicate that the work tasks that interviewees perform are all possible to do whilst WFH. Some employees preferred to perform collaborative tasks in person, noting in some instances in person meetings may provide more value. Indicating a high theoretical potential to WFH.

It was indicated that technology enables WFH, with WFH technological infrastructure policy a potential for WFH Strategy inclusion and management, ensuring organisational infrastructure and security standards are met. This is indicated by setting internet connection standards, approving communication technologies, and ensuring a secure means of accessing the organisation's network. It is thus vital to include technological feasibility in WFH Strategy and policy design.

The external context appeared ever present in the interviewees responses as load shedding and COVID-19 have affected the way-of-work in South Africa. With a general fear from organisations regarding the affect load shedding has on productivity and availability of their employees. Navigating these external threats should be included in an organisations WFH Strategy.

These contexts define the WFH Domain and should be assessed by the organisation to determine a feasible WFH Strategy, this could be done in part via survey of the organisation's employees.

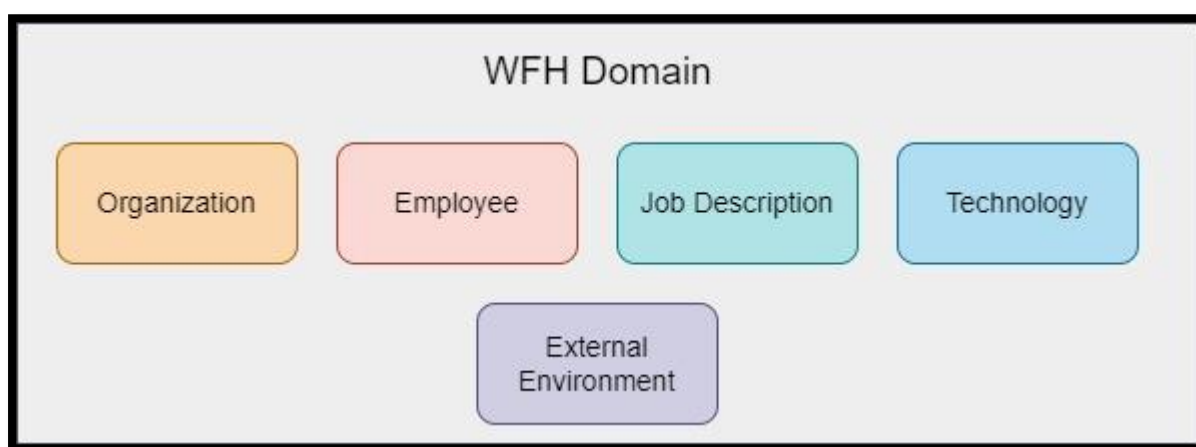


Figure 13: WFH Domain.

4.2.2 A feasible Capacity to WFH

Although not directly visible, the themes around a capacity to WFH exist within the interviewees feedback around WFH Strategy and policy design, as we can interpret the decisions organisations have made in order to select their chosen WFH Strategy. The organisation, as the owning entity, should assess the WFH Domain and assign passing thresholds to their assessment criteria. These assessment criteria should be determined by the questions surveyed from each WFH Domain context. If a criterion has failed, mitigating actions should be assigned to that criterion. Examples of mitigating actions include assigning clear working hours and availability standards, load shedding management, home office expenditure cover, home office standards, management practices, and what to do in emergency events. The result of all the passed criterion, including mitigation, and the actual score achieved should result in the feasible capacity to WFH. This concept is illustrated on Figure 14.

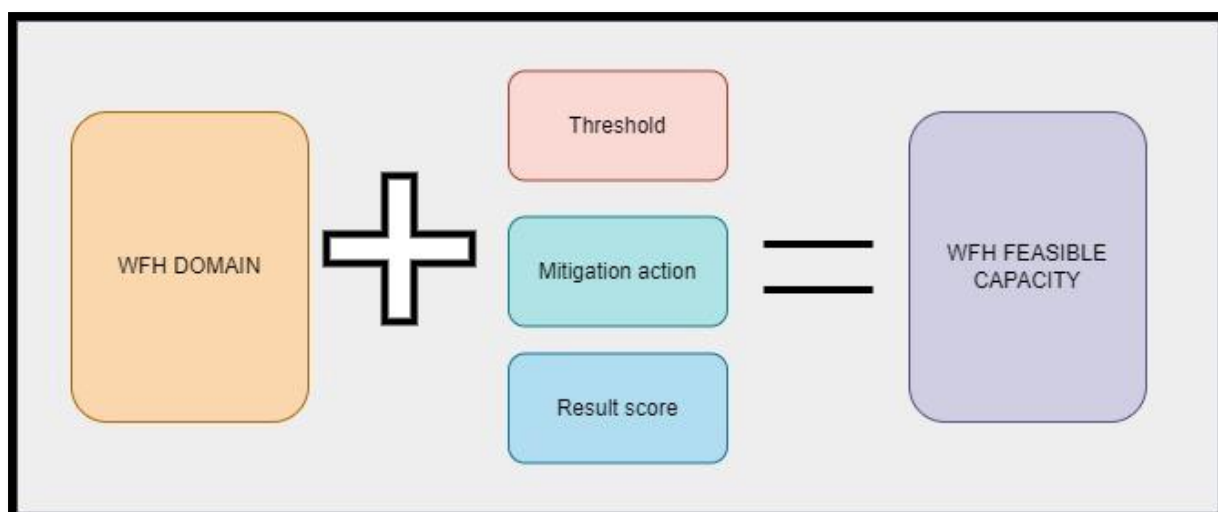


Figure 14: Feasible WFH Capacity assessment.

4.2.3 WFH Policy and strategy concepts

This study found that organisations are further responsible for determining the WFH Strategy as the organisation owns the WFH Strategy. If the organisation performed a WFH Domain and capacity assessment per the above sections, the organisation should already have a policy outline created through the mitigation actions incorporated within the WFH Capacity assessment. Therefore, the organisation is equipped at this point with all the knowledge required to make an assessment on the feasible WFH Strategy to use. This is recommended to be done via a weighted feasibility matrix, as shown in Figure 15, using the WFH Domain criteria and compare the four way of work strategies. Once the matrix has been completed the most feasible way of work will appear and should be adopted by the organisation. Importantly, the WFH Strategy should be reviewed periodically with a full review of the WFH Domain, to maintain relevance.

Figure 16 is a summary example of the entire process. Here we can see the WFH Domain, the questions per domain and their thresholds. Following the steps of Figure 18, determining the questions and thresholds for each domain is the first step. The results and mitigations have been included, indicating step 2's completion. Finally, the right side of the diagram indicates the feasibility decision making process, which in this example recommends the hybrid remote first strategy to the organisation.

WFH Strategy feasibility assessment					
WFH Domain area	Weight	Fully Office	Office-First	Remote-First	Fully Remote
Organization	25	0	10	20	25
Employee	25	25	25	25	25
Job Description	30	10	25	20	10
Technology	10	10	10	10	10
External Environment	10	2	5	7	10
	100	47	75	82	80

Figure 15: WFH feasible strategy assessment.

WFH Domain area	Question	Threshold	Mitigation	Result	Weight	Fully Office	Office-First	Remote-First	Fully Remote
Organization	Wants to Increase access/ retention of talent to remote cities?	YES	-	YES	25	0	10	20	25
Employee	Do I have from which I can work distraction free?	YES	-	YES	25	25	25	25	25
Job Description	How many days a week can this job be done from home?	2	-	4	30	10	25	20	10
Technology	Is there a digital security policy to govern remote work?	YES	Security framework to be created before WFH is adopted	No	10	10	10	10	10
External Environment	How many days have workers not been able to attend work due to civil unrest?	-	-	5	10	2	5	7	10
					100	47	75	82	80

Figure 16: Example of the WFH-SFCAM activities performed to determine the feasible WFH Strategy.

4.2.4 Changes and adaptations to the proposed WFH-SFCAM model

Upon review of the data collected during the interview process the WFH-domain has been simplified to indicate that the WFH Domain affecting constructs are in fact more intricately connected to one another. As indicated in Figure 17, upon review of the data collected during the interview process the WFH-domain has been simplified to indicate that the WFH Domain affecting constructs are in fact more intricately connected to one another. Furthermore, the direct influence between WFH constructs have been removed. However, the WFH Domain construct may indirectly affect one another through the feedback loop, P9, resulting from the chosen WFH Strategy by the organisation. An example of this would be an organisation implementing a hybrid strategy as to reduce office space costs. Which will result in employees saving money on travel, upgrading their internet to meet work depends, and feeling safer due to less human interaction, amongst other factors.

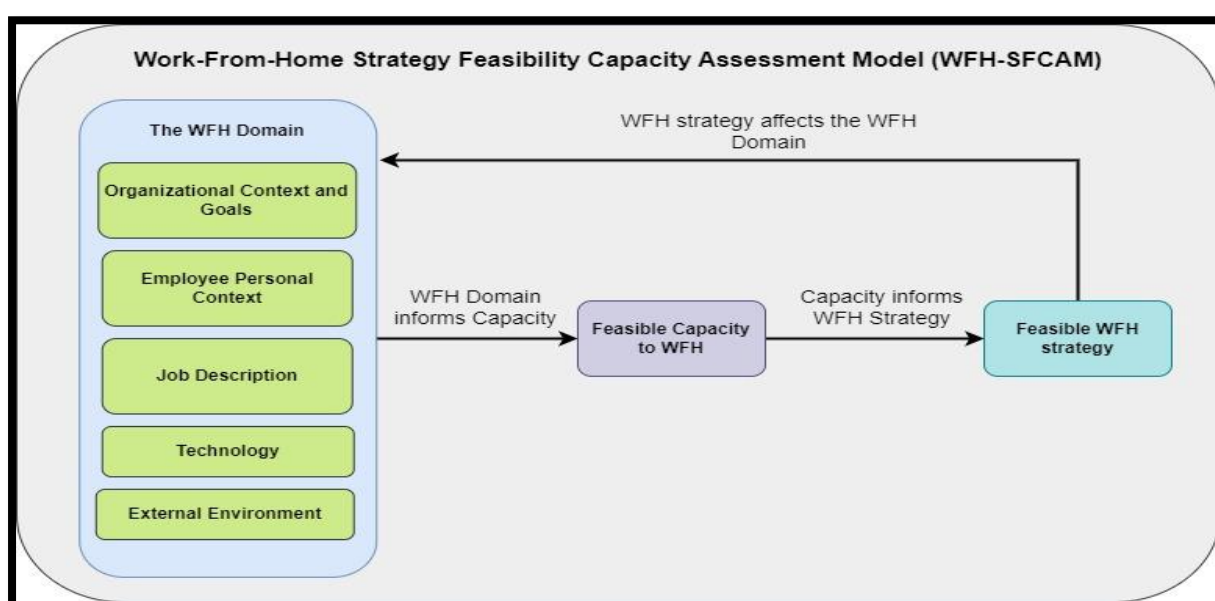


Figure 17: WFH-SFCAM Refined after interviews.

4.2.5 Steps, Actions, and Artifacts created by the organisation when following WFH-SFCAM

The data collected during the interviews further suggested that a holistic review is required to assess which WFH Strategy is most feasible for the organisation.

Thus, Figure 18 was created to indicate the four steps/ activities that should be performed by the organisation to determine the most feasible WFH Strategy for the organisation. The first step is the exploration and analysis phase. Here the organisation will create a survey to determine the state of the WFH Domain within the organisation's context. This survey will use questions informed by the WFH-SFCAM constructs. This study proposed questions that can be included in this survey, see the survey question in [Appendix F](#). Additional questions can be included by the organisation if they deem appropriate for their assessment. The organisation will need to determine a response threshold for each question. This is the pass or fail line declared by the organisation.

Once results have been received a mitigation strategy must be created around the results that did not meet the threshold. With a mitigation strategy in place the organisation must make a WFH Strategy decision. This is recommended through the use of a feasibility decision matrix, which weighs up the four way-of-work strategies, to determine the most feasible approach. The final stage is to implement the feasible strategy and review the strategy periodically.

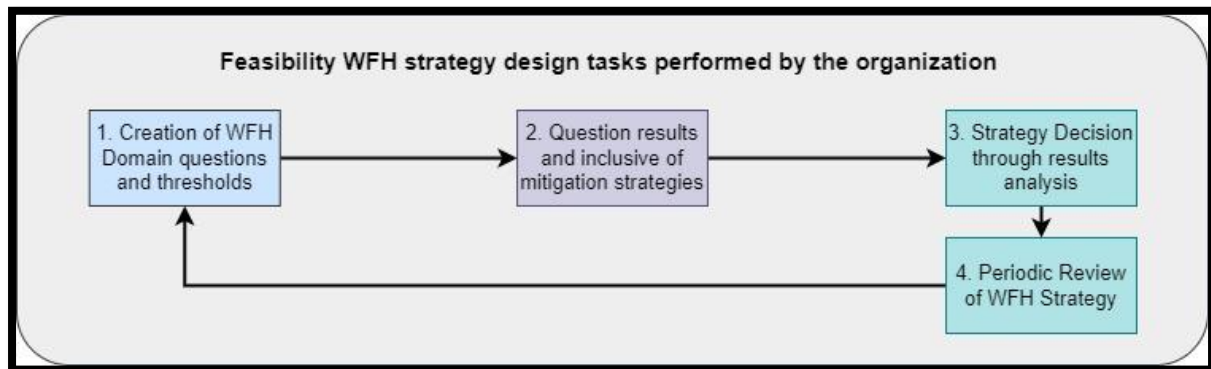


Figure 18: Feasibility of WFH Strategy design tasks performed by the organisation.

4.3 Survey Findings

This section highlights the results of the survey that was distributed amongst ICT employees living and working for South African organisations. The survey questions were constructed to quantitatively assess the constructs identified in the interview, as well as explore a general state of WFH in South African ICT organisations. The survey questions can be found in [Appendix F](#). The survey was distributed through online and social mediums. The survey received 106 responses with all data collection quotas met.

4.3.1 Demographics of survey respondents

This section highlights the demographic information of respondents, which includes gender, age, race, education, income organisational size, location of home and office, and job title.

4.3.1.1 Gender distribution

As indicated in Figure 19, gender was distributed between 60% male and 38% female, with the remaining 2% split between prefer to say and non-binary. These results indicate that males are still predominant in the ICT sector. This is important due to potential differing personal preferences and experiences of WFH between genders.

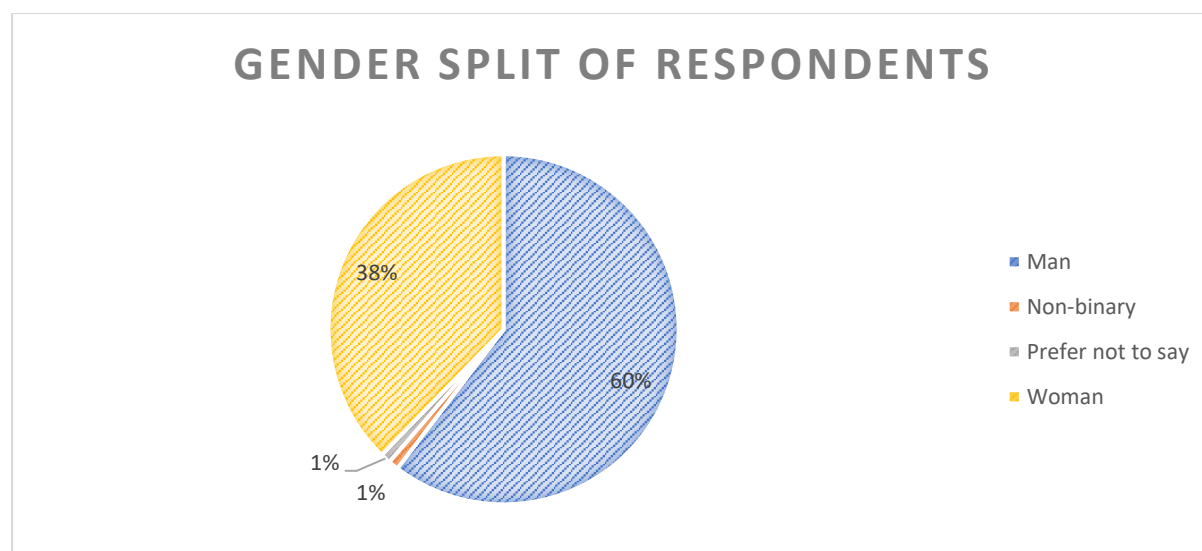


Figure 19: Gender Distribution of survey respondents.

4.3.1.2 Age distribution

The age distribution of respondents appeared in line with the standard distribution of a working population with the most common respondents between the ages of 35 and 44 as shown in Figure 20. Age is an important demographic as age may affect willingness to adapt to new ways of work. This resistance to change may impact the success of an organisations WFH Strategy.

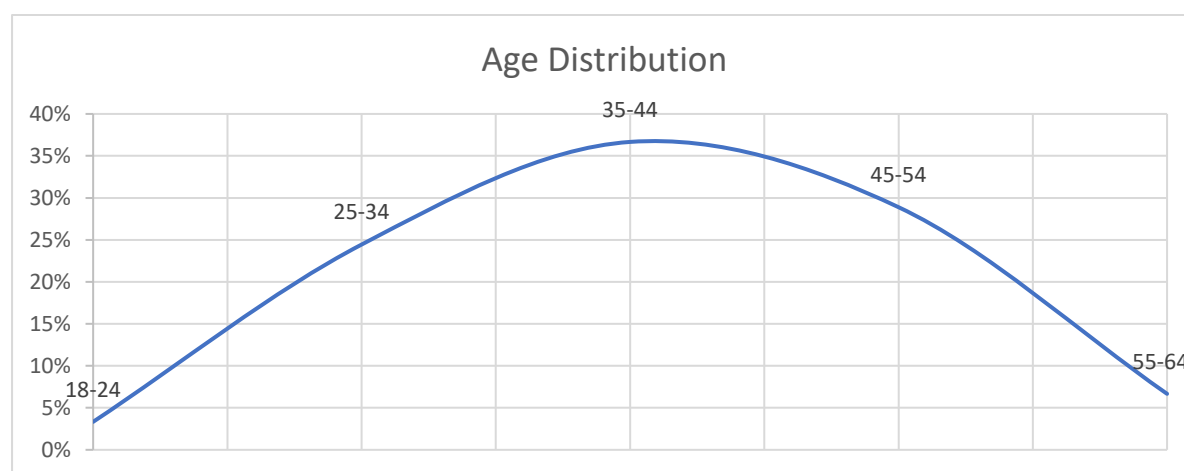


Figure 20: Age Distribution of survey respondents.

4.3.1.3 Race descriptions

Figure 21 indicates that the ICT sector in South Africa has a disproportionate and predominate white population from the sampled population working in ICT, when compared to South Africa's population. Due to historical disfranchisement. However, the sampled population does include all of South Africa's historical race classifications, including self-identifying Africans, Coloureds), and Indians. Ensuring that this research covers varying preferences to WFH due to cultural differences.

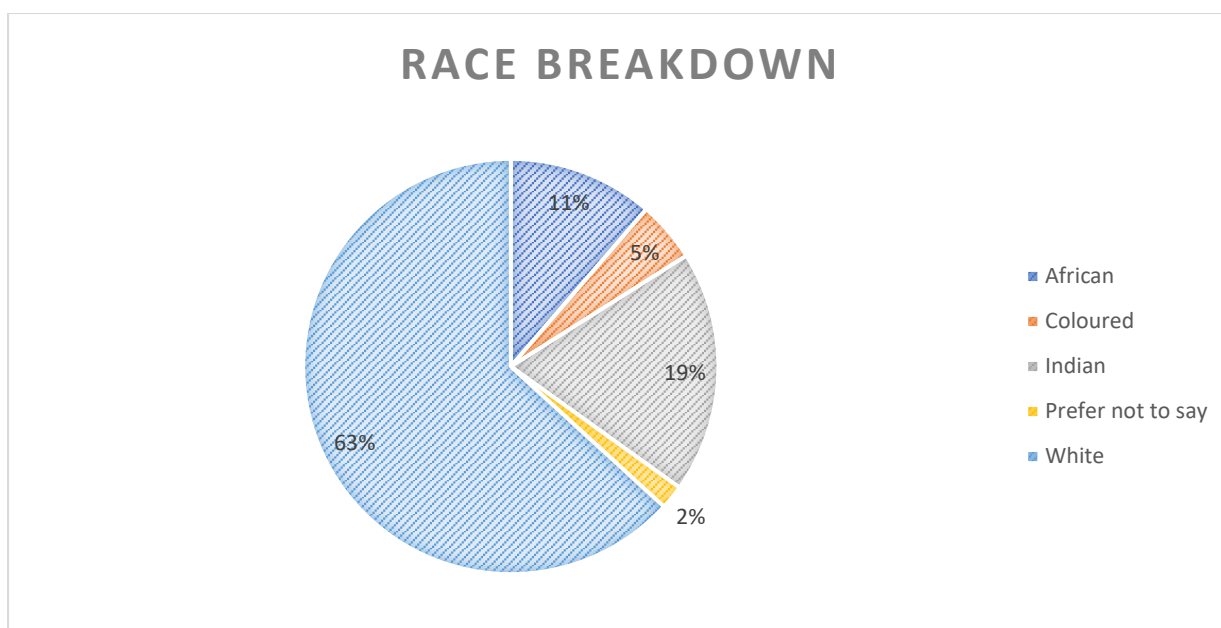


Figure 21: Race breakdown of survey respondents.

4.3.1.4 Educational level

Per Figure 22 a three-year degree or higher made a substantial impact on whether an individual was employed in the ICT sector, with only 34% of respondents not holding at least a three-year degree. Possibly indicating that those holding a degree or higher are more likely to be working in a profession where WFH is possible.

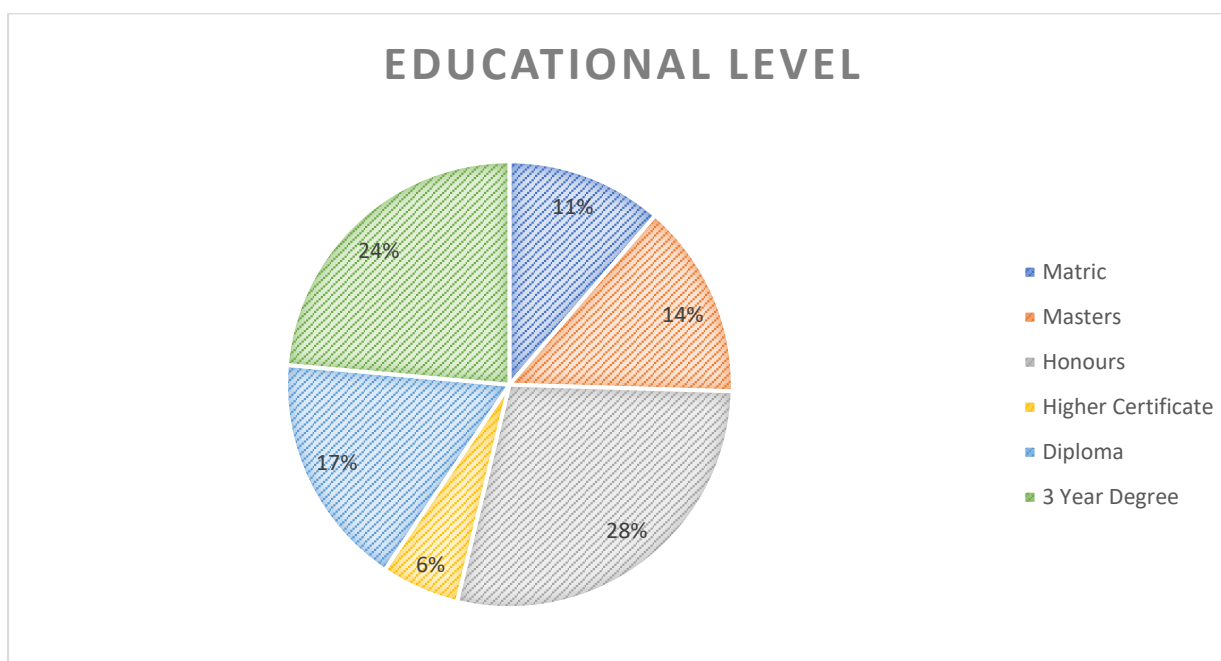


Figure 22: Educational levels achieved by survey respondents.

4.3.1.5 Job Title

The survey included a wide array of ICT job titles from its respondents as shown in Figure 23, with at least twenty different job titles. The most notable jobs of respondents included: Business or Systems Analyst (15%), Software Developer (22%), Middle

Manager (13%), and Senior Manager (14%). Indicating that most ICT jobs cater to some form of WFH.

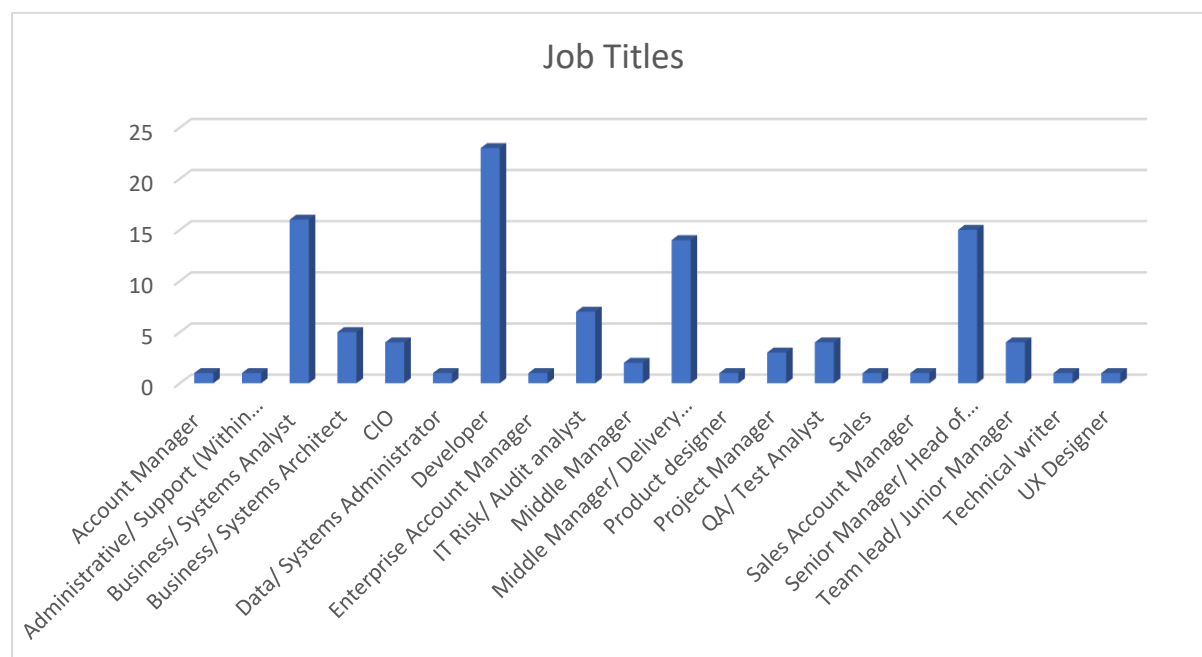


Figure 23: Job Titles of Survey respondents.

4.3.1.6 Organisational size

The survey included employees working in small medium and large-scale organisations. With large organisations comprising 75% of the respondents. Meeting the sampling quotas and ensuring organisational representation as indicated in Figure 24.

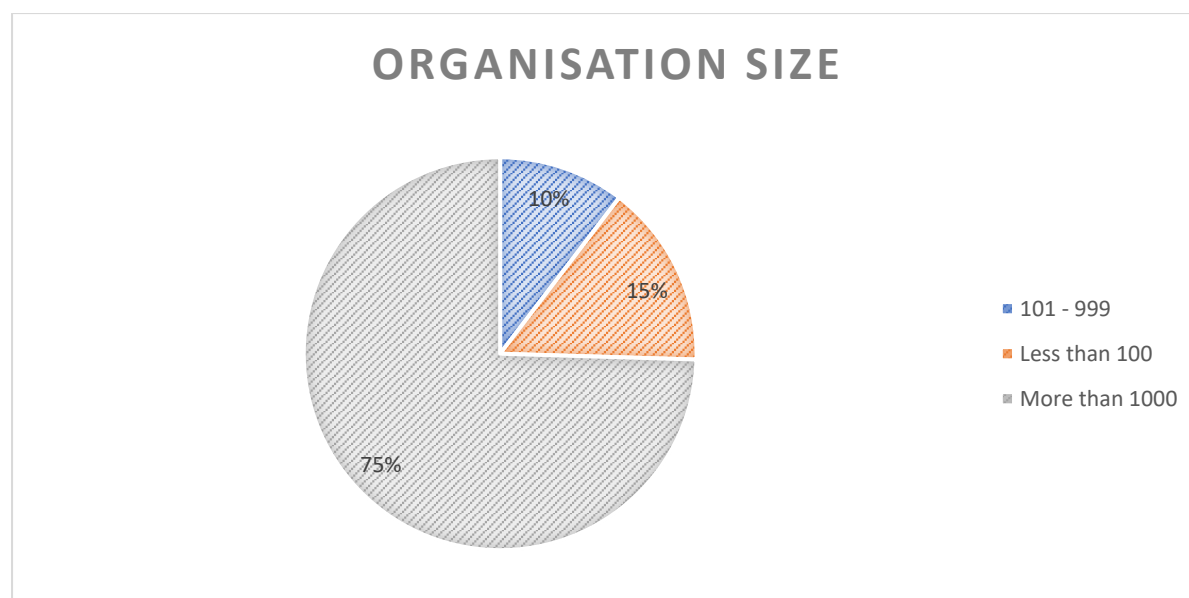


Figure 24: Size of organisations of survey respondents.

4.3.1.7 Income brackets

In Figure 25 insistingly the income bracket with the single most respondents, 23%, are considered Affluent, earning more than R1.3 million a year, with 66% of respondents

in the various stages of the middle-income bracket. This indicates that respondents of this survey are wealthier than the average South African and that the affluent are more likely to WFH, and thus benefit from WFH.

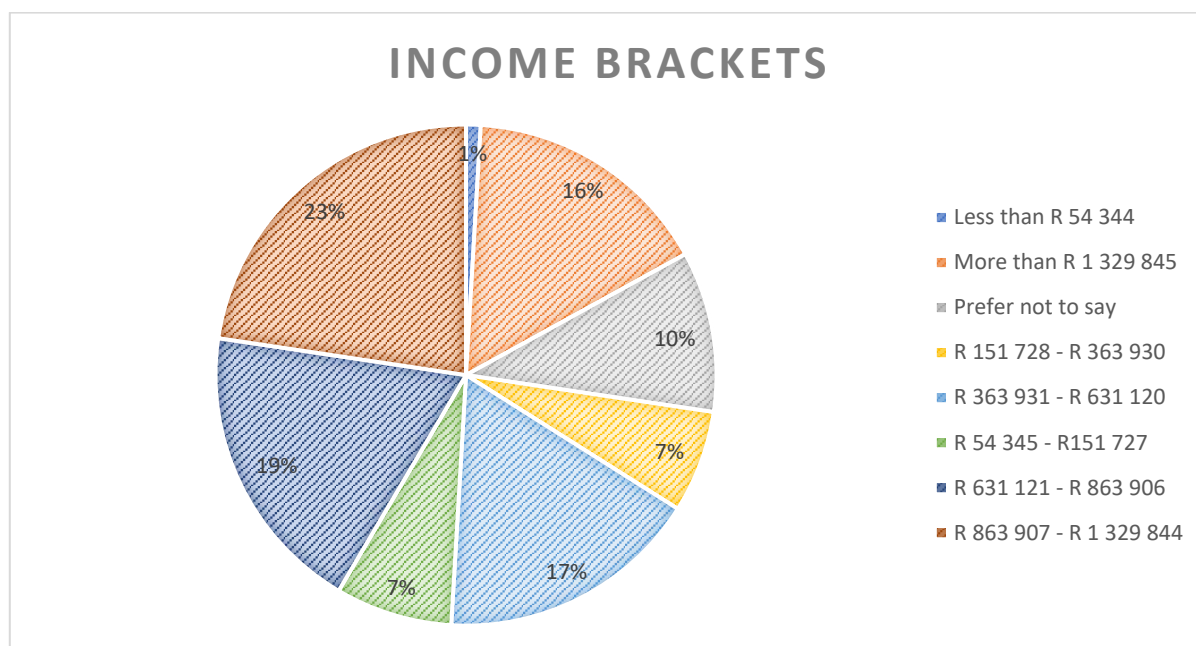


Figure 25: Income groups of survey respondents.

4.3.1.8 Location of respondents

Figure 26 indicates the locations where respondents reside vs the location of their organisation's office. It is clear that respondents are located amongst South Africa's three largest metros Johannesburg, Durban, and Cape Town. It is notable however, that some organisations have staff living outside the 'green bubbles,' indicating considerable distance between home and the office. Thus, further study is recommended into analysing 'semigration' trends in the country as South Africans are moving away from the big cities.

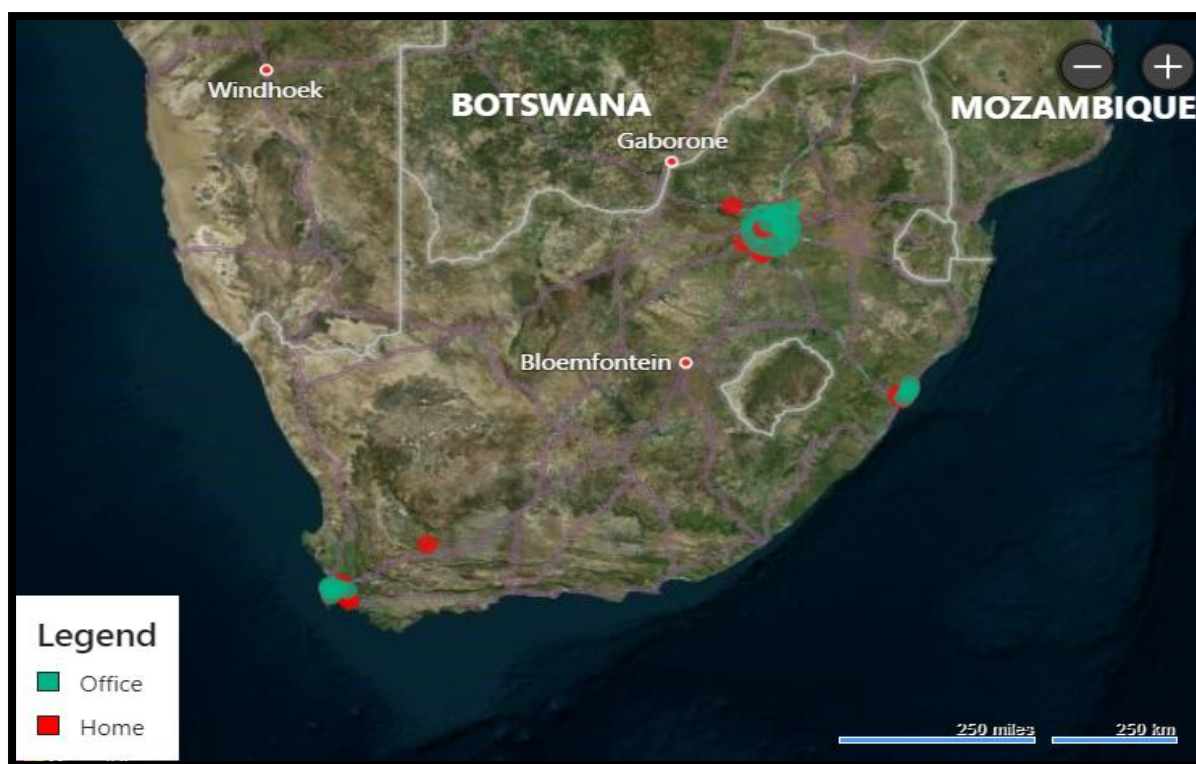


Figure 26: Home vs office locations of survey respondents in South Africa.

4.3.2 Summary of survey responses

4.3.2.1 Days spent WFH

Figure 27 indicates that in a four-week, 5-day work month, that 85% of ICT employees in South Africa are working more often from home than not, indicating a Remote-first hybrid structure. With only 1% not working remotely at all. Strongly indicating a high plausibility to WFH fulltime

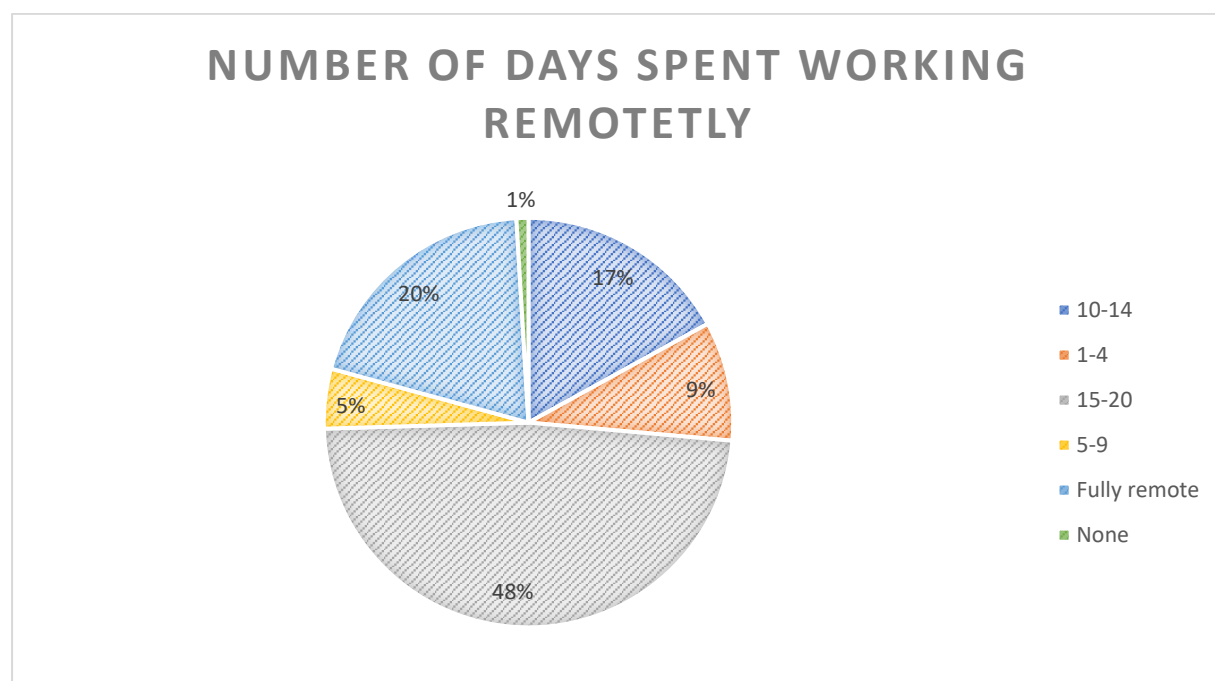


Figure 27: Number of days spent working from home by survey respondents.

4.3.2.2 Methods used to assess WFH Capacity

Using the existing methods to assess WFH Capacity this study identified that the South African ICT sector has a high capacity to WFH, ranging from 96% to 87%, as shown in Figure 28 and Table 25. 96% of South African ICT employees believe their work can plausibly be done remotely. The lowest assessed factor is 50% of time spent working remotely, 87% of employees indicated that they spend more than 50% of their time working from home, which matches the previous survey question addressing the number of days worked remotely. Using the conservative 87% WFH Capacity of South African ICT sector, still places South Africa above the examined developed nations of Germany and the USA by 2% and 18%, respectively. Indicating 1. The possibility that a larger sample size is required to increase accuracy. Or, 2. The assessment tools used in developed nations are not representative of the South African context. Alternatively, these results could be accurate, indicating that the South African ICT sector is mature in the WFH environment.

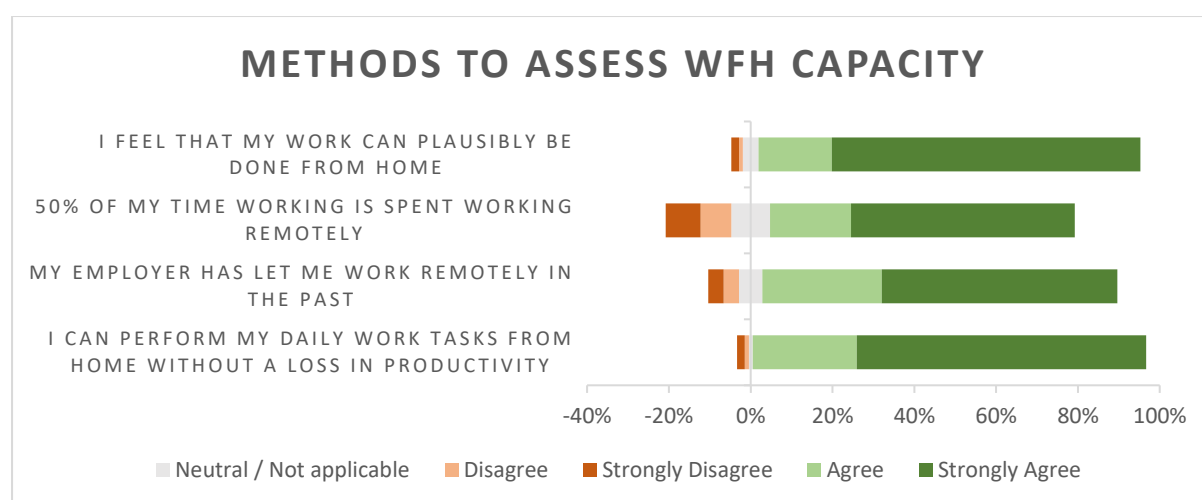


Figure 28: Methods used to assess WFH Capacity of survey respondents.

4.3.2.2.1 Data Table

Methods to assess WFH Capacity	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I can perform my daily work tasks from home without a loss in productivity	2%	1%	1%	25%	71%
My employer has let me work remotely in the past	4%	4%	6%	29%	58%
50% of my time working is spent working remotely	8%	8%	9%	20%	55%
I feel that my work can plausibly be done from home	2%	1%	4%	18%	75%

Table 25: Methods used to assess WFH Capacity of survey respondents.

4.3.2.3 Personal Preferences to WFH

Figure 29 and Table 26 indicate the factors that should be considered when designing a WFH Strategy, as personal preferences play a part in the success of the WFH Strategy. The results indicate that over 80% of employees may chose an organisation based on the option to allow employees to remote work. This is owed to the indicated personal benefits such as a personal cost saving, increased flexibility, time savings, decreased risk of illness, increased productivity, improved work life balance, and an overall improved quality of life. Interestingly, roughly 45% of employees indicated that they are less active, and that household responsibilities did not increase.

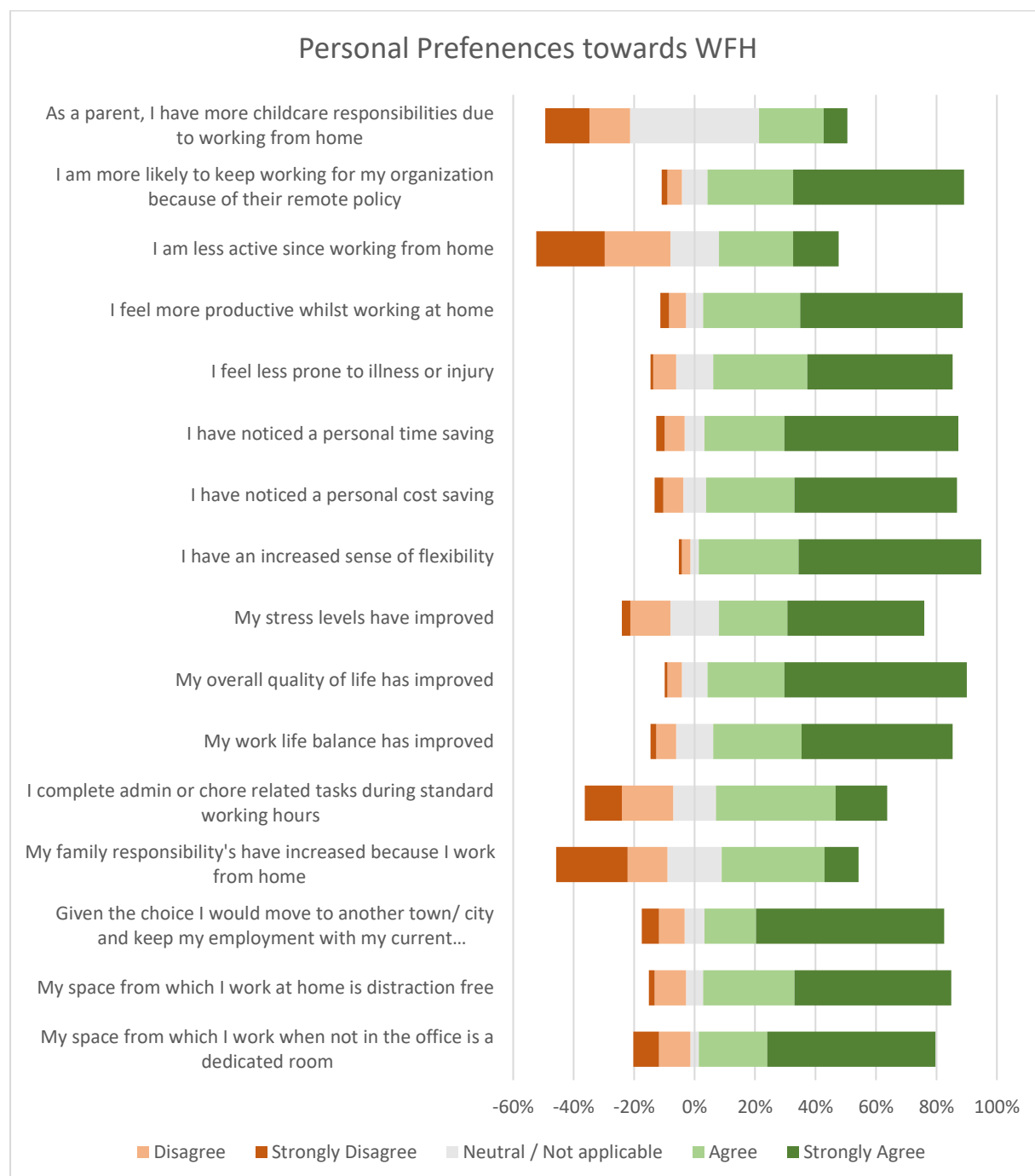


Figure 29: Personal preferences to WFH of survey respondents.

4.3.2.3.1 Data Table

Personal Preferences to WFH	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
My space from which I work when not in the office is a dedicated room	-8%	-10%	3%	23%	56%
My space from which I work at home is distraction free	-2%	-10%	6%	30%	52%
Given the choice I would move to another town/ city and keep my employment with my current organisation and work remotely	-6%	-8%	7%	17%	62%
My family responsibilities have increased because I work from home	-24%	-13%	18%	34%	11%
I complete admin or chore related tasks during standard working hours	-12%	-17%	14%	40%	17%
My work life balance has improved	-2%	-7%	12%	29%	50%
My overall quality of life has improved	-1%	-5%	8%	25%	60%
My stress levels have improved	-3%	-13%	16%	23%	45%
I have an increased sense of flexibility	-1%	-3%	3%	33%	60%
I have noticed a personal cost saving	-3%	-7%	8%	29%	54%
I have noticed a personal time saving	-3%	-7%	7%	26%	58%
I feel less prone to illness or injury	-1%	-8%	12%	31%	48%
I feel more productive whilst working at home	-3%	-6%	6%	32%	54%
I am less active since working from home	-23%	-22%	16%	25%	15%
I am more likely to keep working for my organisation because of their remote policy	-2%	-5%	8%	28%	57%
As a parent, I have more childcare responsibilities due to working from home	-15%	-13%	43%	21%	8%

Table 26: Personal preferences to WFH of survey respondents.

4.3.2.4 Personal investment to WFH

Figure 30 and Table 27 show the factors that WFH ICT employees in South Africa personally invested in to be able to work remotely. Over 80% of respondents have self-funded internet connections or upgrades to meet work requirements, fund load shedding equipment, and the purchase of office equipment. This is interesting as these costs are traditionally carried by organisations and not employees.

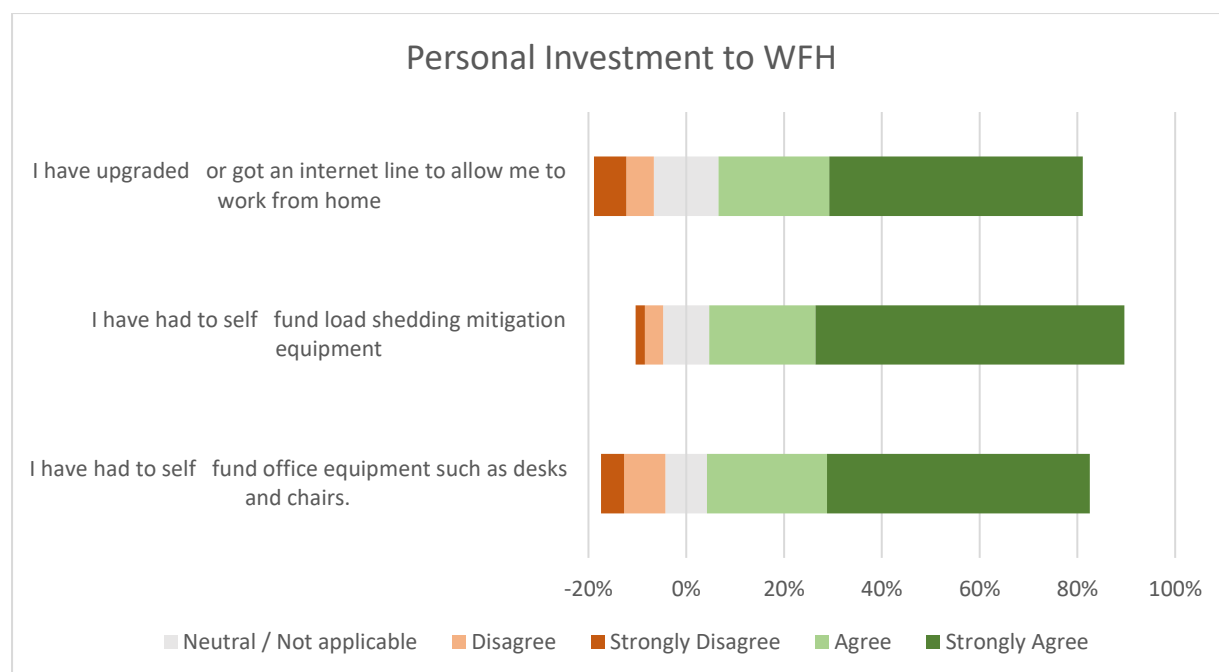


Figure 30: Personal investment to WFH of survey respondents.

4.3.2.4.1 Data Table

Personal Investment to WFH	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I have had to self-fund office equipment such as desks and chairs.	-5%	-8%	8%	25%	54%
I have had to self-fund load shedding mitigation equipment	-2%	-4%	9%	22%	63%
I have upgraded or got an internet line to allow me to work from home	-7%	-6%	13%	23%	52%

Table 27: Personal investment to WFH of survey respondents.

4.3.2.5 Work Tasks and responsibilities

Figure 31 and Table 28 indicate that respondents are split with regards to what work is performed best compared to home or in person. 96% of respondents felt their work can be done remotely, while 52% prefer to perform some work in person, such as collaborative work. Indicating that fulltime WFH is not the most optimal choice for an organisation.

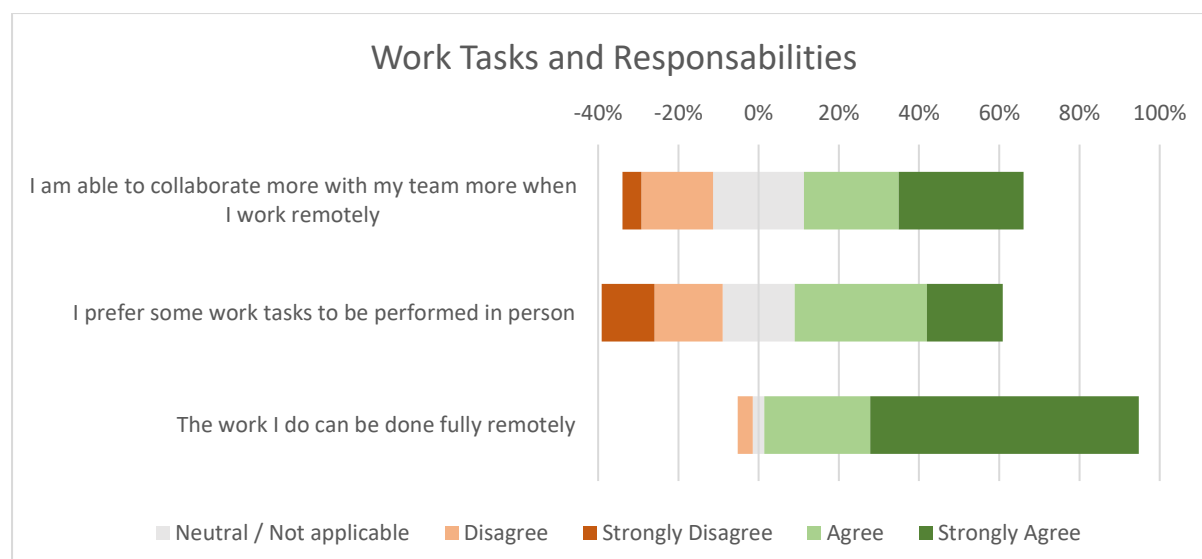


Figure 31: Work tasks and responsibilities performed by survey respondents.

4.3.2.5.1 Data Table

Work Tasks and Responsibilities	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
The work I do can be done fully remotely	0%	-4%	3%	26%	67%
I prefer some work tasks to be performed in person	-13%	-17%	18%	33%	19%
I am able to collaborate more with my team more when I work remotely	-5%	-18%	23%	24%	31%

Table 28: Work tasks and responsibilities performed by survey respondents.

4.3.2.6 Organisational & support factors

Respondents indicated that organisations benefit from WFH strategies. 95% of respondents indicated an increased access to talent, 58% indicated higher performance, and 69% indicated that their organisation reduced office space, as shown in Figure 32 and Table 29. The respondents also indicate that WFH startup costs and on-going costs are not covered by the organisation in 80% of responses. However, organisations were managing wellbeing and burnout sufficiently, with 65% of respondents feeling their wellbeing is adequately managed.

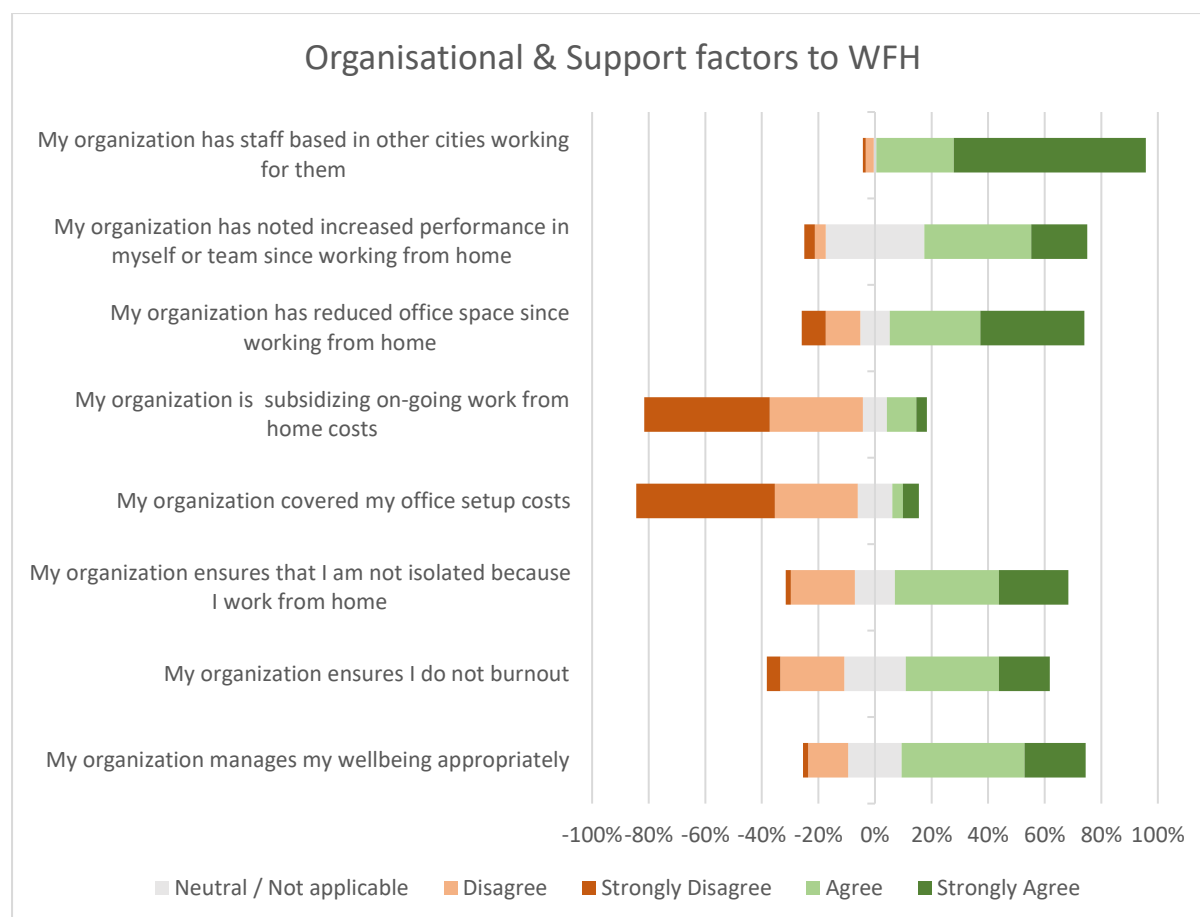


Figure 32: Organisational and Support factors affecting WFH of survey respondents.

4.3.2.6.1 Data Table

Organisational WFH systems and support	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
My organisation manages my wellbeing appropriately	-2%	-14%	19%	43%	22%
My organisation ensures I do not burnout	-5%	-23%	22%	33%	18%
My organisation ensures that I am not isolated because I work from home	-2%	-23%	14%	37%	25%
My organisation covered my office setup costs	-49%	-29%	12%	4%	6%
My organisation is subsidizing on-going work from home costs	-44%	-33%	8%	10%	4%
My organisation has reduced office space since working from home	-8%	-12%	10%	32%	37%
My organisation has noted increased performance in myself or team since working from home	-4%	-4%	35%	38%	20%
My organisation has staff based in other cities working for them	-1%	-3%	1%	27%	68%

Table 29: Organisational and Support factors affecting WFH of survey respondents.

4.3.2.7 Technology used to WFH

Figure 33 and Table 30 indicates that organisations are providing adequate technical support, providing secure forms of connection whilst providing laptops to employees in most cases. However, peripherals are less commonly supplied to staff. Interestingly, 93% of respondents indicated that their work requires a minimum connection of 20MBPS to work effectively.

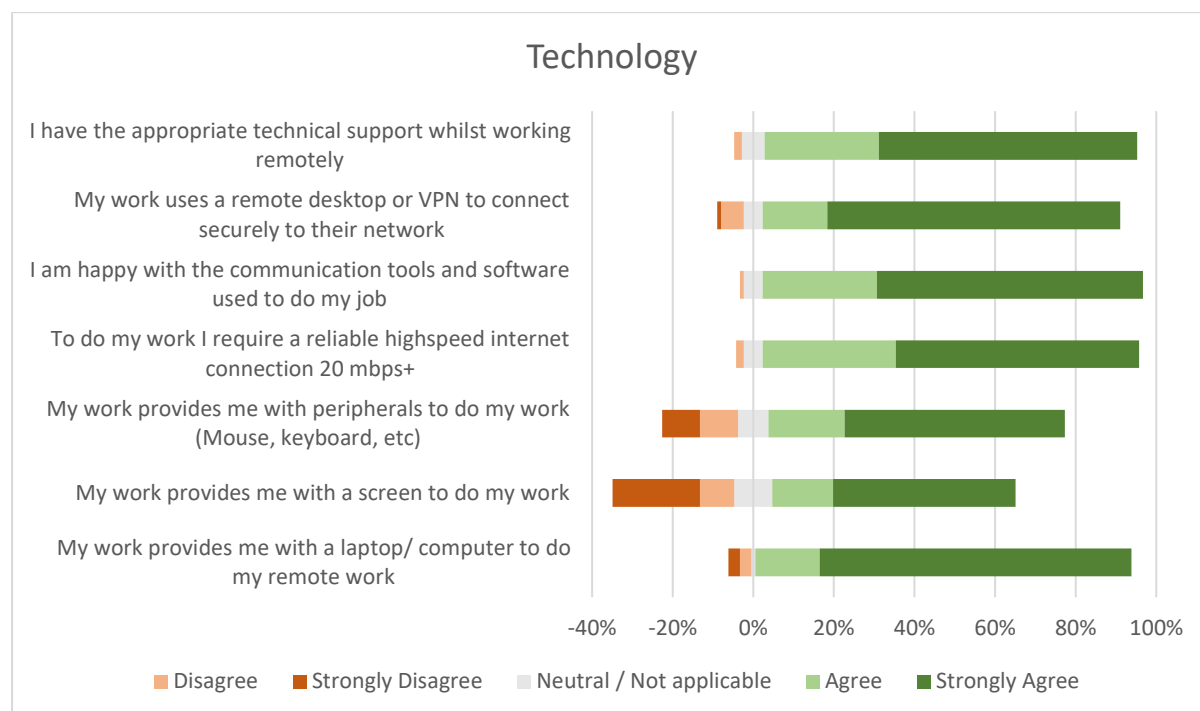


Figure 33: Technology used for WFH by survey respondents.

4.3.2.7.1 Data Table

Technology	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
My work provides me with a laptop/ computer to do my remote work	-3%	-3%	1%	16%	77%
My work provides me with a screen to do my work	-22%	-8%	9%	15%	45%
My work provides me with peripherals to do my work (Mouse, keyboard, etc)	-9%	-9%	8%	19%	55%
To do my work I require a reliable highspeed internet connection 20 MBPS+	0%	-2%	5%	33%	60%
I am happy with the communication tools and software used to do my job	0%	-1%	5%	28%	66%
My work uses a remote desktop or VPN to connect securely to their network	-1%	-6%	5%	16%	73%
I have the appropriate technical support whilst working remotely	0%	-2%	6%	28%	64%

Table 30: Technology used for WFH by survey respondents.

4.3.2.8 External context affecting WFH

Figure 35 and Table 31 indicate how the external context affects the WFH Strategy. 24% of employees indicated that they could not go to the office due to strikes, and thus could work from home in the past year without disruption. 53% of employees would like more formal regulation from the government around WFH practices, instead of organisation management. Finally, 57% of employees are aware of the tax rebate offered by SARS for WFH employees, 82% have not benefited from it.

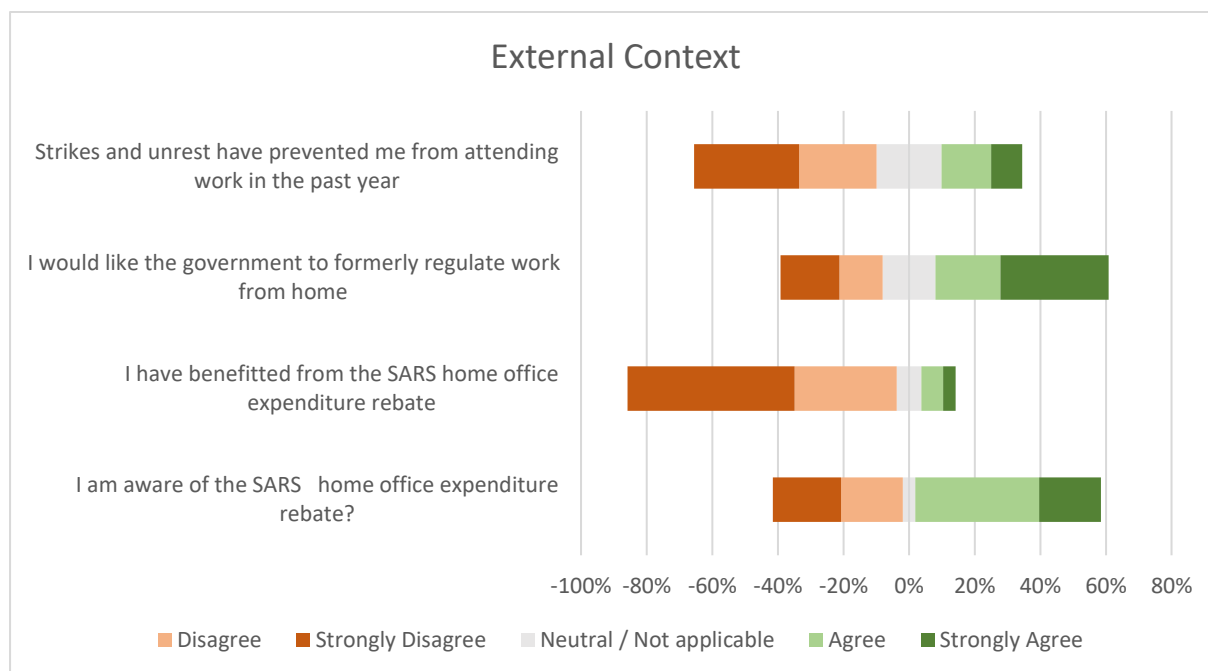


Figure 34: Factors affecting WFH via the external context experienced by survey respondents.

4.3.2.8.1 Data Table

External Context	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I am aware of the SARS home office expenditure rebate?	-21%	-19%	4%	38%	19%
I have benefitted from the SARS home office expenditure rebate	-51%	-31%	8%	7%	4%
I would like the government to formally regulate work from home	-18%	-13%	16%	20%	33%
Strikes and unrest have prevented me from attending work in the past year	-32%	-24%	20%	15%	9%

Table 31: Factors affecting WFH via the external context experienced by survey respondents.

4.3.2.9 Management of WFH

Trust, discipline, and an independent work ethic is heavily favoured for WFH staff and is recognised as a required personality trait for WFH Staff as shown in Figure 35 and Table 32. Whilst some respondents indicated a change in communication and performance management practices should occur for WFH to be successful. With only 11% of employees feeling they are micro-managed under a WFH structure.

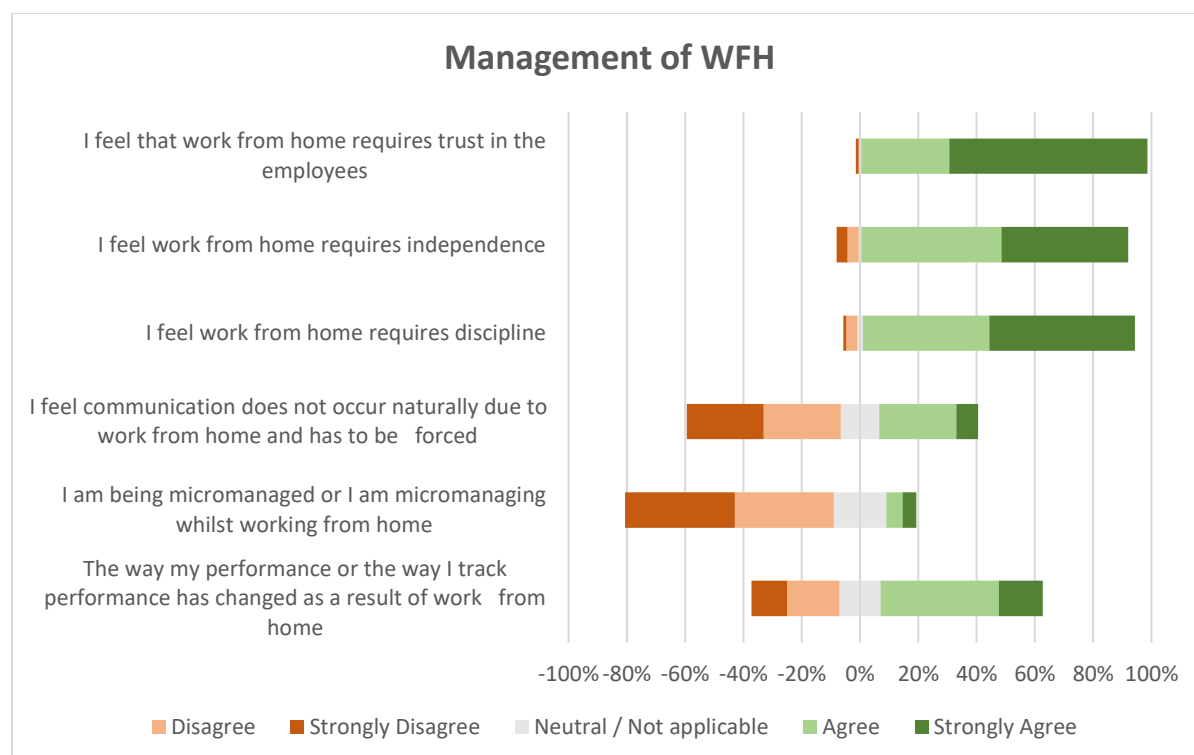


Figure 35: Management factors affecting WFH, experienced by survey respondents.

4.3.2.9.1 Data Table

Management of WFH	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
The way my performance or the way I track performance has changed as a result of work from home	-12%	-18%	14%	41%	15%
I am being micromanaged or I am micromanaging whilst working from home	-38%	-34%	18%	6%	5%
I feel communication does not occur naturally due to work from home and has to be forced	-26%	-26%	13%	26%	8%
I feel work from home requires discipline	-1%	-4%	2%	43%	50%
I feel work from home requires independence	-4%	-4%	1%	48%	43%
I feel that work from home requires trust in the employees	-1%	0%	1%	30%	68%

Table 32: Management factors affecting WFH, experienced by survey respondents.

4.3.2.10 Management of WFH Policy and Strategy

91% of respondents indicate that they know their organisations WFH policy and 85% know the support structures in place per Figure 37 and Table 33. However, 54% feel that they are working longer hours, with 25% not feeling adequately trained. 43% feel that company culture has been lost due to WFH. These are crucial factors to manage as it may result in burnout of the employee down the line.

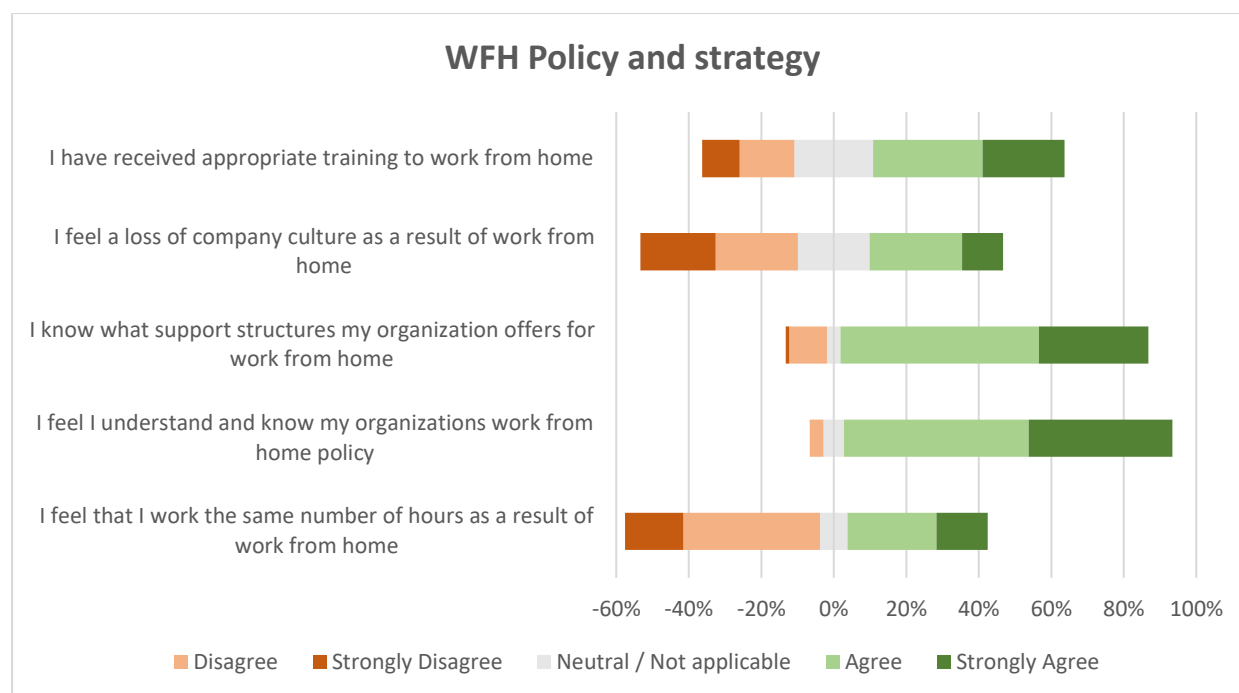


Figure 36: WFH policy and strategy factors noted by survey respondents.

4.3.2.10.1 Data Table

WFH Policy and strategy	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I feel that I work the same number of hours as a result of work from home	-16%	-38%	8%	25%	14%
I feel I understand and know my organisations work from home policy	0%	-4%	6%	51%	40%
I know what support structures my organisation offers for work from home	-1%	-10%	4%	55%	30%
I feel a loss of company culture as a result of work from home	-21%	-23%	20%	25%	11%
I have received appropriate training to work from home	-10%	-15%	22%	30%	23%

Table 33: WFH policy and strategy factors noted by survey respondents.

4.3.2.11 Load shedding effect on WFH

29% of respondents noted that their productivity is negatively affected during periods of load shedding per Figure 37 and Table 34. 68% of respondents stating that their organisation is concerned regarding the impact of load shedding on the organisation's way of work. 63% of respondents noted that their organisation has plans in place to deal with load shedding, suggesting that not all organisations are ready to combat load shedding in a Remote-first WFH environment.

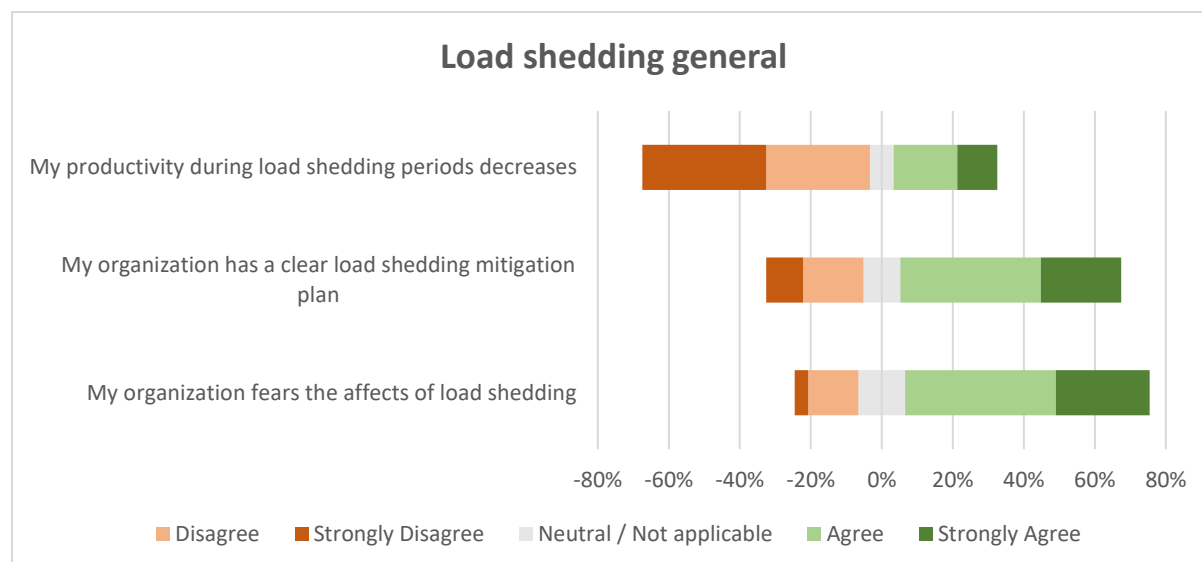


Figure 37: Load shedding factors that effect a WFH Strategy noted by survey respondents.

4.3.2.11.1 Data Table

WFH Policy and strategy	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
My organisation fears the effects of load shedding	-4%	-14%	13%	42%	26%
My organisation has a clear load shedding mitigation plan	-10%	-17%	10%	40%	23%
My productivity during load shedding periods decreases	-35%	-29%	7%	18%	11%

Table 34: Load shedding factors that effect a WFH Strategy noted by survey respondents.

4.3.2.12 Employee WFH satisfaction

Overall respondents appear satisfied with their organisations WFH Strategy, as 88% of respondents of happy with the strategy as shown in Figure 38 and Table 35. 24% of respondents feel that the WFH Strategy is not clear and does not have a long-term vision, likely leading to some anxiety, and thus should be managed by leadership appropriately.

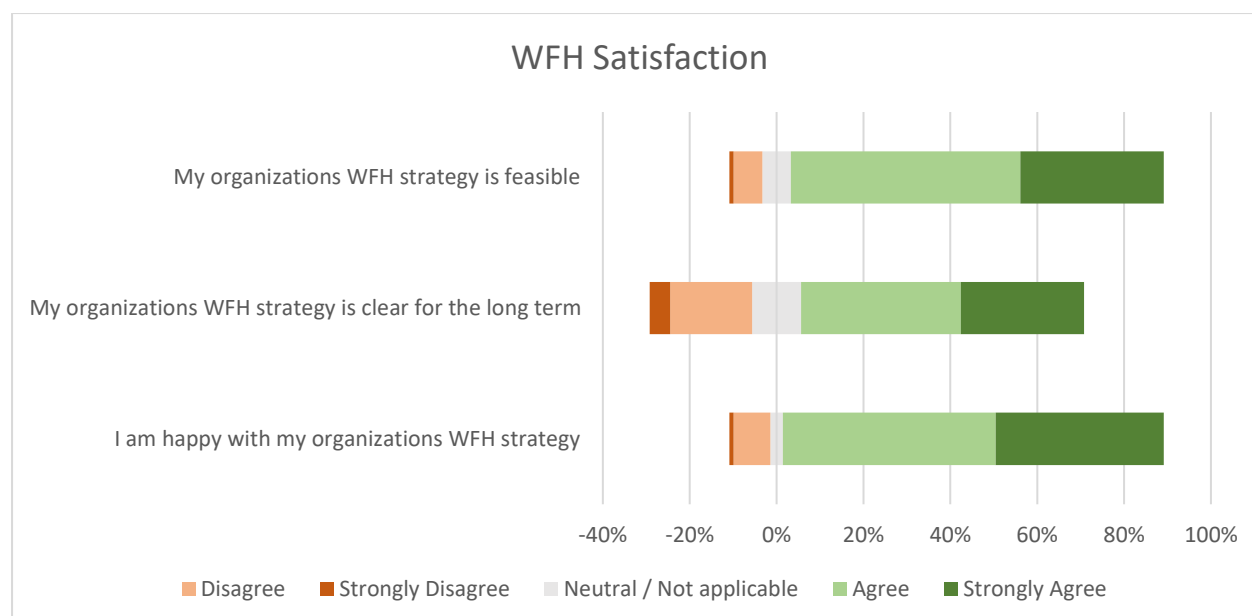


Figure 38: Satisfaction with WFH Strategy of surveyed respondents.

4.3.2.12.1 Data Table

WFH Satisfaction	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I am happy with my organisations WFH Strategy	-1%	-8%	3%	49%	39%
My organisations WFH Strategy is clear for the long term	-5%	-19%	11%	37%	28%
My organisations WFH Strategy is feasible	-1%	-7%	7%	53%	33%

Table 35: Satisfaction with WFH Strategy of surveyed respondents.

4.3.3 Significant survey questions compared to WFH assessment methods

As indicated in Table 36, WFH Capacity assessment questions have been used below to assess for significance using Spearman's ranked order correlation significance testing. This is a useful method to assess significance between the given WFH method and survey questions

Significant results have been assessed against the WFH Capacity tools with significant results indicated below. The insignificant results have been included in [Appendix J](#). Significant results have been used to refine the WFH-SFCAM model and assist organisations on the key questions to ask when assessing WFH Strategy feasibility.

Spearman Rank Order Correlations (Developing feasible work-from-home strategies for ICT organisations in South Africa) MD pairwise deleted Marked correlations are significant at $p < .050$

Table 36: Statical rules used to assess significance.

4.3.3.1 Organisational questions

. When examining the significant survey questions one can determine that the organisation benefits from reducing office space and an increasing access and retention of talent, in line with literature expectations (see Table 37).

Question	Reponses	Spearman R	t(N-2)	P Value
50% of my time working is spent working remotely & My organisation has reduced office space since working from home	106	0,327	3,523	0,001
I can perform my daily work tasks from home without a loss in productivity & My organisation has reduced office space since working from home	106	0,206	2,150	0,034
I can perform my daily work tasks from home without a loss in productivity & My organisation has staff based in other cities working for them	106	0,396	4,398	0,000
I feel that my work can plausibly be done from home & My organisation has staff based in other cities working for them	106	0,271	2,871	0,005
My employer has let me work remotely in the past & My organisation has staff based in other cities working for them	106	0,324	3,494	0,001

Table 37: Organisational significant WFH survey questions.

4.3.3.2 Work tasks performed

The significant survey responses shown in Table 38 indicant that ICT WFH jobs can be done remotely. However, there was still a preference to perform some specific collaborative work in person.

Question	Reponses	Spearman R	t(N-2)	P Value
50% of my time working is spent working remotely & The work I do can be done fully remotely	106	0,225	2,354	0,020
I can perform my daily work tasks from home without a loss in productivity & I am able to collaborate more with my team more when I work remotely	106	0,240	2,526	0,013
I can perform my daily work tasks from home without a loss in productivity & I prefer some work tasks to be performed in person	106	-0,300	-3,202	0,002

I can perform my daily work tasks from home without a loss in productivity & The work I do can be done fully remotely	106	0,574	7,147	0,000
I feel that my work can plausibly be done from home & I prefer some work tasks to be performed in person	106	-0,294	-3,133	0,002
I feel that my work can plausibly be done from home & The work I do can be done fully remotely	106	0,494	5,797	0,000
My employer has let me work remotely in the past & The work I do can be done fully remotely	106	0,196	2,038	0,044

Table 38: Work Significant WFH questions from survey respondents.

4.3.3.3 Technology

Table 39 indicates the technologies and supporting technological services are required to WFH successfully. It is shown that WFH requires laptops, peripherals devices, communication software, and IT support to effectively WFH.

Question	Reponses	Spearman R	t(N-2)	P Value
I can perform my daily work tasks from home without a loss in productivity & I am happy with the communication tools and software used to do my job	106	0,200	2,080	0,040
I can perform my daily work tasks from home without a loss in productivity & I have the appropriate technical support whilst working remotely	106	0,303	3,245	0,002
I can perform my daily work tasks from home without a loss in productivity & My work provides me with a laptop/ computer to do my remote work	106	0,260	2,745	0,007
I can perform my daily work tasks from home without a loss in productivity & My work provides me with peripherals to do my work (Mouse, keyboard, etc)	106	0,193	2,003	0,048
I can perform my daily work tasks from home without a loss in productivity & My work uses a remote desktop or VPN to connect securely to their network	106	0,222	2,319	0,022
I feel that my work can plausibly be done from home & I have the appropriate technical support whilst working remotely	106	0,214	2,236	0,027

My employer has let me work remotely in the past & I am happy with the communication tools and software used to do my job	106	0,205	2,139	0,035
My employer has let me work remotely in the past & I have the appropriate technical support whilst working remotely	106	0,233	2,447	0,016
My employer has let me work remotely in the past & My work provides me with a laptop/ computer to do my remote work	106	0,237	2,485	0,015

Table 39: Technology Significant questions from survey respondents.

4.3.3.4 External context

Table 40 indicates only one external item, positive effect WFH has on productivity due to social unrest. This section notably does not include loadshedding, which has been group under a management item, due to its recurring and day-to-day nature.

Question	Reponses	Spearman R	t(N-2)	P Value
My employer has let me work remotely in the past & strikes and unrest have prevented me from attending work in the past year	106	-0,192	-1,998	0,048

Table 40: External Significant questions from survey respondents.

4.3.3.5 Personal Preferences to WFH

There are numerous benefits WFH has on a personal level as indicated in Table 41. Such as increased quality of life, better work-life balance, personal time, and cost savings, less prone to illness and decreased stress levels. Thus, employees prefer to stay with an organisation who lets them work remotely. Interestingly, employees have also noted they are less active and working out of undedicated rooms, potentially leading to burnout and lower productivity.

Question	Reponses	Spearman R	t(N-2)	P Value
50% of my time working is spent working remotely & given the choice I would move to another town/ city and keep my employment with my current organisation and work remotely	106	0,305	3,266	0,001
50% of my time working is spent working remotely & I am more likely to keep working for my organisation because of their remote policy	106	0,302	3,227	0,002
50% of my time working is spent working remotely & I feel less prone to illness or injury	106	0,278	2,948	0,004

50% of my time working is spent working remotely & I feel more productive whilst working at home	106	0,212	2,216	0,029
50% of my time working is spent working remotely & I have noticed a personal time saving	106	0,216	2,257	0,026
50% of my time working is spent working remotely & My space from which I work at home is distraction free	106	0,294	3,142	0,002
50% of my time working is spent working remotely & My space from which I work when not in the office is a dedicated room	106	0,311	3,336	0,001
I can perform my daily work tasks from home without a loss in productivity & given the choice I would move to another town/ city and keep my employment with my current organisation and work remotely	106	0,461	5,293	0,000
I can perform my daily work tasks from home without a loss in productivity & I am less active since working from home	106	-0,200	-2,081	0,040
I can perform my daily work tasks from home without a loss in productivity & I am more likely to keep working for my organisation because of their remote policy	106	0,374	4,112	0,000
I can perform my daily work tasks from home without a loss in productivity & I feel less prone to illness or injury	106	0,280	2,974	0,004
I can perform my daily work tasks from home without a loss in productivity & I feel more productive whilst working at home	106	0,593	7,503	0,000
I can perform my daily work tasks from home without a loss in productivity & I have an increased sense of flexibility	106	0,347	3,775	0,000
I can perform my daily work tasks from home without a loss in productivity & I have noticed a personal cost saving	106	0,446	5,080	0,000
I can perform my daily work tasks from home without a loss in productivity & I have noticed a personal time saving	106	0,468	5,406	0,000
I can perform my daily work tasks from home without a loss in productivity & my overall quality of life has improved	106	0,383	4,234	0,000

I can perform my daily work tasks from home without a loss in productivity & My space from which I work at home is distraction free	106	0,521	6,229	0,000
I can perform my daily work tasks from home without a loss in productivity & My space from which I work when not in the office is a dedicated room	106	0,394	4,377	0,000
I can perform my daily work tasks from home without a loss in productivity & My stress levels have improved	106	0,194	2,018	0,046
I can perform my daily work tasks from home without a loss in productivity & My work life balance has improved	106	0,351	3,826	0,000
I feel that my work can plausibly be done from home & given the choice I would move to another town/ city and keep my employment with my current organisation and work remotely	106	0,407	4,538	0,000
I feel that my work can plausibly be done from home & I am more likely to keep working for my organisation because of their remote policy	106	0,389	4,305	0,000
I feel that my work can plausibly be done from home & I feel less prone to illness or injury	106	0,254	2,681	0,009
I feel that my work can plausibly be done from home & I feel more productive whilst working at home	106	0,403	4,496	0,000
I feel that my work can plausibly be done from home & I have an increased sense of flexibility	106	0,315	3,380	0,001
I feel that my work can plausibly be done from home & I have noticed a personal cost saving	106	0,338	3,659	0,000
I feel that my work can plausibly be done from home & I have noticed a personal time saving	106	0,510	6,040	0,000
I feel that my work can plausibly be done from home & my overall quality of life has improved	106	0,428	4,828	0,000

I feel that my work can plausibly be done from home & My space from which I work at home is distraction free	106	0,285	3,037	0,003
I feel that my work can plausibly be done from home & My space from which I work when not in the office is a dedicated room	106	0,272	2,879	0,005
I feel that my work can plausibly be done from home & My stress levels have improved	106	0,280	2,969	0,004
I feel that my work can plausibly be done from home & My work life balance has improved	106	0,426	4,806	0,000
My employer has let me work remotely in the past & given the choice I would move to another town/ city and keep my employment with my current organisation and work remotely	106	0,293	3,124	0,002
My employer has let me work remotely in the past & I am more likely to keep working for my organisation because of their remote policy	106	0,286	3,041	0,003
My employer has let me work remotely in the past & I feel more productive whilst working at home	106	0,198	2,059	0,042
My employer has let me work remotely in the past & I have noticed a personal cost saving	106	0,206	2,144	0,034

Table 41: Personal preferences towards WFH significant respondents.

4.3.3.6 Management and WFH Policy & Strategy

Per Table 42. Loadshedding has proved to be a massive challenge to WFH and has been indicated multiple times as a significant factor amongst survey respondents. It was indicated that employees are self-funding their WFH loadshedding mitigation setups. Likely due to employees noting decreasing productivity during load shedding periods. Furthermore, employees have shown to know their organisations WFH policy. Whilst respondents note that trust and independence are required for a successful WFH Strategy. The management of communication and company culture has further been indicated as points of management concern by survived respondents.

Question	Reponses	Spearman R	t(N-2)	P Value
50% of my time working is spent working remotely & I have had to self-fund load shedding mitigation equipment	106	0,266	2,819	0,006

I can perform my daily work tasks from home without a loss in productivity & I have had to self-fund load shedding mitigation equipment	106	0,257	2,714	0,008
I feel that my work can plausibly be done from home & I have had to self-fund load shedding mitigation equipment	106	0,239	2,508	0,014
I can perform my daily work tasks from home without a loss in productivity & My productivity during load shedding periods decreases	106	-0,324	-3,490	0,001
I can perform my daily work tasks from home without a loss in productivity & I feel that work from home requires trust in the employees	106	0,293	3,127	0,002
I can perform my daily work tasks from home without a loss in productivity & I feel communication does not occur naturally due to work from home and has to be forced	106	-0,289	-3,080	0,003
My employer has let me work remotely in the past & My productivity during load shedding periods decreases	106	-0,255	-2,685	0,008
I feel that my work can plausibly be done from home & I feel that work from home requires trust in the employees	106	0,244	2,561	0,012
I feel that my work can plausibly be done from home & I feel a loss of company culture as a result of work from home	106	-0,233	-2,442	0,016
I feel that my work can plausibly be done from home & I feel communication does not occur naturally due to work from home and has to be forced	106	-0,226	-2,365	0,020
I can perform my daily work tasks from home without a loss in productivity & I feel work from home requires independence	106	0,220	2,302	0,023
My employer has let me work remotely in the past & I have had to self-fund load shedding mitigation equipment	106	0,213	2,224	0,028
I feel that my work can plausibly be done from home & My productivity during load shedding periods decreases	106	-0,203	-2,114	0,037

I feel that my work can plausibly be done from home & I feel work from home requires independence	106	0,201	2,094	0,039
I can perform my daily work tasks from home without a loss in productivity & I feel a loss of company culture as a result of work from home	106	-0,319	-3,430	0,001
I can perform my daily work tasks from home without a loss in productivity & I feel I understand and know my organisations work from home policy	106	0,227	2,382	0,019

Table 42: WFH Management & Policy questions significant from survey respondents.

4.4 Discussion of survey findings

The use of triangulation of data by compiling literature, qualitative interviews, and quantitative surveys, allowed for the exploration and assessment of the state of WFH in South African ICT organisations. This practical method of study has thus informed the creation of the WFH-SFCAM model to assess an organisations WFH Strategy and has supplied the base survey questions to use when assessing one's own organisation.

The fundamental aspect of WFH-SFCAM is the creation of the WFH Domain. This study found that the competing contexts of the Organisation, Employee, Job, Technology, and External environment all lead the practical state of the WFH Domain. Figure 39 summarizes the WFH Domain and provides the key indicators for each context for ICT organisations in South Africa to follow. Organisations should assess the WFH Domain before making a WFH Strategy decision. Not doing so, for example, an organisation focusing only on the organisational desire to benefit from WFH, places the success of the WFH Strategy at risk. The organisation may in fact want to benefit from increased productivity but has not considered or created a load shedding mitigation plan, risking a reduction in productivity, as opposed to the desired increase in productivity in a WFH environment, due to unplanned downtime and lack of office space. Thus, a holistic review of the WFH Domain will allow organisations to powerfully navigate towards a feasible WFH Strategy.

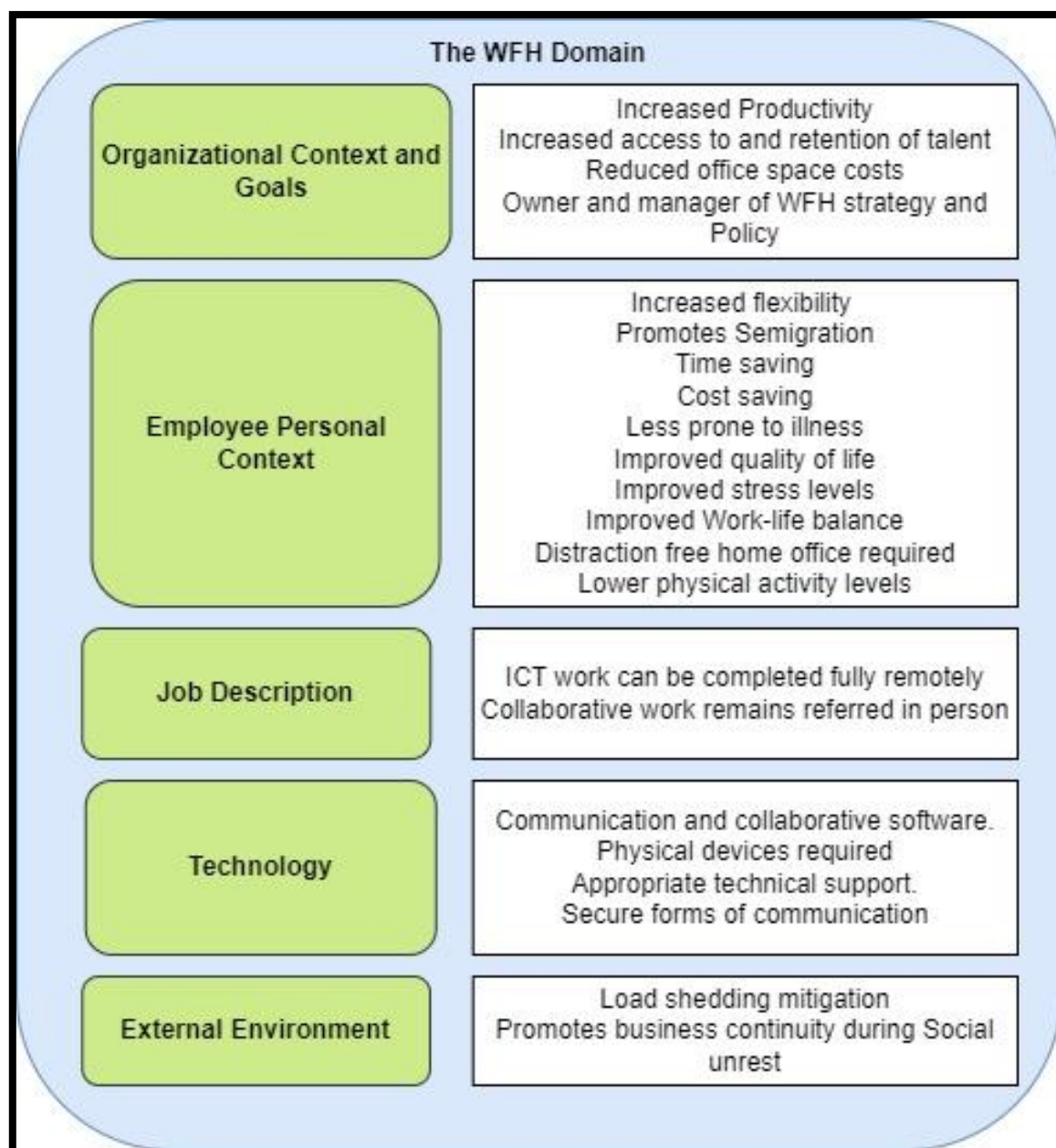


Figure 39: Summary of the WFH Domain in the context of the South African ICT sector.

The survey further indicated clear management practices that should be incorporated into an organisations WFH Strategy. These practices are indicated in Figure 40. These practices should be performed on a contentious cycle and need to be enforced and practiced by management for an environment that promotes WFH. Interestingly, these practices are performed in traditional ways-of-work. What management should note here, is that all these practices remain relevant, only the implementation of which has changed. For example, company culture remains important, however the company culture may be realised in a different manner, when compared to traditional and WFH ways of work. If company culture is lost, the organisation may see negative effects in other management areas, such as loss in communication and lower performance. Thus, all management practices should be implemented to create a positive management environment for a successful WFH Strategy.

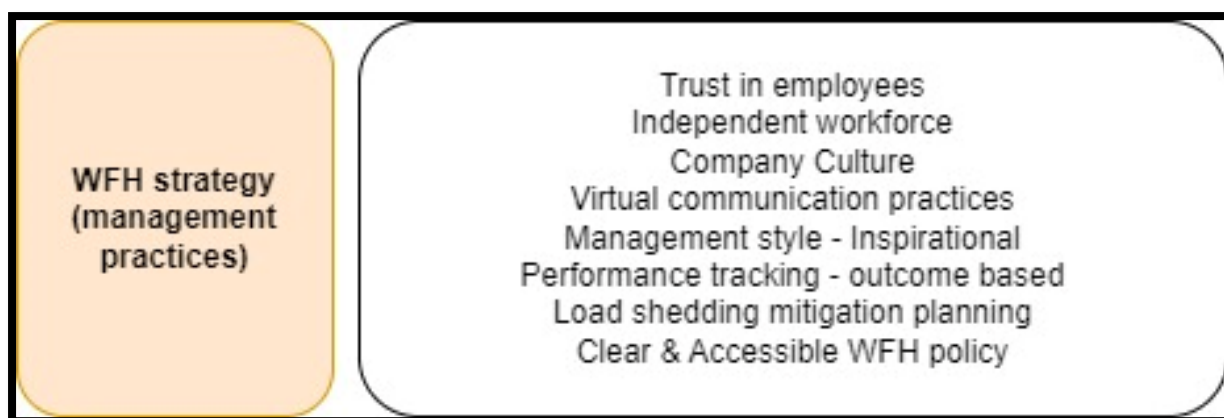


Figure 40: WFH Strategy - Management practices.

4.5 Assessment of Proposition outcomes and proposed model

This research assessed the nine initial propositions, indicated in Table 43. P1, P2, P3, P4, P5, P7, and P8 were all found and cited as prevalent in the South African ICT sector. P6 and P9 was not able to be determined in this study, and thus inconclusive. A longitudinal study is recommended to explore these propositions further.

Code	Proposition	Existence	Prevalence
P1	Technology will have an effect on the WFH domain.	Found	Found
P2	The Job description will have an effect on the WFH domain.	Found	Found
P3	The External Environment will have an effect on the WFH domain.	Found	Found
P4	The Organisational Context and Goals will have an effect on the WFH domain.	Found	Found
P5	The Employee Personal context will have an effect on the WFH domain.	Found	Found
P6	The feeding WFH domain constructs will directly affect one another.	-	-
P7	The WFH domain will indicate the Feasible capacity to WFH.	Found	Found
P8	The feasible capacity to WFH will inform the WFH strategy chosen by the organisation.	Found	Found
P9	The WFH strategy chosen by an organisation will affect the WFH domain.	-	-

Table 43: Proposition outcomes.

Figure 41 reflects the findings of this study as the updated WFH-SFCAM model. By following the steps in Figure 18 and using the methodology of Figure 41 a feasible WFH Strategy will be presented to the South African ICT organisation. It should be noted that although P9 was not conclusive, it remains a logical step for an organisation to conduct, in order for the WFH Strategy to remain relevant.

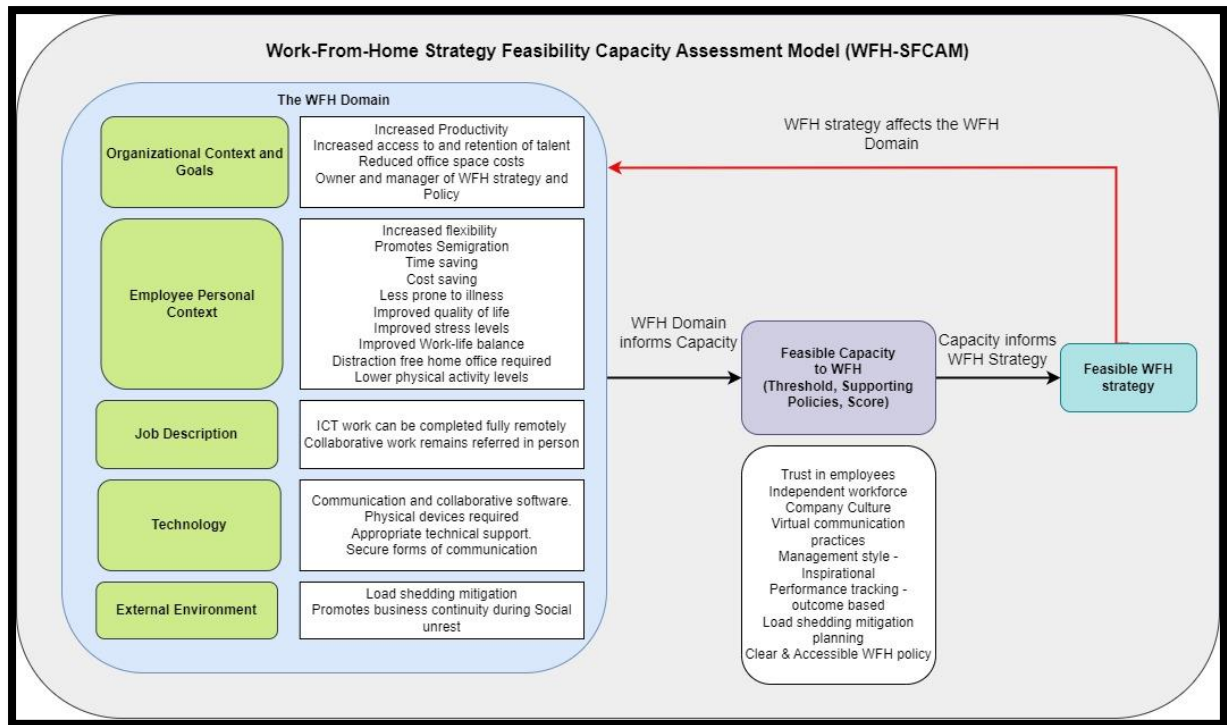


Figure 41: The proposed WFH-SFCAM model according to this study's findings.

Chapter 5: Conclusion

5.1 Summary

This study pragmatically reviewed the complex landscape that is the South African ICT WFH environment, with the purpose of developing a model that prescribes an organisation with a feasible WFH Strategy. This resulted in pragmatic research which found that feasible WFH strategies for ICT organisations in South Africa are developed through a WFH Domain, which informs a WFH Capacity, and in turn, informs the organisation of the feasible WFH Strategy. This relationship has been modelled as WFH-SFCAM, Figure 41. The WFH Domain was found to be a product of the various contextual factors that affect WFH. This included the Organisation, Employees, Technology, Job description, and External environment. The WFH feasible capacity is an assessment percentage of the number of employees that can feasibly work remotely vs those that cannot. The WFH feasible capacity was found to encompass a requirements threshold, mitigation actions, and an assessment score. The feasibility of the various WFH strategies could thus be scored against a feasibility matrix indicated in Figure 15. The strategy with the highest feasibility score, according to the matrix, is thus the most feasible strategy. It should be noted that the organisation is ultimately the owner and benefactor of such a WFH Strategy and thus the decision of which WFH Strategy to adopt lies with the organisation, regardless of the sentiment of impacted stakeholders and whether it was recommended feasible WFH Strategy or not.

Finally, this study assessed South Africa's ICT sectors capacity to WFH according to existing assessment tools and found that South Africa's ICT sectors capacity to WFH ranged from 87% to 96%, using pre-existing assessment methods. A capacity that is on par with emerged markets. Notably these assessments do not assess for factors experienced in the South Africa context, such as load shedding and social unrest, which hamper the capacity to WFH in South Africa. This study also found that organisations benefit from WFH strategies through increased employee productivity, increased access to talent and talent retention, and a reduced office space cost. Employees benefitted from reduced costs, time savings, and a better quality of life amongst other several factors. However, employees also noted that they are less active and that successful WFH requires a dedicated space at home to work effectively. It was also found that ICT work can be done remotely, however some collaborative work is preferred in person. Lastly, this study found that WFH is enabled by technologies such as communication and collaboration software, physical devices such as laptops and the internet, security software, and access to appropriate technical support.

Thus, it is recommended that South African ICT organisations should assess the feasibility of WFH within their domains and adopt, if feasible, some level of WFH, as this research indicated that various stakeholders, including the organisations and their employees will benefit from the implementation of feasible WFH strategies for the aforementioned reasons.

5.2 Limitations

This research task has been limited by time to a cross-sectional study. Some affects of WFH such as changes and tweaks to WFH strategies and policy would suggest more in-depth results over a longitudinal study. Furthermore, this research carried no budget, preventing the wide spreading of data collection.

Additionally, a wider data collection pool assessed over multiple intervals may present more insightful results to academics and organisations and further validity to the model.

5.3 Further research

As the world has moved to popularise WFH, further research is recommended into other economic sectors within South Africa to create comprehensive research on South Africa's feasible capacities to WFH in all economic sectors. With further research suggested in more emerging markets and regions of South Africa. The WFH-SFCAM is not necessarily sector specific, and thus should be tested more broadly in future research.

Furthermore, this research conducted a relatively small case study, future research should focus on quantitative data collection to gather a larger subset of the population group and add further validity to the claims made in this study. Finally dedicated research into the socio-economic affects enabling or preventing the feasible implementation of WFH strategies should be thoroughly explored.

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Appendix

Ethical forms

Appendix A: Ethics application



Faculty of Commerce

Private Bag X3, Rondebosch, 7701
2.26 Leslie Commerce Building, Upper Campus
Tel: +27 (0) 21 650 4375/ 5748 Fax: +27 (0) 21 650 4369
E-mail: jacques.rousseau@uct.ac.za
Internet: www.uct.ac.za



@Commerce UCT



UCT Commerce Faculty Office

Ryan Tripod

Department of Information Systems

University of Cape Town

REF: REC 2023/01/008

Developing a model that prescribes a feasible WFH strategy to organisations:

A study of the ICT sector in South Africa

18 01 2023

We are pleased to inform you that your ethics application has been approved. Unless otherwise specified this ethical clearance is valid until 31-Jan-2024 .

Your clearance may be renewed upon application.

Please be aware that you need to notify the Ethics Committee immediately should any aspect of your study regarding the engagement with participants as approved in this application, change. This may include aspects such as changes to the research design, questionnaires, or choice of participants.

The ongoing ethical conduct throughout the duration of the study remains the responsibility of the principal investigator.

We wish you well for your research.

A handwritten signature in black ink, appearing to read 'JRousseau'.

2023.01.18
15:25:53 +02'00'

Jacques Rousseau
Commerce Research Ethics Chair
University of Cape Town
Commerce Faculty Office
Room 2.26 | Leslie Commerce Building

Office Telephone: +27 (0)21 650 2695 / 4375
Office Fax: +27 (0)21 650 4369
E-mail: jacques.rousseau@uct.ac.za
Website: <http://www.commerce.uct.ac.za/com/Ethics-in-Research>

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Appendix B: Organisational consent form



UNIVERSITY OF CAPE TOWN
IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD

Consent Form

Project Title: Developing a model that prescribes a feasible WFH strategy to organizations: A study of the ICT sector in South Africa

Researcher: Ryan Tripod

I _____ grant access to RYAN TRIPOD to interview and survey the employees that are employed within my domain and have the authority to grant this permission. I understand that this research project conducted from the University of Cape Town is designed to develop a model that prescribes a feasible WFH strategy to organisations within the ICT sector of South Africa.

I understand that those participating may take part in a survey and/or interview. Noting that:

- Participation is voluntary. I understand that participants will not be paid for participation.
- The interviews will take approximately 60 minutes to complete. Interviews will be recorded.
- The survey will last approximately 10 minutes.
- Participants have the right to decline to answer any question or to leave the interview session.
- I understand that the researcher will not identify participants or the organisation by name in any reports using the information obtained from the survey or interview. Confidentiality as a participant and organisation will remain secure. Subsequent uses of recordings and data will be subject to standard data use policies which protect anonymity of individuals and institutions.
- Administrative and other teaching staff at UCT will neither be present during the interview nor have access to raw notes or transcripts of either the survey or the interview. This precaution will prevent any of the findings having personal negative repercussions for the participants.
- Participants have the right to view and comment on the transcribed interview data before the findings are analysed.
- Participants have read and understand the participant information sheet provided and have had all questions answered to their satisfaction, and voluntarily agree to participate in this study.
- Participants have been given a copy of this consent form.

By signing the below, I:

I hereby agree to allow my employees to participate in the **survey** for this study.

I hereby agree to allow my employees participate in the **interview** for this study.

I hereby agree to the **audio recording of interviews** for this study.

Name _____

Signed _____

Date _____

Appendix C: Sample of interview ethics form



UNIVERSITY OF CAPE TOWN
 IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD

I, _____, agree that RYAN TRIPOD at the University of Cape Town may interview me for the purpose of providing information for their dissertation titled: Developing a model to prescribe feasible Work-From-Home Strategies to organizations: A study of the ICT sector in South Africa. This interview will form part of the first round of data collection for the study. Your feedback will assist in understanding factors that influence the feasibility of your organizations WFH Strategy.

Please indicate your consent for this interview by responding to the conditions below:

	Yes	No
I understand the purpose of the interview		
I understand that I can withdraw from this project at any time without giving any reason		
I understand that the interview will be recorded so that the interviewer may accurately portray my responses to the questions		
I understand that my identity will remain confidential and, where appropriate, a pseudonym/ anonymity will be used in referring to information gathered during the interview		
I understand that I will have an opportunity to check the transcript and amend if necessary		
I understand that this information may be included in an institutional report		

Signature (participant):

Date:

Appendix D: Survey ethical declaration



Developing feasible work-from-home strategies for ICT organizations in South Africa

Dear Sir/Madam,

In terms of the requirements for completing an master's degree in information systems at the University of Cape Town a research study is required.

The researcher, in this case Ryan Tripod has chosen to conduct a case study entitled: Developing a model that prescribes a feasible WFH strategy to organizations: A study of the ICT sector in South Africa .

The objective of the research is to develop a model that prescribes an organization with a feasible WFH strategy, specifically within the ICT sector of South Africa.

Your participation in this research is voluntary. All information will be treated in a confidential manner and used exclusively for the purpose of this study; you will remain anonymous. No individual names will be published. All data will be kept confidential. You can choose to withdraw from the research at any time for whatever reason, in accordance with ethical research requirements. Personal identifying data may be kept for contact, if question clarification is required and to confirm unique responses.

The data collection method will be a survey. The survey will be electronically stored and conducted and will take roughly 10-15 minutes to complete. If you are willing to participate in this study, kindly tick accept and proceed

Should you have any questions regarding this research, please feel free to contact me TRPRYA001@myuct.ac.za

Your participation in this study would be greatly appreciated but is entirely voluntary.

Sincerely,
Ryan Tripod

Data collection questions

Appendix E: Interview questions

Interview questions

General

1. What is your job title?
2. Describe your general understanding of the concept of WFH.
3. What do you believe contributes to the success or failure of a WFH strategy?

Organisational Context

1. ~~What support do you want from your organisation with regards to WFH? Financial, Physiological, structure, etc.~~
2. Do you feel/ believe your organisation benefits from letting you/ your team, work from home?
3. Do you feel your organisation values you and your wellbeing? Why and how.

Employees role and activities

1. Can you do all your work tasks from home?
2. Are there tasks that cannot be done at home or are easier in a normal work environment?

Employee context

1. If you were given the choice, would you WFH and why?
2. Does your family responsibility's affect your choice to Work from home? Have these responsibilities changed since working from home?
3. Do you feel that your economic situation affects your decision to work from home?
4. Follow up, do have a dedicated home office space or distraction free environment at home?
5. Does WFH provide a cost saving to you? How does it provide this saving? Quality of life?
6. Does your home office have reliable water and sanitation and power supply? How do you mitigate risks to supply?

Role of Technology

1. Does your job require highspeed internet to WFH?
2. Do you believe the type of internet impacts your ability to WFH? E.g., Fibre/5G/ 4G/ broadband etc.
3. When working from home, what software do you use to connect the main work network? Technologies likely include, VPN, remote desktop, none.
4. What technologies/ software do you use to collaborate virtually with your team? Examples include Skype/ Teams/ JIRA/ Google meet, etc.
5. Does your work provide you with the technical devices such as a laptop/ tablet to perform your job?

External environment

1. Are you happy with the laws that govern WFH in South Africa, including tax and workers' rights?
2. ~~Do you believe governmental services plays a role in your choice to WFH? Such as water refuse and power.~~
3. Do you believe government services may affect your organisations choice to WFH?

Feasible Capacity to WFH

1. Do you believe WFH is feasible only if Organisational, employee, Job description, Governmental, and technological domains are in alignment? Explain.

WFH strategy

1. Does your organisation prescribe the number of days to WFH? Elaborate.
2. Does your work cover any costs relating to WFH?
3. Has your company trained you/ your team/ management on WFH practices?
4. Are you satisfied with your organisations WFH strategy? Why?
5. If you could change your WFH policy, what would you change?

Appendix F: Survey questions

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Developing feasible work-from-home strategies for ICT organizations in South Africa



Developing feasible work-from-home strategies for ICT organizations in South Africa

Dear Sir/Madam,

In terms of the requirements for completing an master's degree in information systems at the University of Cape Town a research study is required.

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The objective of the research is to develop a model that prescribes an organization with a feasible WFH strategy, specifically within the ICT sector of South Africa.

Your participation in this research is voluntary. All information will be treated in a confidential manner and used exclusively for the purpose of this study; you will remain anonymous. No individual names will be published. All data will be kept confidential. You can choose to withdraw from the research at any time for whatever reason, in accordance with ethical research requirements. Personal identifying data may be kept for contact, if question clarification is required and to confirm unique responses.

The data collection method will be a survey. The survey will be electronically stored and conducted and will take roughly 10-15 minutes to complete. If you are willing to participate in this study, kindly tick accept and proceed

Should you have any questions regarding this research, please feel free to contact me TRPRYA001@myuct.ac.za

Your participation in this study would be greatly appreciated but is entirely voluntary.

Sincerely,
Ryan Tripod

* Required

Consent

<https://forms.office.com/Pages/DesignPageV2.aspx?origin=NeoPortalPage&subpage=design&id=DQSIkWsW0yxEjaJBLZtrQAAAAAAAAAAAAA...> 1/25

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1. I have read the above and consent to participate in this survey *

☐ Yes

2. I would like to participate in the lucky draw *

☐ Yes

☐ No

3. Please enter your email address *

Used to contact prize winners and for unique result tracking

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Demographics

4. Please select the gender that you identify as *

- ☐ Woman
- ☐ Man
- ☐ Non-binary
- ☐ Prefer not to say
- ☐ Other

5. Please select the group that your current age is apart of *

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

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6. Please select the race that you identify as *

- ☐ Asian
- ☐ African
- ☐ Coloured
- ☐ Indian
- ☐ White
- ☐ Prefer not to say
- ☐ Other

7. Enter the South African Postal code where your organization is primarily based *

The value must be a number

8. Enter the South African Postal code from which you most often work when working from home *

The value must be a number

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9. Select the job title most suited to your current position *

- ☐ Data/ Systems Administrator
- ☐ Support consultant
- ☐ Developer
- ☐ Business/ Systems Analyst
- ☐ QA/ Test Analyst
- ☐ IT Risk/ Audit analyst
- ☐ Project Manager
- ☐ Business/ Systems Architect
- ☐ Team lead/ Junior Manager
- ☐ Middle Manager/ Delivery Manager
- ☐ Senior Manager/ Head of Department
- ☐ CIO
- ☐ Administrative/ Support (Within ICT)
- ☐ HR/ Talent Management (within ICT)
- ☐ Other

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10. Please indicate your highest level of formal qualification received *

- ☐ Matric
- ☐ Higher Certificate
- ☐ Diploma
- ☐ 3 Year Degree
- ☐ Honours
- ☐ Masters
- ☐ Doctorate
- ☐ None

11. Please indicate your income bracket *

The selected amount should refer to gross annual salary

- ☐ Less than R 54 344
- ☐ R 54 345 - R151 727
- ☐ R 151 728 - R 363 930
- ☐ R 363 931 - R 631 120
- ☐ R 631 121 - R 863 906
- ☐ R 863 907 - R 1 329 844
- ☐ More than R 1 329 845

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12. How many employees does your organization employee? *

- ☐ Less than 100
- ☐ 101 - 999
- ☐ More than 1000

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Personal Context

13. How many days do you work from home in a month? *

Assuming there are 20 working days in a month

- ☐ None
- ☐ 1-4
- ☐ 5-9
- ☐ 10-14
- ☐ 15-20
- ☐ Fully remote

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14. Methods to assess WFH Capacity *

	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I can perform my daily work tasks from home without a loss in productivity	☐	☐	☐	☐	☐
My employer has let me work remotely in the past	☐	☐	☐	☐	☐
50% of my time working is spent working remotely	☐	☐	☐	☐	☐
I feel that my work can plausibly be done from home	☐	☐	☐	☐	☐

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Developing feasible work-from-home strategies for ICT organizations in South Africa

15. Personal Preference, experience, and context *

	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
My space from which I work when not in the office is a dedicated room	☐	☐	☐	☐	☐
My space from home space is distraction free	☐	☐	☐	☐	☐
Given the choice I would move to another town/ city and keep my employment with my current organization and work remotely	☐	☐	☐	☐	☐
My family responsibility' s have increased because I work from home	☐	☐	☐	☐	☐
I complete admin or chore related tasks during standard working hours	☐	☐	☐	☐	☐
My work life balance has improved	☐	☐	☐	☐	☐
My overall quality of life has improved	☐	☐	☐	☐	☐

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16. Personal Investment into WFH *

	Strongly Disagree	Disagree	Neutral / Not applicable	Agree	Strongly Agree
I have had to self fund office equipment such as desks and chairs.	☐	☐	☐	☐	☐
I have had to self fund load shedding mitigation equipment	☐	☐	☐	☐	☐
I have upgraded or got an internet line to allow me to work from home	☐	☐	☐	☐	☐
I am more active since working from home	☐	☐	☐	☐	☐
I am more likely to keep working for my organization because of their remote policy	☐	☐	☐	☐	☐
As a parent, I have more childcare responsibilities due to working from home	☐	☐	☐	☐	☐

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My work and responsibilities

17. My work tasks and responsibilities I perform *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
The work I do can be done fully remotely	☐	☐	☐	☐	☐
I prefer some work tasks to be performed in person	☐	☐	☐	☐	☐
I am able to collaborate more with my team more when I work remotely	☐	☐	☐	☐	☐

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Organizational context

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18. Organizational WFH systems and support *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
My organization manages my wellbeing appropriately	☐	☐	☐	☐	☐
My organization ensures I do not burnout	☐	☐	☐	☐	☐
My organization ensures that I am not isolated because I work from home	☐	☐	☐	☐	☐
My organization covered my office setup costs	☐	☐	☐	☐	☐
My organization is subsidizing on-going work from home costs	☐	☐	☐	☐	☐
My organization has reduced office space since working from home	☐	☐	☐	☐	☐
My organization has noted increased performance in myself or team since working from home	☐	☐	☐	☐	☐

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My organization has staff based in other cities working for them

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Technological context

19. Technologies provided *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
My work provides me with a laptop/ computer to do my remote work	☐	☐	☐	☐	☐
My work provides me with a screen to do my work	☐	☐	☐	☐	☐
My work provides me with peripherals to do my work (Mouse, keyboard, etc)	☐	☐	☐	☐	☐

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20. Technology infrastructure *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
To do my work I require a reliable highspeed internet connection 20 mbps+	☐	☐	☐	☐	☐
I am happy with the communication tools and software used to do my job	☐	☐	☐	☐	☐
My work uses a remote desktop or VPN to connect securely to their network	☐	☐	☐	☐	☐
I have the appropriate technical support whilst working remotely	☐	☐	☐	☐	☐

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External context

21. External context *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
I am aware of the SARS home office expenditure rebate?	☐	☐	☐	☐	☐
I have benefitted from the SARS home office expenditure rebate	☐	☐	☐	☐	☐
I would like the government to formerly regulate work from home	☐	☐	☐	☐	☐
Strikes and unrest have prevented me from attending work in the past year	☐	☐	☐	☐	☐

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General Management of WFH

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22. Management of WFH *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
The way my performance or the way I track performance has changed as a result of work from home	☐	☐	☐	☐	☐
I am being micromanaged or I am micromanaging whilst working from home	☐	☐	☐	☐	☐
I feel communication does not occur naturally due to work from home and has to be forced	☐	☐	☐	☐	☐
I feel work from home requires discipline	☐	☐	☐	☐	☐
I feel work from home requires independence	☐	☐	☐	☐	☐
I feel that work from home requires trust in the employees	☐	☐	☐	☐	☐

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23. WFH Policy and strategy *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
I feel that I work the same number of hours as a result of work from home	☐	☐	☐	☐	☐
I feel I understand and know my organizations work from home policy	☐	☐	☐	☐	☐
I know what support structures my organization offers for work from home	☐	☐	☐	☐	☐
I feel a loss of company culture as a result of work from home	☐	☐	☐	☐	☐
I have received appropriate training to work from home	☐	☐	☐	☐	☐

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24. Management of load shedding *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
My organization fears the affects of load shedding	☐	☐	☐	☐	☐
My organization has a clear load shedding mitigation plan	☐	☐	☐	☐	☐
My productivity during load shedding periods decreases	☐	☐	☐	☐	☐

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25. WFH Satisfaction *

	Strongly Disagree	Disagree	Neutral/ Not Applicable	Agree	Strongly Agree
I am happy with my organizations WFH strategy	☐	☐	☐	☐	☐
My organizations WFH strategy is clear for the long term	☐	☐	☐	☐	☐
My organizations WFH strategy is feasible	☐	☐	☐	☐	☐

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Appendix G: Pilot Interview questions

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Pilot Study Feedback form: Developing a model that prescribes a feasible WFH strategy to organizations: A study of the ICT ...

Pilot Study Feedback form: Developing a model that prescribes a feasible WFH strategy to organizations: A study of the ICT sector in South Africa

Pilot Study Feedback form

1. How long did it take to complete the interview? (Minutes)

- ☐ 0-15
- ☐ 16-30
- ☐ 31-45
- ☐ 46-60
- ☐ 61+

2. Was the interview too long?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

3. Please explain the purpose of the research.

<https://www.surveymonkey.com/r/RB7T3ZV>

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Pilot Study Feedback form: Developing a model that prescribes a feasible WFH strategy to organizations: A study of the ICT ...

4. Was the structure of the interview appropriate for you?

- ☐ Far above average
- ☐ Above average
- ☐ Average
- ☐ Below average
- ☐ Far below average

5. Did you have difficulty understanding any of the questions? If So please explain.

6. Did the interview cover all topics you were hoping for?

Or

Were some of the covered topics redundant/ repetitive to you?

7. Do you have any final recommendations?

Done

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Appendix H: Pilot survey questions

5/23/23, 2:28 PM

Survey Pilot feedback

Survey Pilot feedback

* Required

1. The survey was clear and logical? *

Please give a brief comment to improve, if answered no.

2. The length of the survey was appropriate? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Neutral

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Survey Pilot feedback

3. I understand the objective of this research *

☐ Yes

☐ No

4. Any final feedback or suggestions?

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Data Analysis

Appendix I: Interviews – NVIVO Codebook

Codes				
⊕	Name	Files	References	Created on
⊖	1. Organisation	0	0	2023/04/11
⊖	Org Benefits	1	1	2023/04/09
	Access or retention of Talent	2	2	2023/04/19
	Avaliability	1	1	2023/04/14
	Increased productivity at home	10	14	2023/04/14
	Office Space savings	7	8	2023/04/09
	Productivity	5	6	2023/04/14
⊖	Org Loss	0	0	2023/04/11
	Rent costs	6	7	2023/04/11
⊖	Org Support	1	1	2023/04/09
	Basic technological equipment s	5	5	2023/04/09
⊖	Employee Wellbeing Manageme	0	0	2023/04/09
	Negative Management	7	9	2023/04/09 2
	Positive Management	13	14	2023/04/09 2
	Forced or Booked collabration	3	3	2023/04/11
	Loadshedding	2	4	2023/04/09
	No cost covered - for employee	16	17	2023/04/09
	Some Costs covered	7	12	2023/04/14

Codes				
	Name	Files	References	Created on
[-]	2. Role Work and Tasks	0	0	2023/04/09
	○ Can be done fully remote	20	22	2023/04/09
	○ Physical Collaboration preferred for	14	18	2023/04/09
[-]	3. Personal	0	0	2023/04/11
	○ Dedicated Remote Office space	16	16	2023/04/14
	○ Desire to Semigrate	1	2	2023/04/14
[-]	○ Household or family responsibilities	1	1	2023/04/09
	○ Decrease in time spent	1	1	2023/04/09 2
	○ Increase or fitted into working h	14	22	2023/04/09 2
	○ No Change	3	3	2023/04/09 2
	○ No saving realised	1	1	2023/04/20
	○ Positive Work-Life-Balance	3	4	2023/04/14
	○ Postive Cultural or Religious change	1	1	2023/04/18
	○ Self funded Loadshedding mitigatio	16	19	2023/04/14
[-]	○ WFH Choice	0	0	2023/04/09
	○ Full time	8	9	2023/04/09 2
	○ Hybrid	8	9	2023/04/09 2

Codes				
⊕ Name	↔ Files	References	Created on	
⊖ 4. Technology	0	0	2023/04/11	
⊖ Physical Technology Requirements	0	0	2023/04/22	
○ Highspeed reliable internet requi	17	19	2023/04/09 2	
⊖ Method to Connect to the Intern	0	0	2023/04/22 1	
○ 5G used	1	1	2023/04/09 2	
○ Fibre Used	17	18	2023/04/14 1	
○ Computer and Perphipals requir	7	7	2023/04/14 1	
⊖ Software Requirements	0	0	2023/04/22	
○ Collabration Technologies Requir	4	5	2023/04/14 1	
○ Software tools used to collab	18	18	2023/04/09 2	
⊖ Security and Infrastrcure requiremen	0	0	2023/04/22	
○ Infrastrcutre concerns	1	2	2023/04/18 1	
○ No VPN Required for daily work	2	2	2023/04/18 1	
○ VPN or remote connection to Of	17	17	2023/04/14 1	
○ Upgraded connection to WFH	3	3	2023/04/21	

Codes				
⊕ Name	↔ Files	References	Created on	
⊖ 5. External environment & Regulation	0	0	2023/04/11	
○ Preferance to self regulate	10	10	2023/04/11 1	
○ Law and rights desired	7	8	2023/04/11 1	
○ Strikes and security threats	1	1	2023/04/18 1	
○ Legal oversite required	1	1	2023/04/09 2	
○ Not aware or have not benefitted fro	16	16	2023/04/09 2	

Codes					
⊕	Name	↔	Files	References	Created on
[-]	○ 6. WFH Strategy		0	0	2023/04/11
[-]	○ WFH Strategy sentiment		0	0	2023/04/09
	○ Satisfied		19	19	2023/04/09
	○ Unsatisfied		3	3	2023/04/20
[-]	○ What is Work-From-Home		0	0	2023/04/09
	○ Same work duties different locati		16	16	2023/04/09
[-]	○ Important to WFH Policy design		0	0	2023/04/22
	○ Loss or Change of Organisationa		7	11	2023/04/09
	○ Changes to Team Building		1	1	2023/04/22
[-]	○ Mangement of employee wellbei		0	0	2023/04/22
	○ Burnout		1	2	2023/04/14
	○ Increased Job Satisfaction		2	2	2023/04/14
	○ Isolationism		9	9	2023/04/09

Codes				
⊕	Name	Files	References	Created on
⊖	WFH Problems	0	0	2023/04/20
○	Home Location and lack of servic	1	2	2023/04/09 2
○	Investment in equipment require	3	4	2023/04/21 1
○	Lower or no change to quality of	3	5	2023/04/20 1
○	Unhealthy lifestyle	1	1	2023/04/11 1
⊖	WFH Success factors	1	1	2023/04/09
○	Decreased Stress levels	7	11	2023/04/14 1
○	Flexability	16	20	2023/04/09 2
○	Less prone to illness or injury	3	3	2023/04/21 1
○	Lower productivity at the office	2	3	2023/04/09 2
○	Overall Improved Quality of life	16	16	2023/04/09 2
○	Personal cost saving	17	19	2023/04/09 2
○	Time saving	13	15	2023/04/09 2

Codes				
⊕ Name	↔ Files	References	Created on	
○ Employee Management Changes	0	0	2023/04/22	
○ Change in performance man	1	1	2023/04/22	
○ Micromanagement fears	2	2	2023/04/19	
○ Disciplined work ethic requir	3	4	2023/04/11	
○ Indpendance to work	3	3	2023/04/21	
○ Trust in Employees	7	8	2023/04/19	
○ Communication changes	7	11	2023/04/14	
○ Formalization of WFH policy and	0	0	2023/04/22	
○ Long or unclear hours	14	17	2023/04/09	
○ Subsidized costs	1	1	2023/04/22	
○ Unclear WFH policy	7	11	2023/04/14	
○ Recomend WFH training	2	2	2023/04/19	
○ Resource requirement constr	5	11	2023/04/09	
○ Management of external threats	0	0	2023/04/22	
○ Organisational fear of lack of	17	18	2023/04/09	
○ Lower productivity during lo	8	8	2023/04/09	
○ Negative affects of Load she	8	11	2023/04/09	

Appendix J: Survey - insignificant questions

Questions	Total	Spearman R	t(N-2)	P Value
I can perform my daily work tasks from home without a loss in productivity & My family responsibilities have increased because I work from home	106	-0,033	0,340	0,735
I can perform my daily work tasks from home without a loss in productivity & I complete admin or chore related tasks during standard working hours	106	-0,039	0,394	0,694
I can perform my daily work tasks from home without a loss in productivity & as a parent, I have more childcare responsibilities due to working from home	89	0,001	0,014	0,989
I can perform my daily work tasks from home without a loss in productivity & I have had to self-fund office equipment such as desks and chairs.	106	0,163	1,682	0,096
I can perform my daily work tasks from home without a loss in productivity & I have upgraded or got an internet line to allow me to work from home	106	0,116	1,190	0,237

My employer has let me work remotely in the past & My space from which I work when not in the office is a dedicated room	106	0,157	1,62 5	0,107
My employer has let me work remotely in the past & My space from which I work at home is distraction free	106	0,165	1,71 1	0,090
My employer has let me work remotely in the past & My family responsibilities have increased because I work from home	106	-0,118	- 1,20 7	0,230
My employer has let me work remotely in the past & I complete admin or chore related tasks during standard working hours	106	-0,069	- 0,70 9	0,480
My employer has let me work remotely in the past & My work life balance has improved	106	0,170	1,75 7	0,082
My employer has let me work remotely in the past & my overall quality of life has improved	106	0,116	1,19 0	0,237
My employer has let me work remotely in the past & My stress levels have improved	106	0,032	0,33 1	0,741
My employer has let me work remotely in the past & I have an increased sense of flexibility	106	0,112	1,15 0	0,253
My employer has let me work remotely in the past & I have noticed a personal time saving	106	0,108	1,10 7	0,271
My employer has let me work remotely in the past & I feel less prone to illness or injury	106	0,161	1,66 0	0,100
My employer has let me work remotely in the past & I am less active since working from home	106	-0,171	- 1,76 8	0,080
My employer has let me work remotely in the past & as a parent, I have more childcare responsibilities due to working from home	89	-0,045	- 0,41 8	0,677
My employer has let me work remotely in the past & I have had to self-fund office equipment such as desks and chairs.	106	0,135	1,39 4	0,166
My employer has let me work remotely in the past & I have upgraded or got an internet line to allow me to work from home	106	0,083	0,84 4	0,400
50% of my time working is spent working remotely & My family responsibilities have increased because I work from home	106	-0,020	- 0,20 4	0,838
50% of my time working is spent working remotely & I complete admin or chore related tasks during standard working hours	106	-0,069	- 0,70 6	0,482
50% of my time working is spent working remotely & My work life balance has improved	106	0,156	1,61 2	0,110
50% of my time working is spent working remotely & my overall quality of life has improved	106	0,138	1,42 0	0,159
50% of my time working is spent working remotely & My stress levels have improved	106	0,073	0,74 4	0,459
50% of my time working is spent working remotely & I have an increased sense of flexibility	106	0,108	1,10 4	0,272
50% of my time working is spent working remotely & I have noticed a personal cost saving	106	0,113	1,16 1	0,248
50% of my time working is spent working remotely & I am less active since working from home	106	-0,042	- 0,43 1	0,667
50% of my time working is spent working remotely & as a parent, I have more childcare responsibilities due to working from home	89	-0,124	- 1,16 3	0,248
50% of my time working is spent working remotely & I have had to self-fund office equipment such as desks and chairs.	106	0,174	1,80 6	0,074
50% of my time working is spent working remotely & I have upgraded or got an internet line to allow me to work from home	106	-0,032	- 0,32 1	0,748

I feel that my work can plausibly be done from home & My family responsibilities have increased because I work from home	106	-0,049	- 0,49 8	0,619
I feel that my work can plausibly be done from home & I complete admin or chore related tasks during standard working hours	106	-0,079	- 0,80 7	0,421
I feel that my work can plausibly be done from home & I am less active since working from home	106	-0,041	- 0,41 5	0,679
I feel that my work can plausibly be done from home & as a parent, I have more childcare responsibilities due to working from home	89	-0,113	- 1,06 0	0,292
I feel that my work can plausibly be done from home & I have had to self-fund office equipment such as desks and chairs.	106	0,074	0,75 8	0,450
I feel that my work can plausibly be done from home & I have upgraded or got an internet line to allow me to work from home	106	0,073	0,75 1	0,454
I can perform my daily work tasks from home without a loss in productivity & My organisation manages my wellbeing appropriately	106	0,140	1,44 3	0,152
I can perform my daily work tasks from home without a loss in productivity & My organisation ensures I do not burnout	106	0,094	0,96 2	0,338
I can perform my daily work tasks from home without a loss in productivity & My organisation ensures that I am not isolated because I work from home	106	0,161	1,65 8	0,100
I can perform my daily work tasks from home without a loss in productivity & My organisation covered my office setup costs	106	-0,177	- 1,83 4	0,070
I can perform my daily work tasks from home without a loss in productivity & My organisation is subsidizing on-going work from home costs	106	-0,107	- 1,10 1	0,273
I can perform my daily work tasks from home without a loss in productivity & My organisation has noted increased performance in myself or team since working from home	106	0,146	1,50 1	0,136
I can perform my daily work tasks from home without a loss in productivity & My work provides me with a screen to do my work	106	0,009	0,09 0	0,929
I can perform my daily work tasks from home without a loss in productivity & to do my work I require a reliable highspeed internet connection 20 MBPS+	106	0,127	1,30 2	0,196
I can perform my daily work tasks from home without a loss in productivity & I am aware of the SARS home office expenditure rebate?	106	-0,083	- 0,85 0	0,397
I can perform my daily work tasks from home without a loss in productivity & I have benefitted from the SARS home office expenditure rebate	106	-0,131	- 1,35 2	0,179
I can perform my daily work tasks from home without a loss in productivity & I would like the government to formally regulate work from home	106	0,148	1,52 7	0,130
I can perform my daily work tasks from home without a loss in productivity & strikes and unrest have prevented me from attending work in the past year	106	-0,013	- 0,12 8	0,898
My employer has let me work remotely in the past & I prefer some work tasks to be performed in person	106	-0,075	- 0,76 6	0,445
My employer has let me work remotely in the past & I am able to collaborate more with my team more when I work remotely	106	0,116	1,19 5	0,235
My employer has let me work remotely in the past & My organisation manages my wellbeing appropriately	106	0,044	0,44 9	0,654

My employer has let me work remotely in the past & My organisation ensures I do not burnout	106	-0,060	0,60 8	0,544
My employer has let me work remotely in the past & My organisation ensures that I am not isolated because I work from home	106	0,027	0,27 1	0,787
My employer has let me work remotely in the past & My organisation covered my office setup costs	106	-0,136	1,40 2	0,164
My employer has let me work remotely in the past & My organisation is subsidizing on-going work from home costs	106	-0,006	0,06 3	0,950
My employer has let me work remotely in the past & My organisation has reduced office space since working from home	106	0,133	1,36 6	0,175
My employer has let me work remotely in the past & My organisation has noted increased performance in myself or team since working from home	106	-0,172	1,78 1	0,078
My employer has let me work remotely in the past & My work provides me with a screen to do my work	106	-0,060	0,61 8	0,538
My employer has let me work remotely in the past & My work provides me with peripherals to do my work (Mouse, keyboard, etc)	106	0,042	0,42 9	0,669
My employer has let me work remotely in the past & to do my work I require a reliable highspeed internet connection 20 MBPS+	106	0,165	1,71 0	0,090
My employer has let me work remotely in the past & My work uses a remote desktop or VPN to connect securely to their network	106	0,181	1,88 2	0,063
My employer has let me work remotely in the past & I am aware of the SARS home office expenditure rebate?	106	0,076	0,77 9	0,438
My employer has let me work remotely in the past & I have benefitted from the SARS home office expenditure rebate	106	-0,157	1,62 0	0,108
My employer has let me work remotely in the past & I would like the government to formerly regulate work from home	106	-0,052	0,52 9	0,598
50% of my time working is spent working remotely & I prefer some work tasks to be performed in person	106	-0,003	0,03 5	0,973
50% of my time working is spent working remotely & I am able to collaborate more with my team more when I work remotely	106	-0,014	0,14 5	0,885
50% of my time working is spent working remotely & My organisation manages my wellbeing appropriately	106	-0,046	0,47 4	0,637
50% of my time working is spent working remotely & My organisation ensures I do not burnout	106	-0,026	0,26 8	0,789
50% of my time working is spent working remotely & My organisation ensures that I am not isolated because I work from home	106	0,104	1,06 9	0,287
50% of my time working is spent working remotely & My organisation covered my office setup costs	106	-0,129	1,32 2	0,189
50% of my time working is spent working remotely & My organisation is subsidizing on-going work from home costs	106	-0,107	1,09 6	0,276

50% of my time working is spent working remotely & My organisation has noted increased performance in myself or team since working from home	106	-0,018	0,17 9	0,858
50% of my time working is spent working remotely & My organisation has staff based in other cities working for them	106	0,175	1,81 6	0,072
50% of my time working is spent working remotely & My work provides me with a laptop/ computer to do my remote work	106	0,178	1,84 2	0,068
50% of my time working is spent working remotely & My work provides me with a screen to do my work	106	-0,023	0,23 9	0,812
50% of my time working is spent working remotely & My work provides me with peripherals to do my work (Mouse, keyboard, etc)	106	0,084	0,86 2	0,390
50% of my time working is spent working remotely & to do my work I require a reliable highspeed internet connection 20 MBPS+	106	0,019	0,19 7	0,844
50% of my time working is spent working remotely & I am happy with the communication tools and software used to do my job	106	0,003	0,03 3	0,974
50% of my time working is spent working remotely & My work uses a remote desktop or VPN to connect securely to their network	106	0,119	1,21 8	0,226
50% of my time working is spent working remotely & I have the appropriate technical support whilst working remotely	106	0,148	1,52 6	0,130
50% of my time working is spent working remotely & I am aware of the SARS home office expenditure rebate?	106	0,016	0,16 0	0,873
50% of my time working is spent working remotely & I have benefitted from the SARS home office expenditure rebate	106	-0,028	0,28 3	0,777
50% of my time working is spent working remotely & I would like the government to formerly regulate work from home	106	0,001	0,01 2	0,990
50% of my time working is spent working remotely & strikes and unrest have prevented me from attending work in the past year	106	0,077	0,79 1	0,431
I feel that my work can plausibly be done from home & I am able to collaborate more with my team more when I work remotely	106	0,167	1,72 7	0,087
I feel that my work can plausibly be done from home & My organisation manages my wellbeing appropriately	106	0,042	0,42 6	0,671
I feel that my work can plausibly be done from home & My organisation ensures I do not burnout	106	0,074	0,76 1	0,448
I feel that my work can plausibly be done from home & My organisation ensures that I am not isolated because I work from home	106	0,035	0,35 2	0,725
I feel that my work can plausibly be done from home & My organisation covered my office setup costs	106	-0,039	0,40 3	0,688
I feel that my work can plausibly be done from home & My organisation is subsidizing on-going work from home costs	106	-0,109	1,11 6	0,267
I feel that my work can plausibly be done from home & My organisation has reduced office space since working from home	106	0,117	1,20 6	0,230
I feel that my work can plausibly be done from home & My organisation has noted increased performance in myself or team since working from home	106	0,082	0,84 0	0,403
I feel that my work can plausibly be done from home & My work provides me with a laptop/ computer to do my remote work	106	0,122	1,25 2	0,214

I feel that my work can plausibly be done from home & My work provides me with a screen to do my work	106	-0,168	1,73 4	0,086
I feel that my work can plausibly be done from home & My work provides me with peripherals to do my work (Mouse, keyboard, etc)	106	0,024	0,24 1	0,810
I feel that my work can plausibly be done from home & to do my work I require a reliable highspeed internet connection 20 MBPS+	106	0,077	0,78 7	0,433
I feel that my work can plausibly be done from home & I am happy with the communication tools and software used to do my job	106	0,158	1,62 8	0,107
I feel that my work can plausibly be done from home & My work uses a remote desktop or VPN to connect securely to their network	106	0,157	1,61 9	0,109
I feel that my work can plausibly be done from home & I am aware of the SARS home office expenditure rebate?	106	-0,184	1,91 0	0,059
I feel that my work can plausibly be done from home & I have benefitted from the SARS home office expenditure rebate	106	-0,169	1,74 8	0,083
I feel that my work can plausibly be done from home & I would like the government to formerly regulate work from home	106	0,128	1,31 2	0,193
I feel that my work can plausibly be done from home & strikes and unrest have prevented me from attending work in the past year	106	-0,011	0,11 3	0,910
I can perform my daily work tasks from home without a loss in productivity & The way my performance or the way I track performance has changed as a result of work from home	106	-0,063	0,64 1	0,523
I can perform my daily work tasks from home without a loss in productivity & I am being micromanaged or I am micromanaging whilst working from home	106	-0,172	1,78 5	0,077
I can perform my daily work tasks from home without a loss in productivity & I feel work from home requires discipline	106	0,074	0,75 3	0,453
I can perform my daily work tasks from home without a loss in productivity & I feel that I work the same number of hours as a result of work from home	106	0,094	0,96 7	0,336
I can perform my daily work tasks from home without a loss in productivity & I know what support structures my organisation offers for work from home	106	0,102	1,04 3	0,299
I can perform my daily work tasks from home without a loss in productivity & I have received appropriate training to work from home	106	-0,062	0,63 6	0,526
I can perform my daily work tasks from home without a loss in productivity & My organisation fears the effects of load shedding	106	-0,029	0,29 7	0,767
I can perform my daily work tasks from home without a loss in productivity & My organisation has a clear load shedding mitigation plan	106	0,058	0,58 8	0,558
I can perform my daily work tasks from home without a loss in productivity & I am happy with my organisations WFH Strategy	106	0,163	1,68 1	0,096
I can perform my daily work tasks from home without a loss in productivity & My organisations WFH Strategy is clear for the long term	106	0,079	0,80 4	0,423
I can perform my daily work tasks from home without a loss in productivity & My organisations WFH Strategy is feasible	106	0,185	1,91 5	0,058
My employer has let me work remotely in the past & The way my performance or the way I track performance has changed as a result of work from home	106	0,049	0,49 7	0,620

My employer has let me work remotely in the past & I am being micromanaged or I am micromanaging whilst working from home	106	-0,123	1,26 7	0,208
My employer has let me work remotely in the past & I feel communication does not occur naturally due to work from home and has to be forced	106	-0,036	0,36 5	0,716
My employer has let me work remotely in the past & I feel work from home requires discipline	106	0,142	1,46 6	0,146
My employer has let me work remotely in the past & I feel work from home requires independence	106	0,106	1,08 5	0,281
My employer has let me work remotely in the past & I feel that work from home requires trust in the employees	106	0,187	1,94 3	0,055
My employer has let me work remotely in the past & I feel that I work the same number of hours as a result of work from home	106	0,122	1,24 9	0,215
My employer has let me work remotely in the past & I feel I understand and know my organisations work from home policy	106	0,178	1,84 4	0,068
My employer has let me work remotely in the past & I know what support structures my organisation offers for work from home	106	0,187	1,94 6	0,054
My employer has let me work remotely in the past & I feel a loss of company culture as a result of work from home	106	-0,081	0,83 1	0,408
My employer has let me work remotely in the past & I have received appropriate training to work from home	106	-0,074	0,75 3	0,453
My employer has let me work remotely in the past & My organisation fears the effects of load shedding	106	-0,030	0,30 6	0,760
My employer has let me work remotely in the past & My organisation has a clear load shedding mitigation plan	106	0,099	1,01 2	0,314
My employer has let me work remotely in the past & I am happy with my organisations WFH Strategy	106	0,090	0,92 3	0,358
My employer has let me work remotely in the past & My organisations WFH Strategy is clear for the long term	106	0,066	0,67 8	0,499
My employer has let me work remotely in the past & My organisations WFH Strategy is feasible	106	0,056	0,57 0	0,570
50% of my time working is spent working remotely & The way my performance or the way I track performance has changed as a result of work from home	106	0,133	1,37 2	0,173
50% of my time working is spent working remotely & I am being micromanaged or I am micromanaging whilst working from home	106	-0,026	0,27 0	0,788
50% of my time working is spent working remotely & I feel communication does not occur naturally due to work from home and has to be forced	106	-0,045	0,45 7	0,649
50% of my time working is spent working remotely & I feel work from home requires discipline	106	0,133	1,36 7	0,175
50% of my time working is spent working remotely & I feel work from home requires independence	106	0,114	1,17 3	0,243
50% of my time working is spent working remotely & I feel that work from home requires trust in the employees	106	0,148	1,52 5	0,130
50% of my time working is spent working remotely & I feel that I work the same number of hours as a result of work from home	106	0,048	0,48 7	0,627
50% of my time working is spent working remotely & I feel I understand and know my organisations work from home policy	106	0,164	1,69 1	0,094
50% of my time working is spent working remotely & I know what support structures my organisation offers for work from home	106	0,124	1,27 4	0,205

50% of my time working is spent working remotely & I feel a loss of company culture as a result of work from home	106	0,028	0,28 6	0,776
50% of my time working is spent working remotely & I have received appropriate training to work from home	106	-0,021	- 0,21 5	0,830
50% of my time working is spent working remotely & My organisation fears the effects of load shedding	106	0,042	0,43 0	0,668
50% of my time working is spent working remotely & My organisation has a clear load shedding mitigation plan	106	0,092	0,94 4	0,347
50% of my time working is spent working remotely & My productivity during load shedding periods decreases	106	-0,132	- 1,35 6	0,178
50% of my time working is spent working remotely & I am happy with my organisations WFH Strategy	106	0,147	1,51 4	0,133
50% of my time working is spent working remotely & My organisations WFH Strategy is clear for the long term	106	-0,028	- 0,28 4	0,777
50% of my time working is spent working remotely & My organisations WFH Strategy is feasible	106	0,138	1,42 5	0,157
I feel that my work can plausibly be done from home & The way my performance or the way I track performance has changed as a result of work from home	106	0,052	0,53 5	0,594
I feel that my work can plausibly be done from home & I am being micromanaged or I am micromanaging whilst working from home	106	-0,150	- 1,55 2	0,124
I feel that my work can plausibly be done from home & I feel work from home requires discipline	106	0,105	1,08 1	0,282
I feel that my work can plausibly be done from home & I feel that I work the same number of hours as a result of work from home	106	0,103	1,05 5	0,294
I feel that my work can plausibly be done from home & I feel I understand and know my organisations work from home policy	106	0,188	1,95 6	0,053
I feel that my work can plausibly be done from home & I know what support structures my organisation offers for work from home	106	0,035	0,35 8	0,721
I feel that my work can plausibly be done from home & I have received appropriate training to work from home	106	-0,142	- 1,46 1	0,147
I feel that my work can plausibly be done from home & My organisation fears the effects of load shedding	106	-0,101	- 1,03 1	0,305
I feel that my work can plausibly be done from home & My organisation has a clear load shedding mitigation plan	106	-0,129	- 1,33 1	0,186
I feel that my work can plausibly be done from home & I am happy with my organisations WFH Strategy	106	0,155	1,60 0	0,113
I feel that my work can plausibly be done from home & My organisations WFH Strategy is clear for the long term	106	0,051	0,52 6	0,600
I feel that my work can plausibly be done from home & My organisations WFH Strategy is feasible	106	0,165	1,70 7	0,091