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Impact of the hybrid working model on organisational culture in a South African Bank.

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A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

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DECLARATION

I, Nthati Legana, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Nthati Legana

Signed at ……

On the …….. day of …… 20….

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ABSTRACT

The Covid-19 pandemic has disrupted the conventional ways of working and forced many organisations to adopt remote or hybrid work arrangements. This paper examines how hybrid working, which combines working from home and working from the office, affects the organisational culture during and after the Covid-19 period.

The paper reviews the literature on the concepts of hybrid working, organisational culture, and the impact of Covid-19 on work practices. The paper proposes a qualitative research design that uses semi-structured interviews and document analysis to collect data from a sample of employees and managers in a South African bank that implements hybrid working.

The paper aims to explore the perceptions, experiences, and challenges of hybrid workers and to identify the factors that influence the maintenance or change of organisational culture in a hybrid work environment. The paper also discusses the ethical limitations and significance of the study.

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1. INTRODUCTION

This section introduces the research subject by outlining the background to the study, research problem, research questions and aims, the study's purpose and ultimately the study's limitation on the hybrid working effect on organisational culture during and after the Covid-19 lockdown period.

1.1. Background to the study

The World Health Organisation (WHO) declared the coronavirus a pandemic in March 2020 triggering a global lockdown to reduce and prevent the further spread of the virus (WHO 2020). This forced companies to digitally enable the workforce in an attempt to operate optimally remotely. The introduction of forced remote working meant that people could no longer work from their usual location of the office buildings. However, remote working is not an entirely new concept but rather has several names including telecommuting, working from home, teleworking and hybrid working. Millions of workers across the globe had to embrace remote working, which had become a must rather than an option. Carroll & Conboy (2020) highlighted the fact that Covid-19 forced organisations into rapid 'big bang' sudden adoption of online working-from-home practices. Yet, according to Groen et al., (2018), before Covid-19 flexibility in working arrangements was often put in place to allow for a more balanced work and home life while still being able to produce the same output.

Hybrid working offers both remote and on-site working arrangements (Sokolic 2022). From the beginning of the Covid-19 pandemic, there was an evolution of the digital workplaces and companies had to pivot into this remote way of working. Even so, it is predicted it will impact the working culture and bring about a renewed work environment. According to Matli (2020) despite the positive characteristics of hybrid working using online technology, there are many negative aspects and risks related to working from home such as

unbalanced work overload and pressures to perform timeously, which could affect health and wellbeing due to stress-related issues.

The Covid-19 pandemic struck the world and disrupted not only normal routines and lifestyles but also economies and workplaces. As a result, not only the employee experience was completely changed but it also brought about changes in the lives of people culturally, socially & behaviourally. Culture is important in an organisation because it is useful in establishing social and behavioural norms in the organisation which helps foster cohesion and what is considered good or bad conduct which can minimise moral hazard in an organisation (Guiso, Sapienza, and Zingales 2015). However, the hybrid working model allows for work autonomy and staff have the flexibility to work remotely and still be able to work at the office infrequently (Radonić, Vukmirović, and Milosavljević 2021). This means when working remotely, staff members have less opportunity to interact socially and this could lead to a disengaged workforce (Bošković 2021). This has led to certain norms and values that are linked to how people work together and behave in the workplace to change due to the absence of physical interactions.

The South African banking sector has also not been spared just like other sectors resulting in employees also working from home. All organisations, whether big corporates or start-ups, were forced to come up with means and ways to adapt to this abrupt change in their working culture and style (Kansal, 2021). The banks managed to activate their business continuity plans to keep the business running and take advantage of this period to push digitisation and reduce their physical branch network footprint (Financial Services Sector Authority 2022). They managed to enable 70% of their staff to work from home while the rest of the employees continued working in branches (Nedbank 2020). In response to the easing of lockdown restrictions, banks introduced reintegration strategies that included adopting a hybrid working model. Despite the hybrid working model, there is a certain category of workers who cannot perform their duties from home. These staff members are typically client-facing and will remain office-bound, while the rest are able to work from home. However, there are several reasons why employers seek a move to remote

work, such as increased employee engagement, attracting and retaining diverse talent, and saving money for office costs and overheads. On the other hand, employees benefit from a better work-life balance by spending less time and money travelling, among other reasons (Cook, 2019).

Hybrid working has changed the way of working, which can bring a disruption of culture in an organisation. Managers cannot depend on “presenteeism” to ascertain whether their teams are performing as expected (Beno, 2021). Furthermore, major global banks such as Standard Chartered and HBSC announced that they will allow their employees to have a hybrid way of working post-pandemic. According to the HBSC Annual Report (2021), to retain and attract the best employees, they had to create an inclusive and dynamic culture through the introduction of a hybrid working model that strikes a balance between home-based and office-based work. However, this was regarded as a learning experience where the bank is still trying to find the right balance to build the right culture at HSBC. Similarly, Standard Chartered (2020) reported that Covid-19 accelerated their move towards remote working for employees. However, this has raised concerns around effective mitigation and management of Operational, Information and Cyber Security, Compliance, and Conduct Risks. The extended nature of the Covid-19 pandemic is continuing to restrict employees’ ability to operate in their preferred hybrid working location format between home and office, causing potential risks to wellbeing, ease of collaboration and learning from others (Chartered 2021).

1.2. Research problem

Hybrid work and its value for employees and employers have been a major area of discussion since before the pandemic. However, Covid-19 has accelerated the initiation of a global experiment in large-scale and long-term hybrid working. As the Covid-19 pandemic era progresses, the future of hybrid work, both the short-term “return to work” and long-term remote work strategies, remains uncertain. Hybrid working has created many cultural transformations that would never have happened otherwise (Samek 2021).

The problem to be addressed through this study is that it has become increasingly difficult to retain the same organisational culture due to a hybrid working model where people only interact via digital interfaces with little opportunity for physical interaction. Most South African banks have implemented a hybrid working model to reduce the number of people at the office and minimise the spread of Covid-19 in the workplace. These banks have had to transition into hybrid working while also continuing to keep their staff safe by limiting the number of employees in an office building (Al-Habaibeh et al. 2021). The unplanned sudden change into a different working model has led to a change and disruption in the current corporate culture.

Hofstede (2011) argues that culture affects organisations in several different ways through its impact on organisational goals and decision-making processes. According to Samek (2021), studies before the pandemic found that hybrid working boosts productivity, major changes and decisions can be made quickly and effectively, especially when more people are empowered to make decisions and risk-taking. However, Schein (2004 p.11) contends that “the only thing of real importance that leaders do is to create and manage culture, and the unique talent of leaders is their ability to understand and work with culture”. Therefore, the importance of management’s understanding of the hybrid working environment effect on culture.

Managers face the challenge of how to maintain a positive culture for productivity, wellbeing, learning and development within hybrid working models (Samek 2021). The main effects of the pandemic were the lack of or limited physical interactions and presenteeism (De, Pandey, and Pal 2020). However, over time employees become less efficient and less innovative since they cannot build relationships and communicate with their co-workers daily (Sokolic 2022)

Few studies have been conducted on the impact of hybrid working in uncertain environments. Therefore, this research aims to close the gap in the literature that examines the impact of hybrid working on a bank’s organisational culture in South Africa during and post Covid-19. The factors leading to positive and negative cultural outcomes will be explored as guided by the literature.

1.3. Research purpose

The purpose of this study is to investigate how hybrid working impacts the dimensions of culture adopted in a South African bank due to the Covid-19 pandemic. There are limited studies done on the impact of hybrid working on organisational culture during and post the pandemic. Most studies focused on hybrid working pre Covid-19 and forced lockdowns. However, rapid implementation and adoption of communication and collaborating tools accelerated hybrid working during and post the Covid-19 pandemic. This area lacks research; hence, it seeks to explore if corporate culture can be maintained whilst operating a hybrid working model.

1.4. Research questions

The following research question will be posed to the participants of a survey, and answered to structure the study:

- What factors influence banking employees' individualism vs collectivism in hybrid working environments?
- How does hybrid work impact a work-life balance culture in South African banks?
- How does hybrid work impact the existing person-environment cultural fit in South African banks?
- In what ways can banking organisation maintain the right culture under hybrid working model?

The study aims to explore the impact of hybrid working on the culture of a South African bank using a social theory. The aim is to seek an understanding of how organisational culture in banks has been affected by employees having to work both on-site and off-site as necessitated by Covid-19 social distancing requirements. The main cultural dimensions used in the study are work-life balance, individualism, collectivism, and person-environment fit. It is envisaged that the exploration will enable recommendations to banks on how to maintain and foster the right culture post Covid-19 using hybrid working.

This study is underpinned on (Hofstede (1994) cultural dimensions of individualism vs collectivism, and indulgence together with person-environment fit. Understanding the hybrid working impact on dimensions of a culture of individualism-collectivism, indulgence, work-life balance, and person-working environment fit is relevant for this study. Individualism-Collectivism (IC) is defined as the extent to which people act as individuals rather than as members of groups (Hofstede 1994). Individualism as a social theory prefers freedom of an individual's action instead of collective or state control (Hofstede 1994).On the other hand, collectivism gives a group priority over an individual (Hofstede 1994). Indulgence is defined as "an organisation that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun" (Hofstede 2011, p.15). A work-life balance culture involves looking at how working people manage time spent at and outside of work (Lewis, Susan; T. Alexandra 2018). As such, under Covid-19, Russell, O'connell, and Mcginnity (2009) argue that flexible working practices provide employees with the opportunity to select their preferred working arrangement which provides them with the balance between work and home life. According to Stone, Leuty, Rayburn and Wu (2019), the P-E fit theory purports that employees are attracted to an organisation by work environment cultures and values that match their own important beliefs. The study will explore these factors to understand how organisations using hybrid working can foster the right culture that ensures the right work-life balance and person-environment fit.

1.5. Delimitations

This study is limited to one South African bank that has been operating using a hybrid working model under Covid-19 and considering it as a long-term strategy post Covid-19. This could inevitably cause the inability to generalise results due to the omission of other banks operating in South Africa, who could have been included to add positively to this study. Therefore, it does not aim to generalise the findings but to create a basis for extended future research. The research will target at staff across the bank who work remotely and those who work in the office.

1.6. Significance of the Study

The exploration of hybrid working is useful for banks' post Covid-19 people management strategies that attract or retain employees. This study is important to human resource practitioners to craft strategies that maintain the organisational culture and ensure overall staff well-being. The new work environment brings about complexities and drawbacks which affect employee wellbeing, job satisfaction and employee engagement which have a direct bearing on the prevailing organisational culture. The study adds to the body of knowledge of the large-scale hybrid working impact as necessitated by the Covid-19 pandemic and the future it brings to organisations.

2. LITERATURE REVIEW

2.1. Introduction

This literature review consists of theoretical and empirical studies on the main variables namely the hybrid working, and culture factors of work-life balance, individualism, collectivism, and person-environment fit. Each of the factors is discussed, leading to the gaps to be filled in this study.

2.2. Hybrid working and organisational culture

The Covid-19 pandemic struck the world and interrupted all facets of the human experience. Culture is a construct of symbols, heroes and rituals with values at the core of culture (Hofstede 1990). These values are shared, mostly nonverbal cues of the norms and ways in which things are done (Hofstede 1990). Culture is important in an organisation because it's useful in establishing social norms in the organisation which is useful in having cohesion in what is considered good or bad conduct which can minimize moral hazard in an organisation (Guiso et al. 2015). The hybrid working model allows for work autonomy and staff have the flexibility to work remotely and still be able to work at the office infrequently (Radonić et al. 2021). This means that when working remotely staff members have less of an opportunity to interact socially and this could lead to a disengaged workforce (Bošković 2021). This has led to certain norms and values that are linked to how people work together and behave in the workplace having to change due to the absence of physical interactions.

According to Frese (2015), culture includes beliefs, attitudes, practices, rules, norms, and customs that guide individuals and groups in organisations. However, an ideal workplace culture focuses on activities that generate and demonstrate trust and a strong form of essential values that all employees respect and practice help to build the positivity and effectiveness of a workplace environment (Mckinlay and Williamson 2010). Thus, workplace culture can be seen as the general nature of business, including values, beliefs, behaviours, goals, attitudes, work rules and practices (O'Reilly et al. 2014)Ideally, it is

viewed as positive by employers and employees. In other words, workplace culture is to an organisation what personality is to an individual.

Van Zoonen et al. (2021) highlight that trust is particular rly important in a working-from-home practice this will ease any perceived or actual loss of control of the organisation. Organisations often are hesitant that employees may prefer to focus on their pursuits rather than dedicate sufficient time to work therefore end up not meeting agreed targets and hurting the organisation and its abilities to meet set objectives. As mentioned above, being away from colleagues and the office may lead to issues with relational factors within the team and a lack of identity with the company's culture, which hurts productivity and staff well-being (Van Zoonen et al. 2021). Therefore, this study seeks to understand how hybrid working will affect the cultural norms of banking employees in South Africa by exploring work-life balance changes, individualism vs collectivism, and the person-working environment cultural fit dynamic.

The next section reviews the literature on the cultural values that can be impacted by hybrid working.

2.3. Work-life balance cultural changes within hybrid working environments

The Covid-19 circumstances have brought about hybrid working, bringing to the spotlight the aspect of a culture that accommodates work-life balance. However, Carnevale & Hatak (2020) argue that there is a need for organisation attention to a disproportionate balance between work and life commitments which has a dire impact on the culture of an organisation. According to Nohe & Sonntag (2014), work-family conflict can be exacerbated when role pressures from family and work domain become mutually incompatible to become an inter-role conflict. Within the Covid-19 era, individuals have witnessed the increased need to take care of childcare and family healthcare which can blur the work demands, making it more difficult than ever to maintain adequate work-family role boundaries. Such changes or dynamics require to be understood to ensure the right culture is inculcated and understood in organisations.

According to Hofstede (2011), indulgence is defined as “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun”. As such, under Covid-19, Russell et al. (2009) argue that flexible working practices provide employees with the opportunity to indulge in private pursuits and simply have options on how to run their day. Those arrangements are part of human resource strategies which aim to attract and retain skilled professionals, crucial for reaching organisational objectives (Sokolic 2022). Employees benefit from the flexibility of working hours, such as reduced or non-standard hours and compressed working hours (Radonić et al. 2021). Higher job satisfaction in the context of new ways of working is tightly connected to increased productivity as well as organisational commitment (Bloom et al. 2015a).

Stella (2020) contends that flexible work arrangements influence productivity leading to better work performance, higher work engagement and reduction of work fatigue. Hunter (2019) argues that employees often accomplish more tasks to compensate for their physical absence which is a contributing factor to achieving higher productivity when working from home. Therefore, hybrid working can allow for better alignment of employee personality and job demands, which positively influences their attitude towards work and enhances human capital through proper management (Radonic, Vukmirovic & Milosavljevic, 2021). In a study by Shaheen et al. (2019), it was found that the psychological capital of the employees in the healthcare sector, which is enabled by well-balanced work and personal life due to flexible work arrangements, positively influenced customer advocacy.

One of the most influential reasons for preferring working from home is the flexible scheduling options. Similarly, Cañibano (2019) argues that flexible working enables employees to have flexibility in planning their daily lives, including both employee and family activities according to their needs. However, researchers such as Carnevale and Hatak (2020) argue that the role of job autonomy, or the degree of discretion individuals have about how and when to do tasks or what methods are used when carrying out their work helps in reducing family-work conflict. In addition, when considering those

unaccustomed to working in remote contexts, the extent to which the provision of greater job autonomy will be effective may largely depend on the extent to which an individual values autonomy and associated self-responsibility in the first place (Lopes, Calapez, and Lopes 2017). Therefore, there is a need for this study to understand how hybrid working impacts work-life balance or indulgence cultural factors in a banking environment.

2.4. Individualism vs collectivism cultural dynamics within hybrid working environments.

Individualism-collectivism is defined as the extent to which employees in an organisation act as individuals rather than as members of groups (Hofstede, 2010, p.12). According to Kyriacou (2015), within an individualism framework, people look after themselves and their immediate family members. On the other hand, within a collectivism framework, people seek group activities, and they trust their group members, enhance their group affiliation, and participate in collective decision-making (Mustafa, Glavee-Geo, and Rice 2017). As such, individuals with collectivist attributes are more likely to work in teams and with others and socialise outside work compared to individualists (Hofstede 1994). This means that when work environments change such as the Covid-19 work arrangements, individualism or collectivism aspects are affected.

Individualism as a social theory favours freedom of an individual's action as opposed to having collective or state control (Hofstede 1994). Many people would want as much freedom as possible and be allowed to think and act as they would prefer (Mustafa et al. 2017). Hence proponents of individualism theory will therefore find no meaning in rules that dictate how things should be done (Kyriacou, 2015). Individualistic people are often optimistic and naturally are people who want to make their judgments and are capable of decisions that determine their well-being (Alexandra and Lewis Alexandra Beauregard 2018). Thus, as the world faces Covid-19 and changes in working arrangements, it is critical to understand how employees are affected in terms of individualism and collectivism as part of an organisation culture dimension, it is important to managers as to how they should respond to set the right culture.

On the one hand, collectivism is the principle that provides collective superiority over an individual (Koons 2019). However, the individual can think for themselves and may have differing views from what the group expects in which case the individual under the collectivism theory will be forced to give priority to the group (Soares 2018). The need for law and order is a strong motivation for collectivists because when a group has the same views and values often there is less of a chance of having friction (Lefebvre and Franke 2013). We thus seek to explore the extent to which hybrid working permits collectivism and individualism norms and values.

However, it is highly unlikely to have a group that is at both extremes, typically organisations are more diverse and are made up of different groups of people with differing views. (Hofstede 2011). Collectivism is popular because it brings about cohesion but there is a lingering threat to independent thinking which can bring about cult-like behaviour and stifle innovation (Kyriacou 2015).Therefore, in this study, the influence of hybrid working on individualism vs collectivism cultural dynamics will be explored to understand how it can be effectively managed.

2.5. Person-working environment culture fit changes in hybrid work environments

According to Carnevale and Hatak (2020) human resources facing the challenge of adjusting current and new employees to altered work conditions to limit human contact. These adjustments or changes including hybrid working have implications on person-environment fit (Lee et al. 2021). Van Vianen (2018) contend that there must be congruence between the environment and the attributes employees possess. According to Stone et al. (2019), the P-E fit theory posits that employees are attracted to organisations by work environment cultures and values that match their own important beliefs.

Employee's well-being, engagement, and level of satisfaction flourish and are heightened when employees are working in organisations with their working environment culture fit (Redelinghuys, Rothmann, and Botha 2019). However,

according to Follmer, Talbot, Kristof-Brown, Astrove and Billsberry (2018), when a person-environment misfit occurs, the effects can be drastic to fulfil employees' desires and needs. Individuals seek communion with others and the development of relationships within a working environment culture (Barrick, Mount, and Li 2012). When such needs are compromised, a misfit occurs which could have attracted the individual to the organisation and can affect an employee's productivity and well-being (Yu 2016). The introduction of hybrid working during Covid-19 was to limit physical contact but with a potential impact on person-environment incongruence because of the altered working environment culture. Therefore, the focus of this study is on how hybrid working affects banking employees' working culture fit in South Africa.

3. RESEARCH METHODOLOGY

3.1. Introduction

The research methodology section outlines the research philosophy adopted, the research design, the research method, the target population and the sampling approach. It further explains the data collection method and data analysis method, limitations, validity and reliability, and ethical considerations. The discussion will include explanations and justifications for each of the choices made.

3.2. Research Philosophy

A research philosophy is a belief about the way data on a phenomenon should be gathered, analysed, and used (Saunders, Lewis & Thompson, 2016). From the four main types of philosophy namely, pragmatism, positivism, realism and interpretivism, this study follows an interpretivism approach to permit a qualitative analysis. According to Creswell (2014, p.114), the philosophy of qualitative research is “interpretive, humanistic, and naturalistic” since it places significant importance on subjectivity. The ontological assumption is that there is no single reality, but it encompasses multiple realities for any phenomenon (Speziale & Carpenter, 2013).

Interpretivism is chosen as a phenomenological approach to assist in solving the experiential questions of this study. According to Creswell (2014), phenomenological studies are focused on underlying realities, situational contexts, and subjective meanings in the area under study hence the involvement of the researcher. The researcher being a senior employee of a South African Bank carrying out data collection through interviews is ideal to be a subjective in-depth enquiry about the impact of hybrid working on culture during the Covid-19 crisis. The interpretive approach therefore guides the finding of vital meanings, context, and realities around the research subject (Creswell, 2014).

3.3. Research Design

Research design provides a planned strategy for a research study to assist in meeting the objectives (Denzin & Lincoln, 2013, p.19). Furthermore, a research design functions within a firm of the study process where data is collected in a manner that leads to the fulfilment of the research objectives. Thus, according to Creswell (2014, p.12), a smooth path in the research process is achieved because of having a research design that makes it efficient to yield good results with reasonable resources. Saunders, Lewis and Thornhill (2016, p.137) describe explanatory, descriptive or exploratory as the main research designs and the descriptive design is adopted.

According to Babbie and Mouton (2013, p.72), a descriptive design is utilised in describing the right profile of events, circumstances, and human beings. A descriptive design is often used as a precursor to explanatory or exploratory research. In descriptive designs, it is critical to be aware of the observable facts one intends to collect before the data collection process begins. Descriptive studies have a definite place in business as a tool towards an end and are not an end in themselves.

A descriptive design was chosen to allow a fact-finding process that led to adequate interpretation (Cooper & Schindler, 2015, p.15). A descriptive design allows the examination of the impact of hybrid working on a culture of banking employees.

The research takes a descriptive single case study design to collect vital data on the impact of hybrid working on culture in a banking organisation. In single-case study settings, an inquiry is examined in its real-life setting and not its artificial domain, especially when the phenomena and context are not apparent or clear (Babbie & Mouton, 2015, p.16). Furthermore, single-case studies put more focus on the depth of study and not the breadth of study where it is possible to obtain a lot of detailed information in several cases (Leedy & Ormrod, 2013). In addition, single-case studies allow a holistic approach to the inquiry, concentrating on the complexity, interrelatedness, and interconnectedness of the variables under study in a few cases. It is envisaged

that through this study, the impact of hybrid banking on organisational culture during Covid-19 is observed and examined.

The disadvantage of descriptive design is that it often does not answer the why, how, and therefore not suitable for ascertaining the cause and effect of a study's relationships (Collis & Hussey, 2014). However, according to Yin (2014), descriptive design only depends on the responses of people and is ideal for the qualitative approach adopted in this study.

This study also adopts a cross-sectional study design to collect primary data that is unique and original and directly collected for the purposes of this research. Cross-sectional studies permit an observational study that is quick and inexpensive to conduct (Saunders et al., 2016). However, cross-sectional studies tend to be a one-time exposure and outcome measurement hence ideal for the qualitative approach only.

3.4. Research Method

The three main research methodologies are qualitative, mixed, and quantitative methods (Saunders et al., 2016, p.287). This study adopts a qualitative approach to guide the collection of primary data. A qualitative method allows data to be collected, based on context, meanings, and non-standardisation in data collection (Creswell, 2014, p.27). The qualitative method has been adopted here to collect non-numeric data. A qualitative method is like a detailed inquiry for information, therefore its adequacy in consideration of the in-depth enquiry of the phenomenon of hybrid working impact on the organisational culture of a banking organisation.

3.5. Target population and sampling approach

3.5.1. Target population

A population is the universe or complete set of likely respondents about whom a researcher intends to generalise the results of research (Saunders et al., 2016,

p.293). According to Babbie & Mouton (2013, p.23), a population means a group of objects, individuals, or events, with a few familiar attributes that the researcher regards as worth examining. The population is also regarded as the unit of assessment out of which research enquiry can collect data (Creswell, 2014, p.97). All the elements being researched, or in the field of inquiry, depict the population. Consequently, the involvement of all elements means there is no likelihood of omitting an element and thereby accomplishing very high accuracy.

3.5.2. Sampling method

According to Bell and Bryman (2013, p.27), sampling involves the choosing of a homogenous group from a population to allow inferences to be made. Furthermore, Cooper and Schindler (2016, p.141) define a sample as a fraction of a population used to make an inference about a population. Studying a sample rather than a population makes it time and cost-effective. It is vital in this study to have manageable numbers of respondents drawn from the population since it is costly and time-consuming to include all commercial banks operating in Gauteng. The main sampling techniques are non-probability and probability sampling methods (Remenyi, Williams, Money & Swartz, 2014). This study sampling frame is unknown; therefore, non-probability sampling is applied.

The researcher selects to use judgemental random sampling, which is a type of purposive sampling. Purposive sampling is a resolute selection of participants by the researcher in compliance with a predetermined non-probability criterion. Furthermore, Collis & Hussey (2014:35), stipulate four forms of purposive sampling which are extreme case or deviant sampling, heterogeneous or maximum variation sampling, homogeneous sampling, critical case sampling and typical case sampling. The researcher selected heterogeneous sampling, which facilitates the gathering of data to describe and explain the identified critical themes. Any patterns that do arise from the different studies may potentially represent the key themes. The data gathered should facilitate unique documentation. To guarantee maximum variation within a sample, Babbie and Mouton (2013) suggest that the naming of widespread sample selection

features be adapted to suit the sample. Therefore, the researcher chose a mix of employees working from home and employees working from the office to make up the sample for this study.

3.5.3. Sample size

Sekaran (2015, p.112) describes a sample as a portion of the population that has features of the whole population. When selecting the sample size for this research, it was logical to review that a sample size, which is too minimal, will not result in good imagery of the population and a sample that is too big is costly and time-consuming to handle (Creswell, 2014, p.214). The sample of this study was chosen using the judgemental sampling method by randomly selecting staff members within the Bank. One manager from human resources three managers in client-facing functions, four managers that are in the group functions remote/hybrid working employees, and one office-bound employee.

3.6. Data collection method

An interview guide will be adopted for structuring the flow of the semi-structured interviews with each respondent, chosen from the bank employees. A list of enquiries, specifically based on the theory studied and answering the research objectives, was put to the respondents.

3.6.1. Interview guide

To direct the semi-structured interview process, interview guides will be used. An interview guide is a list of memory prompts for the research issues of focus, which allows for the gleaning of the participants' social world (Saunders et al., 2016, p.218). A greater emphasis is placed on the participants' opinions, ability to acquire rich and detailed responses, and flexibility afforded during the interview procedures, which encouraged further information to be acquired using follow-up questions on answers. For this purpose, an interview guide will be developed that comprises open-ended questions, where the interviewee speaks openly (Creswell, 2014). Open-ended broad topics and questions are

given to the interviewee after carefully designing, to solicit for information through their opinions and views (Bell & Bryman, 2013). Semi-structured interviews are favoured as they allow focus and a modicum of comparability in the interview style (Yin, 2014). Furthermore, the interviewer engages in probing to acquire comprehensive and specific information.

Questions will be immaculately prepared to help solve the queries and asked in a specific order of enquiry. The researcher will adopt the simple language easily comprehended by the respondents and refrain from asking lead questions but use sub-questions to answer the objectives. Interviews will be recorded, transcribed, and assessed to attain conclusions about the study. Qualitative researchers are inclined to what participants say and the manner in which they convey it (Yin, 2014). Therefore, interview recording and transcription will ensure a natural setting remains, to permit a thorough and repeated examination of answers, permit public review, and act as proof for lack of interviewer distortion. Interviews will be conducted with home-working and office-working employees as the subjects who are exposed to the hybrid working issues of the businesses, to provide daily realities. A purposeful conversation is accomplished by asking open-ended questions and probing to acquire reliable and relevant information that answers the research questions (Saunders et al., 2016, p.416).

3.7. Data analysis method

The qualitative data gathered through interviews will be thoroughly analysed using content analysis to identify themes. Thematic data can be analysed deductively or inductively (Leedy & Ormrod, 2013). The researcher will use the inductive approach where major themes arise from the analysis of data rather than adopting present theories to structure the thematic analysis, which is quite complex for this type of study. Themes will be formulated through transcription of data that includes the generation of codes and seeking of major themes to elaborate on the answers to the research questions. The classified data will be refined and presented using narrative descriptions that aid in meeting the research goals and conclusions of the study.

3.8. Limitations

Although interviews are very effective at collection of data, they do have limitations that could impact the research process. As a result of a limited research sample with majority of the respondents either working from home or working hybrid, the responses from the participants may be limited to their experiences which may not provide a balanced view of the subject matter. Due to time constraints and challenges in getting staff members who work in client facing divisions and work full time in the office, most of the participants were from support functions within the clients facing or group function. Only one of the participants worked mainly from the office, however there was now more flexibility to work from home, therefore depending on circumstances they can still work from home. Therefore, it does not aim to generalise the findings but to create a basis for extended future research

3.9. Validity, reliability, and trustworthiness

To ensure validity, trustworthiness and reliability in the research procedures, the following issues will be taken into consideration:

3.9.1. Validity

Validity is the degree to which a study measures what it is designed to measure (Saunders et al., 2016, p.513). The validity tests are divided into external validity and internal validity. Internal validity is the degree to which the measures accurately quantify what it was meant to measure, while external validity reflects the extent to which the sample findings describe the population where the study sample was drawn (Creswell, 2014, p.214). Face validity is when a researcher who is skilled in the study subject checks the research tool and concludes that the feature of interest is being measured (Saunders et al., 2016, p.514). Content validity is the degree to which research tools fully measure or evaluate the construct of importance (Yin, 2014, p.7).

According to Braun and Clarke (2015, p.39), an expert observes the instrument and confers that the test is rational to the concept being measured. The experts

are therefore assessing if the computing items are aligned with the required conceptual domain (Yin, 2014). The researcher will provide a copy of the interview guide to Banking HR executives to endorse the questions before they go through full-scale administration to guarantee face and content validity.

3.9.2. Reliability

According to Saunders et al. (2016, p.519), reliability is the consistency and stability of the data collection methods applied in a study. The regularity of the data gives the researcher assurance that the results accurately measure what is meant to be measured. Reliable research tools commonly lead to similar responses when dissimilar respondents are targeted. Generalising research findings determines the extent to which the research has accurately connected various roles (Creswell, 2014). The research will use purposive sampling to guarantee the reliability of the results. However, the magnitude of the sample will not be great enough to guarantee the generalisability of the findings. The researcher guaranteed that the research was achieved within the shortest possible time to reduce the potential of any threats to validity.

3.9.3. Trustworthiness

Trustworthiness ensures results are dependable, credible, confirmable, and transferable (Creswell, 2014, p.154). Credibility guarantees that the researcher remains honest and accurate in terms of the research results (Leedy & Ormrod, 2013). Transferability ensures the findings use rich descriptions so that they remain relevant to similar situations, similar occurrences, or similar populations (Braun & Clarke, 2015). Conformability, using audit trails to explore data analysis ensures the findings have a degree of neutrality based on participants' responses, and no researcher distortions (Babbie & Mouton, 2013). Dependability guarantees the findings are regular so that if anyone repeats the study, they will get similar results (Braun & Clarke, 2015). To guarantee the trustworthiness of this study, the research looks at credibility, transferability, conformability, and dependability offered above, the primary data will be triangulated with the literature review and secondary data to reach unbiased

conclusions (Creswell, 2014). Qualitative data assessment will be carried out using thematic and content analysis with rich descriptions; comprehensive transcription, systematic planning and coding will be conducted (Leedy & Ormrod, 2013). An audit trail of the data gathering, and data analysis procedures will be preserved as evidence for data results neutrality.

3.10. Ethical considerations

The researcher considers various moral factors during the research to remove harm, maintain privacy and obtain informed consent, as supported by Creswell (2014). During the survey interview, a well-versed consent letter will be distributed to all the participants of the study. A brief background to the aim of the study will be provided using a letter of introduction sent to each of the respondents before participation. It will be highlighted that there will be no anticipated threats to those who take part in the study and there will be no personal gain should one choose to participate in the study. All the participants will be reminded that their participation is voluntary, and they can choose to withdraw with no penalties effected.

All the information collected from the participants that can be related back to a participant will be treated confidentially unless prior approval is sought from the associated participant. It will also be made clear to all participants that anonymous identifiers will be used, should a reference need to be made to a participant. Furthermore, all the research outcomes will be aggregated, so that it becomes difficult to make a reference to individual participants. The study only proceeded after receiving the signed ethical agreement from WBS and the chosen bank.

3.11. Research methodology summary

The chapter explained and discussed the adopted research project plan to guide the research process. An interpretive approach and descriptive single-case study design were justified as appropriate and adequate to underpin the research process. A qualitative approach means that detailed information will be

used to address the research problem using semi-structured interviews. A valid and reliable interview guide will be administered in an ethical manner. The collected data will be thematically analysed leading to main themes.

4. PRESENTATION AND ANALYSIS

4.1. Introduction

This section presents and analyses the findings of the research study on the impact of the hybrid working model on organisational culture in a South African bank. The data collected through interviews will be presented and analysed to provide insights into the research problem. The analysis will focus on the changes in organisational culture brought about by the adoption of a hybrid working model the challenges and opportunities presented by this new way of working, and the implication of the future of work in the bank.

4.2. Participants Demographics Information

The demographic profile of the participants includes age, gender, years of employment, working arrangements and the position of the respondents.

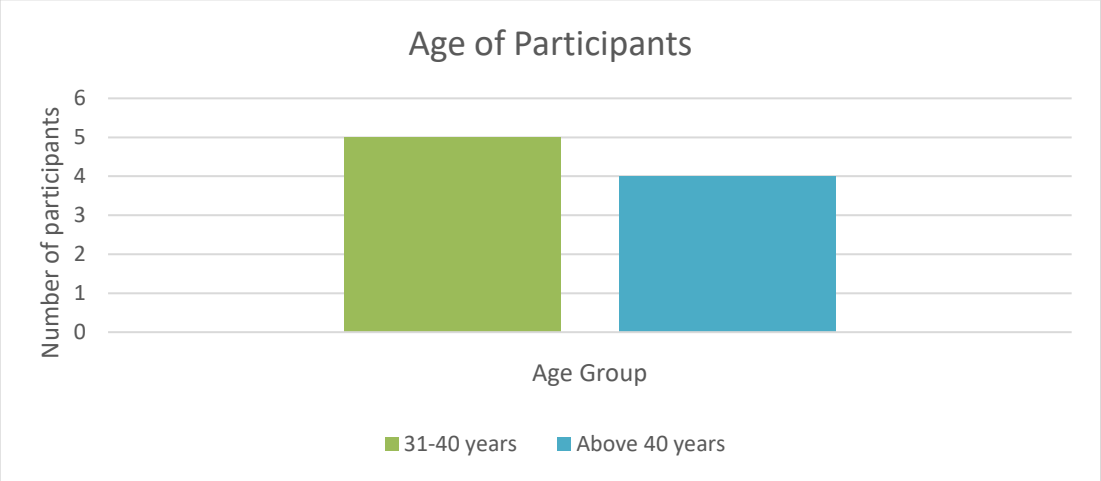


Figure 1: Age of Participants

The findings indicate that 55,6% of the participants are between the ages of 31 to 40 years and 44.4% of the participants are above 40 years.

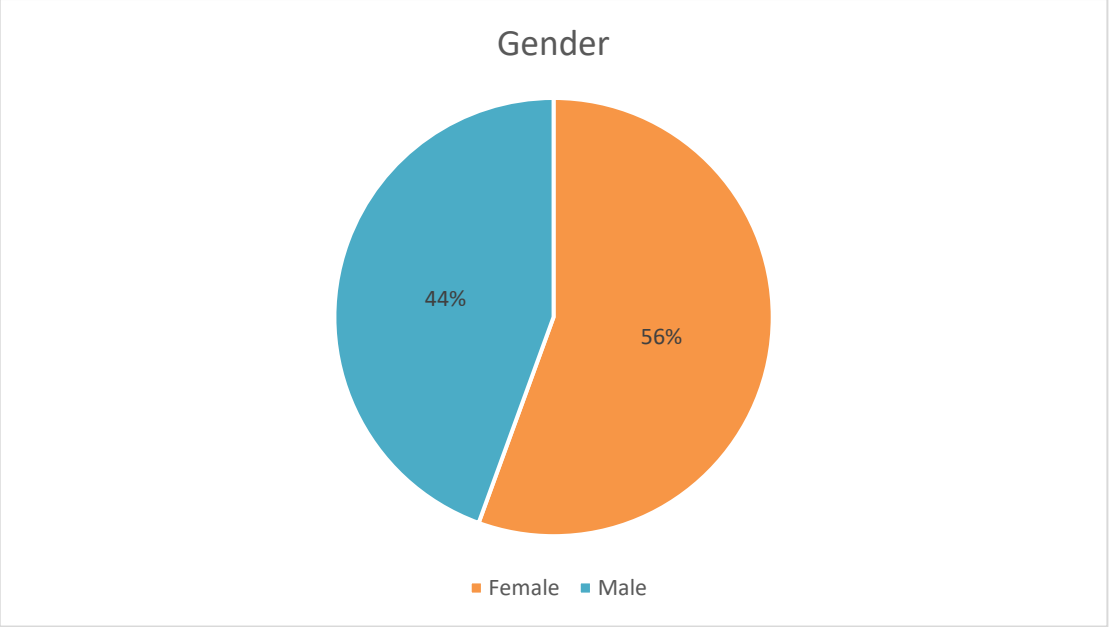


Figure 2: Gender of Participants

The findings show that 56% of the participants are female and 44% are male indicating that there were more female participants in the research conducted.

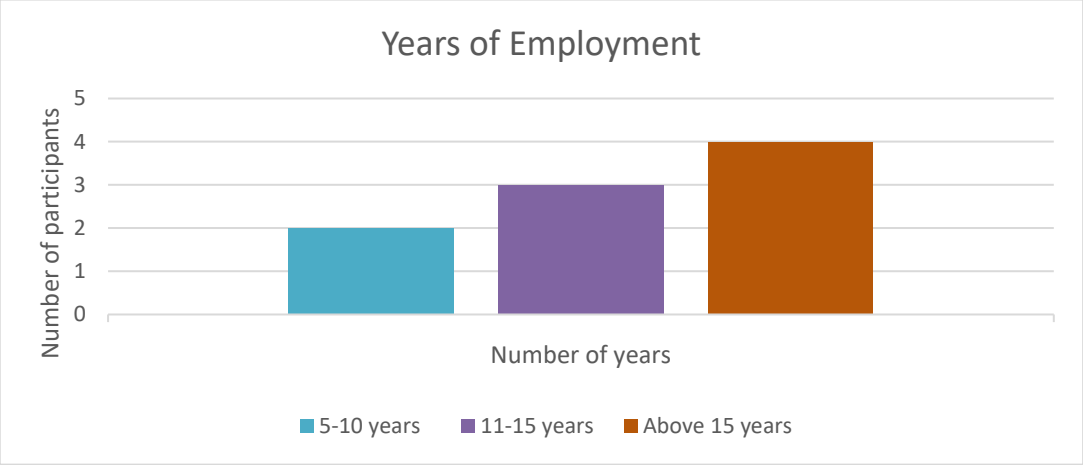


Figure 3: Years of Employment

Based on the findings 44.4% of the participants have more than 15 years of working experience, 33.33% of them have between 11 and 15 years of work experience and 22.22% have between five and ten years.

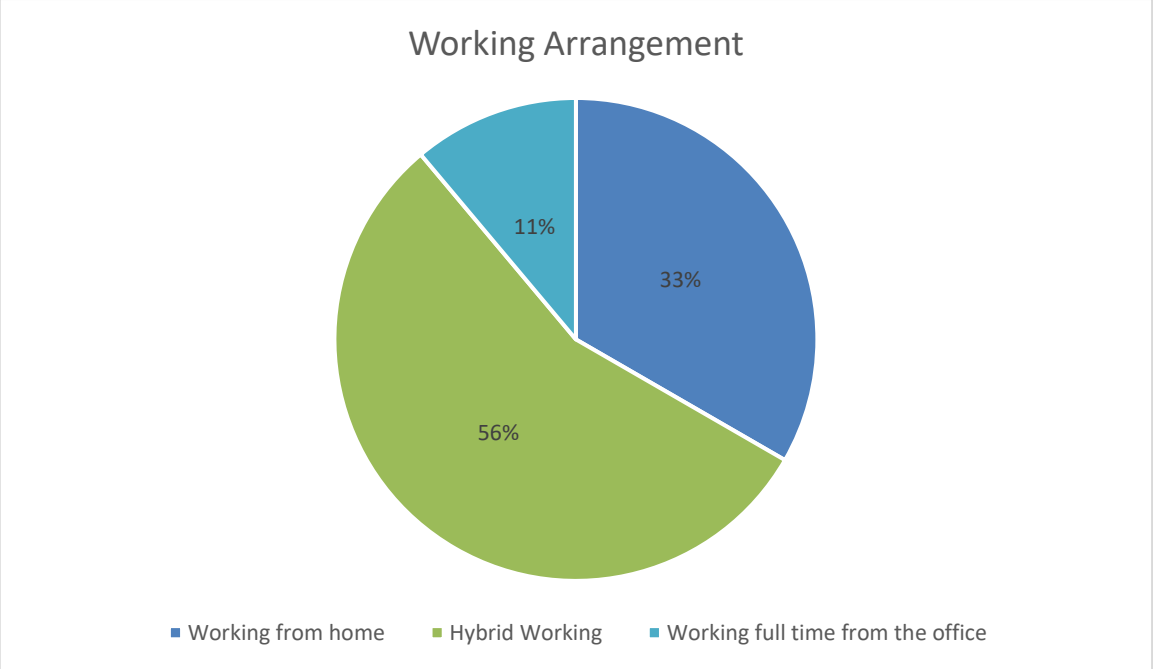


Figure 4: Working Arrangement

The majority of the participants have a hybrid working arrangement (56%), 33% of them are fully working from home while 11% of the participants are working full-time in the office.

Table 1: Position of Participants

Participant	Position of the Participant
Participant 1	Group Human Resources: Risk Manager
Participant 2	Retail and Business Banking: Risk Manager
Participant 3	Group Operational Risk: Risk Manager
Participant 4	Group Compliance: Regulatory Specialist
Participant 5	Group Compliance: Compliance Specialist

Participant 6	Group Security Manager
Participant 7	Contact Centre manager
Participant 8	Corporate and Investment Banking: Senior Risk Manager
Participant 9	Retail and Business Banking: Senior Data Analyst

The participants of the research were primarily from the risk management fraternity in the Group Corporate function as well as clusters that are clients facing.

4.3. Findings of the research

4.3.1. ***When working from home, how are you ensuring work commitments have adequate attention and are always fulfilled?***

All the participants indicated that they have the same level of commitment towards their work as they had before the Bank introduced a hybrid working arrangement. The participants highlighted that prioritising work tasks while working from home is essential to ensuring that all the required tasks are within agreed timelines. However, some of the participants indicated they had to improve their time management to be able to accommodate personal errands during working hours. Similarly, a study conducted by (Bloom et al. 2015b) showed that there was an increase in performance for staff working from home mainly attributable to less time spent on breaks and the overall convenience of working from home.

4.3.2. Explain how hybrid working is enabling the balance between work and life commitments?

The participants indicated that they have a better work-life balance while working from home, and most highlighted that they are able to run errands during working hours when they do not have meetings. The participants also mentioned that they often work longer hours for the privilege of having the flexibility to work from home. Two of the participants however felt that there seems to be an expectation to be always available and online hence there is more pressure to deliver on work commitments. A common theme from the responses of the participants is that there is more work-life balance and more work-life integration as a result of working from home.

4.3.3. Explain conflicts encountered between fulfilling work and life roles when working from home?

Of the participants, 100% indicated that there was often an overlap between work and family commitment leading to longer working hours however 44,44% of the participants noted that conflict existed even before the implementation of the hybrid working model. Of the participants, 11% indicated that they had trouble in communication due to the lack of face-to-face interaction which may often lead to issues interpreting and individuals to tone.

4.3.4. How have these conflicts been addressed by i) yourself and ii) the organisation?

Of the participants, 100% of them indicated that it is important that there is open communication between themselves and their managers. The participants responded to this question by highlighting the importance of having open communication and acknowledging that you need to set clear boundaries. The participants indicated that your deliverables need to be very clear to prioritise key deliverables and ensure that family commitments do not interfere with work priorities.

4.3.5. Explain how effective hybrid working has been in keeping existing teamwork processes.

Of the participants,100% indicated that primarily their processes have not significantly changed however they highlighted that there is increased use of messaging and collaboration applications across the bank. All the participants also indicated that there is overall there is increased regular meetings to encourage more collaboration within teams. Of the participants, 27% indicated that some of the team processes were being automated to improve efficiencies. Overall, the participants indicated that the workload has increased compared to when staff were working full-time in the office.

4.3.6. Does hybrid working give freedom or work autonomy to be able to fulfil work duties without too much reliance on the group/team one belongs to? Please explain?

Of the participants, 89% indicated that the hybrid working model has encouraged more autonomy where individuals have become more independent and seek less support from their teammates and managers. Although the organisation has implemented messaging and collaboration applications the participant indicated that they would often rather attempt to fulfil duties on their own rather than consult with their teammates. The participants valued the autonomy that the hybrid working model provided them except for 11% of the participants who indicated that the nature of their work does not allow for autonomy.

4.3.7. Which culture, between individualism and collectivism, does hybrid working most support and why?

Of the participants 22% indicated the hybrid working model supports both collectivism and individualism, the participants indicated that although individualism thrives in a hybrid working model the principles of cooperation and collaboration are important for a team to succeed. However, 67% of the participants indicated that the hybrid working model promotes more

individualism given people who work independently are more focused on individual goals. Of the participants, 11% indicated that a hybrid working model promoted more collaboration and interdependence.

4.3.8. Explain how hybrid working fits into your personal preferred working environment?

Of the participants, 89% of the participants indicated that the hybrid working model is their preferred working environment while 11% indicated that they prefer to work from the office due to the nature of their job. The participants who prefer hybrid working indicated that their personal preference is the independence that hybrid work provides and that they are able to balance personal and work commitments.

4.3.9. How has hybrid working environment affected your level of job satisfaction, wellbeing, and personal engagement?

Of the participants 11% indicated that they prefer to be in the office, and their job satisfaction is low with the hybrid working model because they do not have the desired level of control of their staff member team. However, 89% of the participants indicated that they experienced increased levels of job satisfaction since the implementation of the hybrid work model.

4.4. Discussion of the findings

The majority of the participants [89%] reported that they preferred the hybrid work model over the traditional office-based model as it offered them more flexibility, autonomy and work-life balance. This finding is consistent with the literature that suggests that hybrid work arrangements can enhance employee satisfaction by allowing them to choose when and where to work according to their preferences and needs (Gajendran and Harrison 2007; Hill, Ferris, and Märtinson 2003). The participants also indicated that the hybrid work model improved their well-being as they experienced less stress, and travel time to work and gave them time for self-care and family commitments. The findings

support the literature that argues that hybrid working can benefit employee wellness by reducing the negative effects of work on their physical in mental health and having a positive effect on their overall well-being (Golden 2006; Kossek, Lautsch, and Eaton 2006).

The participants expressed that the hybrid work model enhanced their engagement level, as they felt more motivated, productive, and committed to their work and the organisation. This can be seen in the willingness to work longer hours in exchange for the flexibility that the hybrid working model provides. The findings support the literature that contends that hybrid work arrangements can foster employee engagement by increasing their motivation, performance and how they identify in the organisation (Morganson et al. 2010; Sardeshmukh, Sharma, and Golden 2012). However, the participants also acknowledge some challenges with the hybrid model which includes communication difficulties, blurred boundaries and lack of socialisation with colleagues and challenges in stakeholder relationship building. This is evident in how the respondents expressed that they would prefer to work alone than ask for assistance from colleagues. Although the organisation encourages team collaboration using communication tools participants still indicated a preference to work alone. The findings suggest that staff will often work longer hours in exchange for the privilege of a hybrid working model. The challenges negatively affect well-being and engagement, team cohesion and collaboration (Bailey and Kurland 2002; Gibbs, Sivunen, and Boyraz 2017; Golden 2006).

4.5. Summary

In this section, the results of the interview conducted, and the analyses of the responses were presented. The demographic of the participants was presented making use of graphs and tables for a better understanding of who were the participants, which areas of the bank they work in and their current work arrangement. For ease of understanding the responses of the participants were presented for each of the questions in the interview guide.

Furthermore, the responses were analysed taking into account the research the

research questions and the research problem. In the next section, the recommendation and the conclusion based on the research findings will be presented.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusion

The purpose of this study is to investigate how hybrid working impacts the dimensions of culture adopted in a South African bank due to the Covid-19 pandemic. The problem the research sought to address is that it has become increasingly difficult to retain the same organisational culture due to a hybrid work model where people only interact via digital interfaces with little opportunity for physical interaction. This study explored the perceptions and experiences of employees who work in a hybrid work model which combines remote and on-site work during the Covid-19 pandemic and post-pandemic. The study aimed to answer the following research questions:

- What factors influence banking employees' individualism vs collectivism in hybrid working environments?
- How does hybrid work impact a work-life balance culture in South African banks?
- How does hybrid work impact the existing person-environment cultural fit in South African banks?
- In what ways can banking organisation maintain the right culture under hybrid working model?

To answer these questions the study adopted A qualitative approach and conducted semi-structured interviews with nine employees from a South African bank across various divisions within the bank. A detailed analysis of the interview responses using thematic analysis was applied and the following was concluded.

On the question of factors influencing banking employees' individualism vs collectivism in hybrid working environments, the study found that the overwhelming majority of the participants have adopted an individualistic style versus collectivism. The participants indicated that a hybrid working model encouraged individualism versus collectivism. Most of the participants found

that they gained their independence and valued the autonomy gained through this work arrangement. Participants found that over time the reliance on other members of the team to fulfil their tasks reduced, they were more likely to do additional research and learn a new skill than ask for assistance from a team member. It is however important to note that there was a heavy emphasis on individual deliverables by the organisation, there was an increased need from the participants to prove that they could fulfil tasks while at home which led individuals to work harder on individual tasks rather than team deliverables. Interestingly, the participants also acknowledged that there is a need for collaboration and cohesion.

On the question of how hybrid working impacts a work-life balance culture in the organisation, an analysis of the responses from the participants indicated that work-life balance has become an especially important value to them. Before this work arrangement, work to precedence over other personal commitments. Being in the office made it difficult to deal with other commitments, therefore work consumed more time. The participant indicated that they were able to attend to family and personal commitments while still being able to address work deliverables. This was the biggest shift for the participants who realised no longer was it necessary to be present in the office to be productive. The use of communication tools such as Microsoft Teams, meant that you could always be available and take your work with you to deal with work deliverables. The participants valued the flexibility which the hybrid working model afforded them.

On how hybrid working impacts the existing person-environment cultural fit, a minority of the participants indicated that working in a hybrid working model made them feel that they have a loss of control over their team, and they prefer to work from onsite. However, an overwhelming majority of the participants indicated higher levels of job satisfaction. The participants appreciated the opportunity to select when and where to work, the ability to change schedules based on personal and professional needs and avoid the traffic to get to work. The elevated level of autonomy also assisted the participants to better allocate time to complete tasks and still balance other commitments. The findings

indicated that most of the participants identified with the values that were cultivated because of the hybrid model.

However, the hybrid model does also introduce challenges that the participants have experienced such as isolation, misinterpretations, and difficulties in communication, longer working hours and blurred boundaries, low interactions with stakeholders and colleagues. The participants indicated that the hybrid work can often make you feel isolated from the rest of the team the hyper independence can encourage less socialisation with colleagues and stakeholders often leaving the individual isolated and disconnected from the organisational culture and norms. Although the use of communication tools is helpful in encouraging collaboration, some discussion require face to face interaction where you can observe someone body language and reaction to the discussion. Building new relationships is often difficult if you are not meeting face-to-face regularly and can often make it challenging to foster relationships with key stakeholders. Furthermore, participants indicated that they often work long hours which is an indication of the difficulty to separate work and personal time. The need to be “online” to show that you are productive also contributed to working longer hours which shows blurring of lines and lack of boundaries.

It is evident from the responses provided by the participants that there is a change in the culture of the organisation and within teams due to hybrid working model. The perception that being physically present in the office is an indication of productivity was disproved by the forced hybrid working model. The participants indicated that they were more productive working from home and sited that the commute to the office and back home often impacted productivity. The pre-hybrid working organisational culture was easier to maintain with team members that have worked in the organisation before the pandemic because they are familiar the cultural nuances of the team and the organisation. However, it is difficult to maintain the same culture when new employees who have not had the privilege of observing team norms face to face. Notwithstanding that, the organisational culture has changed for both old and new employees, managers and their teams are more output driven hence the increase workload as highlighted by the participants.

5.2. Recommendations

According to the study a hybrid working model has a positive impact on employee job satisfaction, well-being, and overall engagement. However, it also poses some challenges that need to be addressed and managed appropriately. The study suggests that hybrid working model is not a one size fits all solution but rather should be a flexible and adaptable option that requires careful design and implementation. It is important to consider individual and contextual factors that influence employees' preferences and outcomes.

Post the pandemic it is important to have agreed set days for team members to be onsite, often hybrid working staff would come in as and when they please or when something urgent needs to be done in the office. The organisation should encourage teams to come into the office together on the days that they are onsite. This will help encourage collaboration and cohesion within the teams. This is especially necessary for new staff members who will be afforded the opportunity for face-to-face interaction thereby be able to pick up how the team functions, their norms and values. Teams should create more opportunities to also have social interactions in a more informal setting to assist them to foster good relationships amongst themselves within the team.

It is recommended to have documented performance agreements with a key focus on output not the hours spent to complete the task. Expectations about online availability should be communicated upfront. Wellness programs should also be introduced in the organisation to assist staff with setting boundaries and help prevent burnout due to longer working hours. These wellness programs should also focus of giving staff tools for dealing with the feelings of isolation and loneliness which could potentially impact their mental wellbeing. More training for manager and staff on online etiquette, communication, and better time management.

Furthermore, organisations should strive to reimagine their corporate culture and identity that considers hybrid working practices. A culture that will fosters trust and accountability and that accommodates staff preferred work arrangements.

The study however also has some limitations that should be acknowledged and addressed in future research, the limitations include:

- The use of the convenient sample which limits the ability to generalise and representation of the findings.
- The use of self-reported measures which may introduce bias and errors due to social desirability, recall or common method variance.
- The lack of control variables such as personality, motivation or organisational culture which may impact the effects of hybrid working model on the outcomes.

Future research could address these limitations by using more diverse and representative samples, by using objective or external measures, and by including more control variables. Future research could also explore other outcomes of a hybrid working model such as creativity, innovation or career development and other aspects of hybrid that touches individual differences, type of job specification and factors such as office set up at home etc.

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7. APPENDICES

7.1. Interview guide

Demographic data of participants

1. Age	❑ Below 20 years ❑ 20-30 years ❑ 31-40 years ❑ Above 40 years
2. Gender	❑ Male ❑ Female
3. Years in Employment	❑ Below 5 years ❑ 5-10 years ❑ 11-15 years ❑ Above 15 years
4. Working Arrangement	❑ Working from home ❑ Working from the office
5. Position of Respondent	❑ HR ❑ Manager ❑ Other

How does hybrid work impact a work-life balance culture in a South African bank?

1. When working from home, how are you ensuring work commitments have adequate attention and always fulfilled?

2. Explain how hybrid working is enabling the balance between work and life commitments.

3. a) Explain conflicts encountered between fulfilling work and life roles when working from home?

b) How have these conflicts been addressed by i) yourself and ii) the organisation?

What are the factors influencing South African banking employees' individualism vs collectivism cultural dynamics in hybrid working environments?

4. Explain how effective hybrid working has been in keeping existing teamwork processes.

5. Does hybrid working give freedom or work autonomy to be able to fulfil work duties without too much reliance on the group/team one belongs to? Please explain.

6. Which culture, between individualism and collectivism, does hybrid working most support and why?

How does hybrid work impact the existing person-environment cultural fit in South African banks?

7. Explain how hybrid working fits into your personal preferred working environment.

8. How has a hybrid working environment affected your level of job satisfaction, well-being, and personal engagement?

7.2. Consistency matrix

Consistency matrix

RESEARCH QUESTIONS	LITERATURE	DATA COLLECTION	ANALYSIS TECHNIQUE
How does hybrid work impact a work-life balance culture in South African banks?	Carnavale & Hatak, 2021;(Nohe and Sonntag 2014),(Hofstede 2011), (Russell et al. 2009), (Sokolic 2022),(Radonić et al. 2021), (Bloom et al. 2015b), (Stella 2020), (Hunter 2019), (Shaheen et al. 2019),(Cañibano 2019),(Lopes et al. 2017)	Face-to-face semi-structured interviews with Bank employees	Thematic analysis of transcribed scripts
What are the factors influencing South African banking employees' individualism vs collectivism cultural dynamics in hybrid working environments?	Hofstede, 2010; Kyriacou, 2016; Mustafa & Glavee-Geo, 2017;Mustafa & Glavee-Geo, 2017; Soares, 2018; Lefebvre & Franke, 2013; (Alexandra and Lewis Alexandra Beauregard 2018)	Face-to-face semi-structured interviews with bank employees	Thematic analysis of transcribed scripts
How does hybrid work impact the existing person-environment cultural fit in South African banks?	Carnevale and Hatak, 2020; Lee, Jin & Ryu, 2021; Van Vianen, 2018; Stone, Leuty, Rayburn & Wu, 2019; Redelinghuys, Rothmann & Botha, 2019; Follmer, Talbot, Kristof-Brown, Astrove and Billsberry, 2018; Barrick, Mount & Li, 2013; Yu, 2016	Face-to-face semi-structured interviews with Bank employees	Thematic analysis of transcribed scripts