

Employee experiences of the organisational support during accelerated digitalisation and remote working of a local South African Bank

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University of the Witwatersrand, in partial fulfilment of the requirements for the
degree of Master of Management in the field of Digital Business**

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DECLARATION

I, Sumentree Thandray, declare that this research report 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 Management in the field of Digital Business at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Sumentree Thandray

Signature

Signed at _____ on this _____ day of
_____ 20 _____

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ABSTRACT

South African banks are currently building their people management practices due to the coronavirus pandemic that has shifted the way employees work, largely attributed to remote working. The accelerated shift has forced the bank to digitise practices and processes to accommodate the widespread and mandatory remote working. The shift from a physical office environment to online working has taken place at an unprecedented pace.

This qualitative research report explores employee experiences of organisational support during COVID-19. The study explores employees experiences of the digital transformation journey, accelerated digitalisation as a result of remote working, and how these change in organisational practices either support or hinder working in the context of COVID-19. The research includes 20 interviews with employees of the identified bank, Data were collected through individual, virtual interviews using a semi-structured interview schedule. Data were analysed and key themes were identified, which includes changes in organisational practices (performance management, communication, culture and changes to business systems and operational practices), remote working (increase in personal control, higher productivity, work-life balance challenges), interpersonal factors (enhanced teamwork through digital technologies, change in the nature of relationship with line managers, sense of isolation), accelerated digitalisation initiatives (skills development, online learning, access to new digital tools) and factors that hamper remote working and accelerated digitalisations. Recommendations for the bank and for future researchers have also been provided.

Theoretical research has yielded that employee experience forms part of the organisational practices and culture. If successfully managed, this can be beneficial and drive the right outcomes for the organisation, with improved and positive business performance.

Keywords: COVID-19, Digital Transformation, Employee Experience, Remote working, Organisational support, Organisational Practices/Culture,

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LIST OF ACRONYMS

Acronym	Full Word / Term
COVID-19	Coronavirus
DT	Digital Transformation
ICT	Information and Communications Technology

CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

This study explores employee experiences of the organisational support during accelerated digitalisation and remote working of a local South African bank.

1.2 Context of the study

With the changing landscape, COVID-19 acted as a facilitator for accelerated digitalisation. Employees were forced to make sense of digital work tools, immediately without prior notice, support, or training; these practices were not part of the organisational culture prior to COVID-19 (Richter & Richter, 2020). Digitalisation is mostly the conversion of information from physical to digital. Digital transformation did exist in the bank, which included using digital technologies to create, enhance and modify customer requirements. Digitalisation also plays a role in the bank, using existing models considering changing to new technology trends.

The banking industry, which was once known to continually flourish for decades, is now facing a decisive crossroad (Caramela, 2018). The importance of the organisational culture and its people practices are critical and imperative to the bank's growth and overall sustainability. COVID-19 has brought about immense challenges for banks in South Africa. There is a sense of fear and anxiety that pervades daily consciousness as the infection rates and fatalities escalate. The safety of the bank's employees is of utmost priority, as stated by the CEO of this bank. As a result of this, employees embarked on a journey of remote working, which allowed them to adhere to the social distancing principles, as this is one of the protocols of safe keeping during COVID-19.

A recent study conducted by Harvard Business School and New York University found that the average workday increased by 48.5 minutes (Theunissen, 2020). The recent study also incorporated a survey that included 3.1 million employees across the world, which revealed that productivity levels increased despite the anxiety, stress and uncertainty experienced by employees during the current pandemic. Capitec, one of the leading banks in South Africa, revealed that the remote working of employees has led to a decline in sick days among the 2000 employees from their head office, which was an added advantage for the bank. Based on the advantages that remote working introduced,

many organisations are investigating a hybrid model of possibly working two or three days in the office and then spend the remaining days working remotely. Theunissen (2020, online) posits that “SA companies are seeing surprising benefits to remote work and now plan for a blended model”.

In March 2020, government institutions across the world implemented an action plan to mitigate the increase of COVID-19. Often called ‘lockdown’, these measures included interim closure of non-essential services. Closure of ‘non-essential’ services mandated employees globally to work from home. This forced employee working from home to embrace digital tools, for example, collaboration platforms and MS Teams to ensure that work continued remotely using the new ways of working (Davidson, 2020).

Daily tasks were still being actioned by employees and this gave senior management great comfort that despite the distance, productivity was still achieved. Twitter.com stated their employees could work from home indefinitely. Theunissen (2020, online) indicates that “SA companies are seeing surprising benefits to remote work and now plan for a blended model”. According to Eckhardt et al. (2019), remote working may bring about inefficiencies and avoid the work getting done, whilst others opine that if you are not physically seen or not in the office, then you may not be working optimally (Hafermalz, 2020).

For the South African bank in this study being an essential service, employees continued their work from home. Due to the new digital tools being enforced on employees, increased coordination led to a higher need for online meetings, traditionally known as technostress (Ayyagari et al., 2011). Employees had to learn the new online tools and how it worked. What would this mean for employees from a communication perspective? Learning? And performance management? This would now translate into a new digital way of working that was not part of the organisational practices prior to COVID-19.

For employees, the ability to connect with digital tools (i.e. digital work practices) would take some getting used to (Richter & Riemer, 2013). As a result of remote working and adjustment to the new digital tools, there is a need for employees to work longer hours, check emails more regularly, to make up for the lack of visibility and for not being in the office (Hafermalz, 2020). Through virtual and online check-in sessions with employees, line managers and various leadership teams are now beginning to understand the impact of digital tools as a new way of remote working. They are also observing how practices have changed and how best they support employees through this journey.

Although banks were already experiencing the impact of advanced technologies and are engaging with the necessity of digital transformation (Verhoef, Broekhuizen, Bart, Bhattacharya, Dong, Fabian & Haenlein, 2020), COVID-19 is regarded as a major driver of the process of digitisation, digitalisation and digital transformation. According to Iansiti and Richards (2020), this is already seen as a challenge in the industry (Bolden & O'Regan, 2016; Vial, 2019). The COVID-19 pandemic is seen as a major digitalisation driver (Iansiti & Richards, 2020). Organisations were totally taken by surprise with the pandemic, hence providing major challenges for employees to adapt to this new way of remote working (Carnevale & Hatak, 2020; Richter, Heinrich, Stocker & Schwabe, 2018).

Research indicates a gap in the employee's experience of the support received and how organisations need to amend their practices and culture to support employees through accelerated digitalisation (Stoker, Garretsen & Soudis, 2019). According to Guyot and Sawhill (2020), there exists a riveting take on how remote work in worldwide organisations are functioning and the changes that organisational policies and culture will bring about.

For the purpose of this study, the phases of digital transformation as defined by Loebbecke and Picot (2015), Matt, Hess, Benlian and Wiesbock (2016) as well as Parviainen, Tihinen, Kääriäinen and Teppola (2017), are applicable. According to these authors, digital transformation consists of:

- **Digitisation:** conversion of manual information to digital information
- **Digitalisation:** the use of IT or digital technologies to change existing business processes
- **Digital transformation:** The process of transforming into modern technology, replacing manual repetitive technology

Responses in the local work environment (resulting from COVID-19) related predominantly to digitisation and digitalisation. However, an understanding of how employees experience this accelerated process and especially the support in terms of changing practices, processes and work tools can be valuable input to of the body of knowledge in the field of Digital Transformation. It can also contribute towards future initiatives in terms of digital transformation.

1.3 Research problem

The Impact of COVID-19 has disrupted the banking sector. This includes the livelihoods of many South African consumers and employees. The pandemic created a direct impact

on the way employees work. Although banking has been deemed as an essential service, banks considered their employees' wellbeing and as a result, they instituted a limited workforce approach identifying critical roles for in-office work with most of their workforce being deployed to work remotely. This radical change brought about new ways of working for employees in the retail bank. The use of digital tools, access to these tools and adaptation from a physical workspace to online further contributes to how employees experience remote working. Prior to COVID 19, remote working was not a practice that was commonly used (Kossek & Lautsch, 2018), however Covid-19, accelerated remote working and the need to transform to a digital workspace.

Security dynamics and authentication of consumer records are confidential information that resides in the various banking systems. With employees working remotely, it is important that they are enabled with the right tools to ensure that this information is protected, not easily accessible and that banks still uphold the various legislations that govern these records. With accelerated digitalisation at play and a growth to market strategy, it is important for the retail bank to ensure that their organisational culture and their employees' experience during COVID-19 still add value and contribute positively to the bank. Experiencing a pandemic that resulted in employees working remotely is a first for the banking sector. This study may assist future researchers as well as the banking sector to better prepare them in planning for a sustainable remote working environment.

According to Moore and Crosbie (2002), working from home and remotely was not a solution for modern working life. However COVID-19 forced employees to work from home, thus accelerating digitalisation and remote working. Given that this was instituted overnight, there was no time from an organisational perspective to facilitate training or provide support to employees (Hafermalz, 2020).

It is difficult to monitor employees' performance when they are working from home (Gajendran & Harrison, 2007). Based on a study conducted by Go (2018), working remotely does have its failures and employees have to face cultural differences during online meetings. Working remotely creates a gap in communication between employees and leadership teams. According to Papandrea (2021), working remotely results in employees turning to modern technology, which results in increased communication and the use of online tools, hence the need for a supportive organisational culture and practices that support employees during this transformation.

1.4 Research objectives

As a result of lockdown and social distancing practices, the bank was forced to implement a variety of new digital tools and employees were expected to work remotely. To explore how employees experience the organisational support provided during this process as well as the nature and scope of the changes resulting from these new practices, the study is guided by the following research objectives:

- i) Identify the changes in the organisational practices that employees experience as a result of accelerated digitalisation.
- ii) Identify the changes in the organisational practices that employees experience as a result of remote working.
- iii) Identify and explore employees' experiences of organisational practices and initiatives that support accelerated digitalisation and remote working.
- iv) Identify and explore employees' experiences of organisational practices and initiatives that hamper accelerated digitalisation and remote working.

It is important to understand the employee's experience of the nature of the organisation's support in identifying the context and engagement of the organisational changes as a result of accelerated digitalisation and remote working in response to COVID-19. Further comprehension of how the employee experiences the context of organisational support is also explored.

1.5 Significance of the study

Prior studies conducted by Allen, T.D., Golden, T.D., & Shockley, K.M. (2015), Bailey, D.E., & Kurland, N.B. (2002) and Desilver, D. (2020), all provide literature on challenges of remote working, how digitalisation accelerated remote working and how to achieve effective remote working. In this paper we examine the actual lived experiences of employees of remote working during a pandemic, which for the interviewed population is the first time that they have been exposed to a fully digital work environment. The literature review examines, digital transformation, remote working, and employees experience of remote working, which contributes to the body of knowledge. For the first time for this retail bank in South Africa, employees' experiences were explored for remote working, which differentiates the study to any previous studies where employees'

experiences were not examined. According to research conducted by Richter et al. (2020), a more detailed study is needed on the employee's experience of remote working and how this is supported by the organisational practices and culture. Richter further adds that it would be beneficial to understand the adoption of digital tools in crises situations. In addition, usage of these tools, support provided or lack thereof and adaptability of digital tools during remote working. This qualitative study will allow the researcher to further analyse themes that contribute to the significance of the study and provide additional research content on the employee's experience of the organisational support during accelerated digitalisation and remote working.

Nachane and Ghosh (2007) remark that the dynamism in the banking sector has urged banks to become innovative and expedite digitalisation, especially during crises situations. A recent survey conducted by Capgemini (2020) highlights that employees are often overlooked during these pandemics instead of focusing on issues that concern employees, such as their wellbeing and empowerment in terms of ensuring they have the necessary digital tools.

The relationship with an organisational culture (engagement with the bank) during the past few months and how this has potentially changed as a result of the mostly remote working environment and the increased digitalisation of processes, has increased. Organisations are constantly seeking new ways on how to improve the employee experience, practices and culture. The COVID-19 crisis presents an opportunity for organisations to gain further insights from the digital ways of work (Knowles et al., 2020). It also provides employees with new ways to connect and work, and an opportunity to be exposed to online learning remotely (Dittes et al., 2019); Richter et al. 2020). This is an opportune time for employees to understand the organisational support provided, and for the banking sector to determine whether they should revise the organisational culture and practices.

The insights gained from the study will potentially assist future researchers in identifying opportunities for improving the organisational culture and better prepare the banking industry for future pandemics.

1.6 Delimitations of the study

The study focuses on one of the top four retail banks in South Africa with the aim of bridging the gap between existing literature and the recommendations for organisational

culture based on the employee's experience. The study does not include engaging with customers and related impacts of digital transformation required to support and enable customer experiences.

1.7 Definition of terms

In Table 1.1, the terms and corresponding definitions as it applies to the context of this study are provided.

Table 1.1: Definition of terms

Terms	Definition
COVID-19	A virus that originated from Wuhan, China. One that is known to have a detrimental effect on human society. Known to display flu like symptoms (Pessoa-Amorim, Camm, Gajendragadkar, De Maria, Arsac, Laroche, et al., 2020).
Digital transformation	The process of transforming into modern technology, replacing manual repetitive technology (Matt et al., 2016, 124).
Digitisation	Conversion of manual information to digital information (Verhoef, Stephen, Kannan, Luo, Abhishek, Andrews, et al., 2020)
Digitalisation	The use of IT or digital technologies to change existing business processes (Verhoef et al., 2020).
Employee Experience	Employees' interpretation of a situation or incident that they have encountered, leaving them with a feeling, positive or negative, towards that incident eventuality (Harris, 2007).
Organisational Culture	Organisational culture is defined as an amalgamation of principles used to align employee goals with the goals of the organisation. This will often follow a top-down approach as established by Schein (1996) as a method of training, in order to instil a particular mindset for employees. Depending on how these principles are perceived by employees, this is the way they engage internally and externally with other individuals.
Lockdown	Public Authority requests for people to stay in their homes (Richter et al., 2020).
Remote Working	The ability to work from anywhere without being confined to a traditional office setup.
Researcher	The student conducting the study.

1.8 Assumptions

COVID has many forms of impact on individuals, including from a health perspective and from a financial income loss perspective. This study focuses on employee experience in relation to the employer, as a result of accelerated digitalisation.

1.9 Chapter outline

Chapter 1 explains to the purpose of the study, the context of the research, the research problem, the research objectives and the significance of the study. This chapter also looks at the assumptions and the definitions relevant to the study.

The literature review is presented in Chapter 2. Studies conducted by other researchers and authors are reflected on. This includes the organisational culture, employee experience, impact of a crisis (relating to COVID-19), and digital transformation.

Chapter 3 represents the proposed approach to conduct the research. The research approach, research design, data collection methods, population, demographic sample and research instrument are discussed. The collection procedure, data analysis and interpretation, limitations of the study, validity and reliability, demographics of the participants and ethical considerations are also disclosed.

Chapter 4 presents the research findings and summary of the key themes, including the sub-themes and the participant views.

Chapter 5 includes a discussion of the findings and how it relates to the overall research objectives and the literature review.

Chapter 6 includes the conclusion, limitations, and further recommendations for future researchers and the banking industry.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The South African bank included in this study has already embarked on a digital transformation journey, aligning to technological advances, global challenges and staying relevant in the industry. COVID-19 made this a reality; it forced a shift where employees had to adapt to remote working, and where organisations need to make changes in terms of reviewing their practices to facilitate accelerated digitalisation (Pan, Cui, & Qian, 2020).

2.2 Digital transformation

Digital transformation includes several digital technologies and processes, from 5G to artificial intelligence, Big Data and blockchain. These technologies form part of the biosphere through which future economic and social changes can be derived from (OECD, 2019).

Digital transformation and the impact on the South African workforce has multiple dimensions. The changes can be seen in how new ways of work is being deployed its variety, volume, velocity, and value. Digital transformation includes more than the innovation or application of technology, with the impact of COVID-19, it is about adopting a “digital workforce mindset” (Chattopadhyay and Sahana, 2016). Digital mindset and transformation for the remote workers include, digital education, technical knowledge constant learning and upskilling and digital ethics (Savic, Dobrica, 2020)

Digital transformation is salient and imperative as new technologies enter the market; the need for organisations to keep up to speed with digital technologies and trends has become apparent. These early signs further prompt organisations to transform their business digitally. (LaBerge, Laura, et al. 2020). New digital technologies can affect the human element or replace humans as and when business processes transition to robotics, artificial intelligence, and virtual agents. Digital technologies have disrupted the market locally and globally; the plea for organisations to change in order for them to be relevant and part of the competitive landscape has heightened (Marr, 2020). In response to the digital revolution, consumers have a wider choice as they pivot towards online purchases (Li, Kannan, Viswanathan & Pani, 2016). Social media and other digital tools

have enabled consumers as they have become more digital savvy and connected with the new digital tools (Lamberton & Stephen, 2016; Verhoef et al., 2017).

Digital transformation of a business has its opportunities as well as its challenges. According to a study by Baiyere, Hannu and Tapanainen (2020), Digital transformation is perceived as challenging, with complex organisational change processes. Employees are resistant to the changes of digitalisation as stages in this process are being revealed (Baiyere et al., 2020).

Prior literature indicates that there are 3 three phases of digital transformation (Loebbecke & Picot, 2015; Matt et al., 2016; Parviainen et al., 2017). According to Verhoef et al. (2020), these phases can be defined as:

- **Digitisation:** conversion of manual information to digital information
- **Digitalisation:** the use of IT or digital technologies to change existing business processes
- **Digital transformation:** The process of transforming into modern technology, replacing manual repetitive technology

Digital transformation has an impact on the entire organisation and the way business is conducted (Amit & Zott, 2001). Digital transformation encompasses both the changes of key business elements, such as strategy, as well as the inclusion of new technologies, such as artificial intelligence applications. It is intrinsically connected to the strategic imperatives of an organisation, including adjustment to its business model leveraging off the affordances of digital technologies (Sebastian, Ross, Beath, Mocker, Moloney & Fonstad, 2017). According to Svahn, Mathiassen and Lindgren (2017). organisations may start with minor changes (e.g., digitisation or digitalisation) to moderately change the organisation to a digital form.

Responses in the local work environment (resulting from COVID-19) related predominantly to digitisation and digitalisation. However, understanding how employees experience this accelerated process and especially the support in terms of changing practices, processes and work tools can be valuable input into the body of knowledge in the field of Digital Transformation. It can also contribute towards future digital transformation initiatives.

2.3 Digitalisation

Digitalisation often refers to enablement and improvement of practices and processes by leveraging digital technologies. The use of digitalisation in organisations can assist with increased productivity, cost reduction and improvement in business processes.

Digitalisation enables the workforce to make decisions quicker, thus improving the overall work performance of individuals and teams. Through the digitalisation of learning, online learning platforms are created, assisting employees to continuously learn and keep up to speed with industry and technological advancements (Gow & MacDonald, 2006). Many organisations are converting practices and processes to digitalisation, resulting in employees being able to work remotely

According to Parviainen et al. (2017) there are four levels of digitalisation:

- **Process:** Replacement of manual processes into digitalisation
- **Organisational:** processes and practices that have changed with the use of digitalisation, hence introducing a new service offering
- **Business:** Includes the changes in structure and business models incorporating digitisation
- **Society:** Changing ways of work and infrastructure, supported by digitalisation

Research by Cagle et al. (2020) indicates that the threats and benefits of digitalisation offer a range of scenarios, ranging from industries without employees to permanent and overwhelmed service employees. Kayikci (2018) claims the digitalisation of logistics, and concludes that the new and enriching opportunities in both material and job organisation can also be generated in modern information and communications networks, which could, in the first place, lead to a stronger balance between family and work life and the number of jobs that are available.

Digitalisation has become a necessity during COVID-19 in the banking sector, facilitating remote working to ensure employees are still productive and tasks are efficiently delivered. With the use of these advanced technology, the purpose is not only to replicate an existing service but also to significantly transform the needs of the bank. According to Kane, Palmer, Phillips, Kiron and Buckley (2015), without a successful organisational culture, digitalisation can be seen to be unsuccessful.

Many articles are available in relation to how digitalisation works (Carlsson, 2018; Christiansson, Svidt & Sørensen, 2009; Cocca, Marciano, Rossi & Alberti, 2018; Dewa, Van der Merwe & Matope, 2018). However, there is a lack of research and knowledge on employees' actual experiences of digitalisation.

2.4 Remote working

Remote working is generally defined as allowing employees to work from anywhere without being constrained to a physical office space.

Remote working has been practiced in many organisations for some time, however due to the impact of COVID-19, it has gained more traction and has increased in scale. Organisations were forced, due to the pandemic restrictions, to have their employees working remotely. Remote working has drastically increased as a means of practising social distancing, according to the WHO guidelines for fighting the COVID-19 pandemic. Miele and Tirabeni (2020) state that remote working is a form of a business transformation process that operates in multiple levels of an organisation. Willcocks (2020) argues that remote working serves the individual employee's needs and provides business with new resilient and adaptive ways of engaging with their immediate environments. With these supportive social gains, the accelerated pivot to remote working shows leadership capitalism in motion.

Kaushik and Guleria (2020) suggest that organisational cultures have had multiple influences on employee success and incentive levels. Often, employees work extremely hard to fulfil the aims of the organisation as they perceive themselves to be an organisational culture segment. To gain a comparative edge, culture must be valued. Success in remote working depends on a strong community encouragement as well as on senior management who supports the idea of remote work (Butterfield, 2020). Molino, Ingusci, Signore, Manuti, Giancaspro, Russo et al.'s (2020) study on human resources found that employees who worked remotely have the ability to perform better. The disadvantage is the blurred office hours, as employees felt the need to work longer hours to prove that they were productive (Mazmanian, Orlikowski & Yeates, 2013).

A study by Baig, Blau and Sabah (2021) on remote banking found that the net efficiency from remote working has proved to be quite high and is expected to be much stronger if performed to a greater extent. However, there is the possibility that quite a lot of work (additional work) may be included in remote working, which is not ideal, and there could

be some fallout as unexpected costs occur. The authors argue that it is important to support the move towards remote working with a training intervention within the first 90 days of the transition/process, thus the implementation of a training plan in the first 90 days is essential. Willcocks (2020) claims that at least for some time, the economic aspect may win after the pandemic, but remote work can only pick up dramatically if organisational and social factors are completely supportive. Any industries could well undergo a small improvement or even a return to pre-pandemic circumstances and conditions, with a normal way of work.

2.5 Employee Experience

The concept of employee experience is based on how the organisation engages with their workforce; this includes the employee encounter with various practices and processes, thus leading to an ultimate experience provided by the organisation to its workforce (Harris, 2007).

Experiences are inherently personal, an outcome of one's feelings, belief, cognitive perception, and emotions about inwardly directed external stimuli (Belk, 1975; Gardner, 1985; Holbrook & Hirschman, 1982; Zuckerman, 1971).

2.5.1 Employees' experience of remote working, COVID-19

Employee experience is a summarisation of what employees undergo and observe during their period of employment within an organisation. As organisations realise the war for talent and the shortage of skills within the industry, their employees become their greatest assets, hence the investment in the employee experience, similarly to where organisations invest in customer experience. According to Faisal et al. (2015), a competitive environment provides employees with the opportunity to grow in the banking sector. These findings indicate that service environments and self-evaluation of the organisation have a positive impact on employee engagement. The study yields that employee experience can be impacted by the self-evaluation and service environments, which are all guided by the organisational culture.

The acknowledgment of harmful and psychological stress impacts on employees and organisations; these are elements associated as part of the organisational culture. During COVID-19, employees were subjected to this stress as the working conditions changed for many employees from a normal day-to-day environment where physical interactions

with colleagues took place in the office to a 100% remote way of working, using new tools and technology at an accelerated pace, still maintaining productivity.

The Business and Human Resources Department has been significantly affected by information technology (IT) systems. IT is often used as a rationale to offer benefits such as reducing costs, saving time and strategic change. According to Meske and Junglas (2020), more and more organisations have substituted face-to-face human resources management activities with e-human resource management. Despite high digitalisation processes, the employee experience plays a vital role as they conform to organisational practices. Margolis (2021) describes the organisational practices to include the five major P's, which are purpose, philosophy, priorities, practices, and projections. Therefore, to fulfil the organisational vision and mission during remote working, employees are expected to observe the five P's for better outcomes (Margolis, 2021). Purpose and philosophy indicate if employees are stable in the organisation, if the changes they are going through have an impact on them. If so, then loyalty to the organisation becomes uncertain. Priorities are external factors, e.g., strategy and how it affects the organisation. Practices are internal values and how these values allow employees to connect with each other. Projections indicate how the organisation is perceived internally by its employees or externally. These practices are important and essential for well-balanced and aligned employee experiences.

2.5.2 Employee experience of organisational culture

The organisational culture dictates how employees engage with their colleagues internally and depends on how these employees admire or regard the organisational culture – these behaviours would be exhibited in different ways externally (Schein, 1996).

According to Edgar Schein (1996), the organisational culture has a direct influence on employees, how they work, and how they perform. Schein (1996) argues that organisational culture consists of three components, namely artefact and symbols, espoused values, and basic underlying assumptions. Artefacts and symbols refer to the organisation's brand, logo processes, and dress code; this is open for all to view and comment, e.g., employees and customers. Espoused values refer to the code of conduct for the organisation, values, and mission statement of the organisation. The basic underlying assumptions refer to unconscious behaviours of employees and the culture that is demonstrated. As organisational culture is a pattern of shared basic assumptions, Cotter-Lockard (2016) argues that these principles and ideas are conceptualised by

groups as it fixes its challenges. Challenges are related to internal integrations and external constituents. For ideas to become valid, it has to be effective in addressing challenges. New members will view these ideas and practices as an appropriate way of thinking, feeling, and perceiving in relation to challenges.

Schein (1996) argues that it is important to include employees in discussions of organisational culture, to understand their experience, thoughts, and suggestions. The input into these discussions will not only prove to be successful for the organisation, but it will be enhancing the employee experience by making them feel valued and that their ideas are considered. Leaders should be cognisant that the culture change is not an immediate change, it is a journey and a transformation process.

According to Belias (2014), different organisations are currently striving to achieve faster growth, continuum improvement, future development, and productivity because of the continuously changing business environment, as these are unpredictable. The changes have resulted in organisations investing in resources to ensure their relevance and productivity in the business realm (Belias, 2014).

COVID-19 acted as an accelerator for remote working, and moulded/changed the organisational practices and culture. The organisational culture can create additional challenges unless adequately handled, whereas a systematic collective approach will aid in integrating cultural awareness, involvement, and development in accelerated digitalisation (Hartl & Hess, 2017). However, employees have embraced digitalisation in more ways than anticipated, using new digital tools and collaboration, giving rise to increased levels remote working (Davidson, 2020). Janssen and van der Voort (2020) believe that in a crisis such as the current COVID-19 situation, the position of the organisation's culture goes beyond the driving force and encouragement of technological progress. But these situations can also serve to increase resolution and accelerate progress while testing organisations for the right culture. The importance of encouraging and building trust, patience, and mutual support, characterised by a large technological core, is therefore important for organisations to maintain survival and progress in crisis situations.

The key to this is an agile, organisational cultural adaptation based on strong core technology. Annosi, Martini, Brunetta and Marchegiani (2020) argue that an agile approach to corporate culture will allow organisations to respond quickly to market needs. The advantages of an agile approach should go beyond simply creating a pandemic evidence corporation. This should incorporate stakeholder integration across the

corporate value chain by means of addressing challenges for complex market trends (Annosi et al., 2020).

Moreover, Bartsch, Weber, Büttgen and Huber (2020) argue that considering the current COVID-19 crisis, organisations concentrating on working in the right direction in these difficult times will be stronger than ever before. By embracing the best technologies – a positive corporate approach to transition and a strategic planning approach – progressive organisations are on the brink of a corporate coup.

2.5.3 Employee experience of part of performance management

Concerns over organisational productivity, effectiveness, efficiency, and excellence have been used as a unifying research theme for organisational design for more than a century. It must be noted that organisational culture highly influences the overall performance of an organisation. Where the culture provides competitive advantage, beliefs and values must be firmly upheld and shared. Artefacts as elements of organisational culture, as referred to in Schein's (1996) organisational culture model, typically consist of practices and processes that contribute to the culture experienced by the employees. Culture is shared, learnt, and developed over time. With accelerated digitalisation and remote working, this now affects how employees experience the culture, as the ways of work have changed, including how employees collaborate, how they perform and engage.

Alignment of organisational people, processes and behaviour sets organisations apart from their competitors, attracts top talent, increases stakeholder trust, and builds brand equity. According to Barney (1986), employees that identify with a unique culture are likely to assimilate the values in their day-to-day tasks and follow through on the organisational goals. Leadership is also an important element in creating a successful organisational culture and is part of the espoused values. Schein and Schein (2018) argue that leadership should include fostering of trust among employees, creating openness, transparency, and access of information to assist employees with decision making.

Furthermore, employees' performance has been highly associated with organisational change. Adiguzel and Kucukglu (2019) brought into light the phenomenon of job insecurity among employees in relation to organisational culture. The two authors argue that employees tend to undergo stress during a crisis (such as COVID-19), which affects their daily performance as well as threatening their health. Poor individual performance,

therefore, has an impact on the organisational culture and digital transformation strategy in general, resulting in poor organisational performance (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016). However, to foster performance among employees, organisational culture is needed to connect the dots. According to Singh and Das (1978), the level of employee commitment can be upheld by a well-designed organisational culture. Çetin Gürkan and Çiftci (2020, 83-102) argue that “in order for an organisation to transform into the digital world”, especially in banking, they have to perform organisational change and their organisational practices need to be aligned according to the set processes in order to sustain their most valuable assets. The authors continue by stating that in order to be competitive during this demanding period, especially when employees are working remotely, organisations need to build a modern culture by adapting their culture to support employees during remote working, as a result of accelerated digitalisation. Culture is the central factor to upholding fundamental principles and including the least robust employees (Çetin et al., 2020).

2.5.4 Employee experience of organisational communication

Not all digitalisation initiatives flourish, and they are certainly a significant determinant in communication. Previously, South African organisations considered internal communication to be as a subset of either HR or Marketing to keep employees informed (Van Dyk & Van Belle, 2019). However, given the important role of culture in facilitating an organisation’s digital achievement (Kane et al., 2015), internal communication has risen to turn into the first concern for some organisations (Hanson, Shaw, Puplampu & Arthur, 2020). Organisations should convey quick, clear and concise messages using various digital platforms, for example, through web-based media and podcasts.

Obstacles such as communication problems and interactions between leadership and the industry are two of the main barriers to pursue corporate technology transitions, as reported in the 2019 Annual Report of the Cambridge Service Alliance (2020). To resolve these would require increased senior management commitment and top-down communication consistency across all the stakeholders of the organisation.

2.6 Theoretical model: Organisational Congruence Model of Change

Nadler and Tushman's (1980) proposed model describes the concept of organisational fit. According to this model, organisations need to respond to the external environment (input) in terms of developing a strategy to achieve a particular outcome (output). It is the core of the model, namely the *operating organisation*, that is responsible for the translation of the strategy into performance. The operating organisation consists of the elements of work, people, formal organisational arrangements (structure), and the culture. These elements are defined below:

- **Work:** refers to the critical tasks, the nature of work, practices processes and how employees execute on this. Based on how employees are enabled, their performance can either be exceptional or not
- **People:** refers to the skills, experience, attitude, commitment and feelings of the employees. If these core factors are not congruent with the people and work elements, it can be detrimental to the organisation
- **Organisational structure:** This to the different management levels within the organisation – how different the practices and processes are within the different management layers, and based on the operational processes within these layers, it can lead to a lack of autonomy and ineffective decision making for employees
- **Culture:** refers to how employees relate to the vision, leadership style of management, trust, collaboration, and engagement. It refers to how it influences employee experience and the role of leadership

The model is depicted in figure 2.1 below.

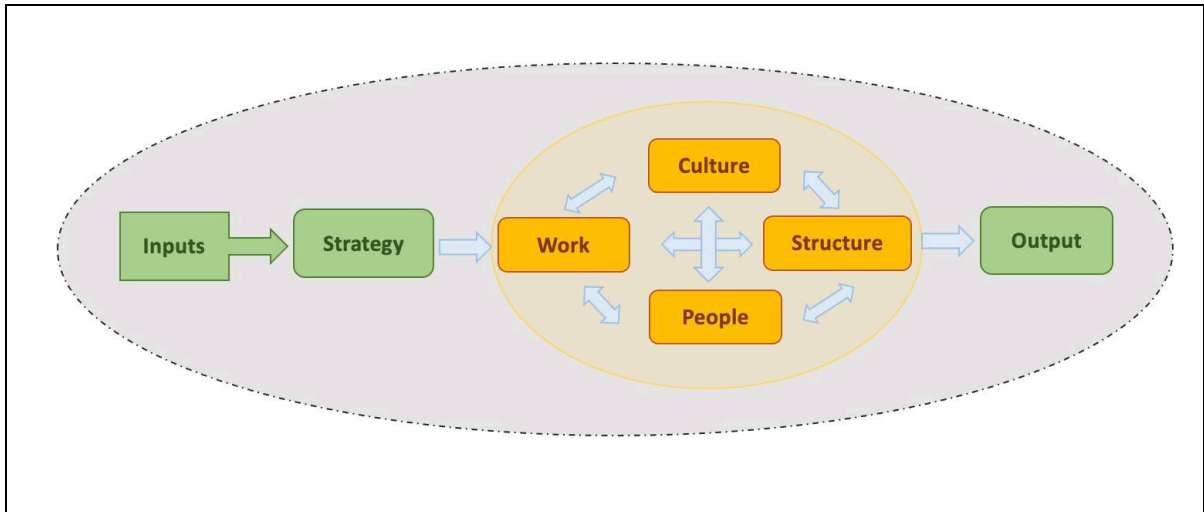


Figure 2.1: Organisational Congruence Model (In Kane et. al., 2015) (adapted)

According to the Nadler and Tushman (1980) Congruence Model, for an organisation to succeed it requires work, people, and the structure of the organisation and culture to be harmonised. If the organisation's culture does not reflect the way they operate, their talent might not be displayed. One may have great employees working for them or may have the newest technologies and systems, but if the organisational culture is inefficient, decision-making will be slow and troublesome. Therefore, the digitalisation of the business environment has a profound effect on all market players, including organisations and employees.

The Congruence Model focuses on internal factors and by adopting this model, it can be used as a diagnostic tool to understand how the various elements may correlate and improve the overall organisational culture and performance. Due to the impact of COVID-19 there have been significant changes for the employees of the particular bank, with changes of such magnitude that it is imperative for the core elements of the bank to fit together and be congruent so that the organisation can achieve the desired outcomes. Outlining the core elements and the congruency of these elements will assist with identifying problems the organisation can face and which may hinder organisational performance. By analysing the elements that lack incongruence, the organisation will be enabled to assess the impact and changes in order to implement possible solutions.

Despite the challenges, the incorporation of the Congruence Model in the process of digitalisation can be significant in ensuring proper transformation and maintenance of business relations through the harmonisation of work and employees. Organisational structure and business culture, which creates a new digital experience for employees and high business performance, is imperative during crises situations. Nadler and Tushman

(1995) argue that with the above core elements being present but out of sync with each other, this can lead to an unsuccessful organisational culture and lack of sustainable performance.

From a theoretical perspective, the Congruence Model (Nadler & Tushman, 1980), which focuses on culture, work people and structure, will be applied. This model enriches the study as it is associated with the employee's experience of the organisational culture, with work and structure being the digital tools and support provided by the organisation.

2.7 Conclusion of literature review

Based on the literature reviewed, it is important for organisations to have a digital culture that is successful, as this, in turn, will support the digitalisation process and journey. Employee experience of the organisational culture is key and imperative to drive successful performance and outcomes. During a crisis like COVID-19, it is important for banks to adopt the right models and change plans for an effective and efficient organisational culture. Leaders need to change their ways and approach on how to interact and communicate with employees in such a crisis, including how performance is driven or managed, as the effect of this could be positive or negative on the culture that drives digitalisation.

Based on prior studies, it is noted that a successful organisational culture will ultimately drive the overall performance of the organisation. The traditional culture will no longer withstand the changing times of digital transformation and with accelerated digitalisation at play, it is important for the organisation to recognise their employees, understand the behaviours that are exhibited, and iteratively adapt the culture and change models that can support these changes. This journey requires the leaders to be flexible to changing times and respond in a manner that will be beneficial to the overall organisation.

Table 2.1: Consistency table: Research objectives and propositions

Research Objectives:	Proposition
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Research Objectives:	Proposition
Identify the changes in the organisational practices that employees experience because of accelerated digitalisation	The South African bank needs to understand the importance of organisational practices, and if embedded correctly, it is more likely to succeed. From sustainability and relevance in the industry, the South African banks needs to have a successful digital culture.
Identify the changes in the organisational practices that employees experience because of remote working.	Outcomes e.g. effective communication, less stressful environments can support a conducive environment, enabling remote working.
Identify and explore employees' experiences of organisational practices and initiatives that support accelerated digitalisation and remote working	Practices, processes, and technology that changed to accommodate remote and support provided.
Identify and explore employees' experiences of organisational practices and initiatives that hamper accelerated digitalisation and remote working	Practices, processes, and technology that changed to accommodate remote, factors that hampered, employee performance or adaptability to accommodate the new processes and practices.

CHAPTER 3: RESEARCH METHODOLOGY

In this chapter, a view on the research approach, methodology, data collection and data analysis are provided. The instrument used for the analysis, the population sampled, and the limitations of the study are discussed.

3.1 Research approach

The researcher used a qualitative approach for this study. This type of methodology is considered feasible as it explored and investigated outcomes and plausible theories (Creswell, 2007). There are many qualitative methods that provide an in-depth understanding of the study. According to Creswell (2007), the most common types are interviews and observations, which can augment, improve, and gain more traction in fostering new and improved ideas from these interviews. The key themes and outcomes have been identified by probing the participants' views (Rossman & Wilson, 1985; Tashakkori & Teddlie, 1998; Creswell, 2003), which further added value to the study. The researcher found that the adoption of a qualitative research approach produced a detailed description of the participants' feelings, views, and experiences, which interpreted the meanings of their actions (Denzin, 1989).

Qualitative research correlates data refinement with data fulfilment and achievement (Bachman, 1998). Chalhoub-Deville and Deville (2008) further add that by adopting a qualitative outlook, the researcher can acquire a comprehensive understanding and acumen in relation to experiences with designs. To discover participants' experiences of the nature of organisational support during accelerated digitalisation and remote working, a qualitative approach was best suited as it provided in-depth views of participants perceptions and opinions (Corbin & Strauss, 2008).

The benefit of the qualitative approach is that it is flexible, as it allowed the researcher to further probe and investigate responses. It also allowed the researcher to gather meaningful data that are beneficial to the study (Alvesson & Deetz, 2000).

Benefits of the study include:

- i) Information that contributes to the understanding of that factors that facilitate a supportive digital employee experience.

- ii) Assisting companies to implement practices and approaches to create conducive contexts to facilitate an enabling and conducive context for remote working and increased levels of digitalisation.
- iii) Information in this regard assists employers in adopting appropriate organisational support processes and practices in view of creating a context conducive to remote working.

3.2 Research design

A phenomenological research approach was selected for the purpose of this study. Frauenberger, Good, Keay-Bright and Pain (2012) argue that phenomenological studies gives the researcher a contextual picture of what is being researched by focusing on gathering data from the user's knowledge, experiences, physical setting, and interactions. It focuses on the environment of the respondent by gathering knowledge regarding the lived experiences to understand their thought processes. This is followed by writing about the information gathered to serve as evidence of the researcher's understanding of the phenomenon (Jordaan, Wiese, Amade & De Clercq, 2013).

By adopting a phenomenological study, the researcher was enabled to fulfil the objective of how employees experience the nature and extent of organisational support provided during the role of remote working on behaviours learned from the physical work environment.

By following this process, the researcher did not influence the research environment and was reliant on the views of participants.

The incorporation of interpretative phenomenological analysis (IPA) for this research allowed participants to make sense of their personal and social world. IPA includes meaningful experiences that participants undergo in the real world. This provides a platform for the researcher to obtain an insider perspective from the participants (Conrad, 1987).

3.3 Data collection methods

The researcher conducted face-to-face, semi-structured interviews that are congruent with the phenomenological approach (DiCicco-Bloom & Crabtree, 2006). Applying this data collection method allowed the researcher to discover additional data points and to

explore and understand the employee experiences (Kvale & Brinkman, 2009). The face-to-face interviews were guided by an interview schedule to ensure a systematic approach, alignment, a logical flow and focus in acquiring the desired outcomes. By conducting face-to-face interviews, the researcher was able to observe, probe and uncover key themes (Gibbs, Kealy, Willis, Green, Welch & Daly, 2007). The appropriateness of the face-to-face interviews also was beneficial to the study as it provided an opportunity to the researcher to create a safe space for the employees, an open and honest platform that encouraged the employees to expand their responses to areas that have not been initially considered by the researcher (Taylor, 2005).

IPA involves two stages: i) an interpretative process where the participants are making sense of the world; and ii) double hermeneutic process where the researcher is trying to make sense of the participants trying to make sense of their world (Packer & Addison, 1991; Palmer, 1969). The researcher applied this approach – interpreting and understanding the interviews to achieve key insights and a richer analysis for the study, as IPA includes in-depth qualitative analysis. Research participants find it difficult to relate how they think and feel and may therefore not have disclosed information to the researcher easily. The researcher used probing questions to further obtain information.

3.4 Population and sample

3.4.1 Population

The population for this research was employees from a bank in South Africa and included employees from Human Resources, Culture (People Management), Leadership and Engineering Services. For this group of employees, the ways of work have changed. For Human Resources, information about performance management changes is now communicated via online tools, whereas previously these sensitive discussions took place face-to-face. The Culture teams now only correspond virtually. Interaction with Leadership teams have moved solely to the Microsoft (MS) Teams platform, which is quite challenging due to connectivity issues for some employees. The population group has changed their way of working, from being in the office to completely following a remote way of work. New technologies have been adopted, e.g., as indicated, the use of MS Teams. This platform has been implemented and serves as the new communication tool for employees, a way of conducting meetings, a way of ensuring that the day-to-day

activities (e.g., performance management sessions) continue. The MS Teams platform was introduced overnight.

3.4.2 Sample and sampling method

The sampling method was purposeful sampling, which enabled achieving a set of outcomes that addressed the research questions.

According to Gough, Thomas and Oliver (2012), Hannes, Booth, Harris and Noyes (2013), as well as Dixon-Woods, Agarwal, Jones, Young and Sutton (2005), purposeful sampling allows a researcher to select participants that are judged to be relevant to the study and provides the researcher the opportunity to look at complexity.

According to Kuper, Lingard and Levinson (2008), identifying appropriate participants for the qualitative study is crucial. Decisions regarding the selection of participants were based on the research questions and included employees of different seniority levels and demographic profiles. It was deemed important for the exploration of the topic that diverse groups shared their experiences. By encompassing diverse experiences, the researcher minimised biases. Different levels of employees contributed a holistic view of the employee experience.

Comparison with different business units increased the credibility and validity of study as wider sample populations were compared and analysed.

The number of participants was determined by the “saturation of themes”. Saturation refers to when maximum information is collected and when no additional themes can be extrapolated from the data. Bowen (2008) argues that saturation in qualitative research is a difficult concept to define, and continues to describe it as situations where the researcher has enough data to ensure that the research questions have been answered or when no new information comes to the fore during the interviewing process. The number of participants has been determined by the concept of “saturation of themes”. According to Guest, Bunce and Johnson (2006), 60 interviews may be conducted, but saturation may be reached after six interviews with most of the key themes being emergent. Twenty (20) employees of the identified unit participated in the study.

According to Burmeister and Aitken (2012), it is important to have in-depth data as opposed to a huge number of participants; a small sample can provide key insights and perspectives, thus making richer interviews.

3.5 Demographic profile of participants

As Pfeffer (1981, 291-329) suggests, “sensitivity to demographic effects can help provide a context to understand organisational behaviour”. To truly know the employee audience, analysing employee demographics can assist. For the purposes of this study and to facilitate a holistic view of the study, participants were selected to include diversity in ethnic groups, gender, age groups and seniority.

3.6 The research instruments

A semi-structured interview schedule was developed to guide the interviewing process. It consisted of two sections: Section A comprised the demographic information of the participants and Section B focused on the interview questions and exploration of themes related to the study. The outline of the schedule is presented in Table 3.1 below.

Table 3.1: The interview schedule

Steps	Approach	Number of participants	Feedback	
Section A	Collection of data on the following:			
	Demographics			
	Tenure in the bank			
	Role in the bank			
	Job Grade in the bank			
	Male/Female			
	The study included homogeneous and heterogeneous groups of participants			
Section B	Individual interviews, face-to-face: i. Physical Environment, COVID-19 ii. Collaboration online learning iii. Skills and investment iv. Self-managed teams v. Relationship with line manager vi. Relationship with colleagues vii. Open question for discussion of themes not mentioned	20		Identify broad themes

The interviews were conducted in a manner that allowed for participants to elaborate and for the researcher to probe in more detail. It furthermore focused on identifying and describing the nature and extent of change in organisational and people practices (with specific reference to COVID-19) because of remote working.

3.7 Procedure for collecting data

The researcher followed the following steps for gathering data:

A letter was drafted and sent by the researcher to the Head of Human Resources within the bank to obtain approval to proceed with the interviews. The letter included the purpose of the study, the benefits of the study, and the sampling population for the interviews.

Once the researcher obtained approval from the Head of Human Resources to proceed with the interview process, a letter was sent to each participant, explaining the purpose of the study and a request for them to participate in the interview process.

Once the researcher received feedback from the participants, an appointment was scheduled with each participant, inviting them by email to participate in the study. The researcher then conducted individual interviews via MS Teams.

During the data collection, the researcher interacted with the participants directly, collecting data through the interviews. The study of Rumsey, Thiessen, Buchan and Daly (2016) deployed the face-to-face and telephone interview techniques of data collection, and elicited the feelings, perceptions, and views about IELTS tests.

After every interview, the researcher transcribed the interview, the researcher then emailed each transcript to the relevant participant for acknowledgment of the interview conducted and for their validation of what has been transcribed. After validation, the data were imported into ATLAS.ti version 8.

3.8 Data analysis and interpretation

The data analysis and interpretation phase were preceded by data preparation. This consisted of immersion into the data, which involved the repetitious reading of the transcribed interviews. According to Braun and Clarke (2006), immersion usually involves “repeated reading of the data, searching for meaning and patterns in the data”. The

process allowed the researcher to have a mental image or an overview of the issues described by the participants. The ATLAS.ti version 8. software program allowed the researcher to navigate across multiple transcripts and make notes using the MEMO function.

Data preparation and immersion was followed by the data analysis phase. Data analysis was done through analysing all the themes for the scheduled face-to-face interviews. A theme, “captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set” (Braun & Clarke, 2006, 82).

The study was steered by the following phases in the thematic analysis process (Braun & Clarke, 2006):

3.8.1 Initial coding of the data

De Vos, Strydom, Fouché and Delport (2011) postulate that the main purpose of coding is to be able to identify text and label relevant categories of data in the pursuit of themes. The researcher began this process by reading the text and understanding the context of each sentence. Once a text was identified, the code/phrase/word was assigned to the segment of the data to attach meaning to the highlighted text. This process is called coding, which entails assigning a code name to the segment of the text by breaking down the text domain into labelled meaningful pieces. The decomposing of the text into a meaningful extract of data is compiled to cluster various extracts of coded material to specify the headings and sub-themes (discussed in Chapter 4).

Using ATLAS.ti version 8, this process involved highlighting the text on the main screen/transcript and using an open coding function to assign a name to a code. During the initial coding of the data, there were 48 codes assigned to various segments of data. These were later refined to 12 codes as the analysis process unfolded and through the interrogation of the depth of the codes and refinement (explained further in the reviewing of themes in Chapter 4).

3.8.2 Searching for themes

Once the researcher had assigned code names to segments of data and a list of codes was generated, the next step was to explore the similarity and differences within codes (Braun & Clarke, 2006). This process included looking for similarity among themes in

terms of naming, patterns, and wording. Two processes were followed in dealing with similar codes (Braun & Clarke, 2006). Firstly, codes that were similar in interpretation were combined and merged to reduce the number of codes. A function called *merge* on the code manager in ATLAS.ti version 8, allowed the researcher to merge similar codes. This process increased the groundedness and depth of the codes. Secondly, the remaining codes sharing similarity or belonging to the same category were grouped into various categories.

Using the *code group manager* function, the researcher created several groups to assign the codes. During this process, the researcher searched for possible themes which could be assigned to groups/categories using ATLAS.ti. At this stage, the development of themes was informed by the commonalities among the codes in terms of the categories they belonged to (Braun & Clarke, 2006). During this process, the codes did not have to be mutually exclusive to one another; however, carrying codes were labelled as though they were.

3.8.3 Reviewing themes

During the review process, the researcher further explored the emergent themes in more depth to understand if this could be supported by the data (Braun & Clarke, 2006). The process involved looking at the groundedness of the codes, and going back and forth between transcripts, codes, and coded segments/quotations from the transcripts (Braun & Clarke, 2006). ATLAS.ti allowed the researcher to interrogate quotations as grouped according to codes and themes (which emanated from the categories used in ATLAS.ti) (Frieze, Soratto & Pires, 2018). The concepts of internal homogeneity and external heterogeneity were applied to the analysis process, where the aim was to formulate themes that portray a coherent meaning, while also indicating the discrepancies or distinctiveness of themes in the data (De Vos et al., 2011; Braun & Clarke, 2006).

3.8.4 Defining and naming themes

Using ATLAS.ti, the researcher made use of the *rename* function, which allowed the researcher to refine the naming of the themes and to name conventions (Frieze et al., 2018). A visual illustration was used to organise the hierarchy of themes, which is also referred to as a thematic map, used to portray the level of importance of the themes (Braun & Clarke, 2006; De Vos et al., 2011; Alhojailan, 2012). A *network view* function in ATLAS.ti allowed the researcher to portray a visual illustration of the hierarchy of themes.

This function also allowed the researcher to explore and portray the interrelatedness of codes (Frieese et al., 2018).

3.8.5 Constructing the report

The final step of thematic analysis is constructing a report. During this process, a codebook was created using ATLAS.ti (see Appendix G) software's *report* function (Frieese et al., 2018). The output of this function is a report that contains a list of quotations, codes, and code groups (themes). The researcher selected the vivid and compelling extracts/quotations from the codebook, which formed part of the findings (Braun & Clarke, 2006; Vaismoradi, Jones, Turunen & Snelgrove, 2016). These extracts were used to answer the research questions and objectives and to integrate and interpret the context of relevant literature, thus producing a report. The qualitative data and the key themes that were identified further refined and explained the results in more depth (Rossman & Wilson, 1985; Tashakkori & Teddlie, 1998; Creswell, 2003).

3.9 Limitations of the study

- i) This study focused on the perspective of employees of the Engineering Services Business unit and therefore excluded the other business units, which are Retail Business Bank, Corporate Investment Banking Business Unit, and Rest of Africa Business units.
- ii) The quality of information obtained from interviews depends on the interviewing skills of the researcher, but also on the willingness of research participants to share their experiences. Although the researcher focused on creating rapport and an atmosphere of trust, it is possible that not all participants were forthright in terms of sharing all their experiences.
- iii) This is a qualitative study and the result cannot be generalised to all employees who work remotely. However, the findings of this study may inform and motivate further quantitative studies aimed at generalisation.

3.10 Trustworthiness

The trustworthiness of a study is about establishing its worth and depends on the dependability, credibility, and transferability of the study (Lincoln & Guba, 1985). The

context for the study, including the body of knowledge on this topic, has been clearly defined and contributed towards internal alignment. Application of the principles of dependability, credibility and transferability provided more rigour to the study (Schwandt, Lincoln & Guba, 2007).

3.10.1 Transferability

The researcher captured the experiences of research participants in as much detail as possible (thick descriptions). The identification of themes and sub-themes were clearly explained and discussed in sufficient detail to enable judgement in terms of its applicability to employees of other institutions who moved to remote working and increased digitalisation, given the global pandemic. Results obtained in this qualitative research study are potentially transferable to other areas and different participants in situations of remote working (Bitsch, 2005; Tobin & Begley, 2004).

3.10.2 Dependability

Dependability refers to consistency and stability of the research findings over time, which can easily allow other researchers to understand what has been documented and what processes can be identified and audited (Bitsch, 2005). The researcher interviewed the participants and probed for more detailed and rich descriptions by following a semi-structured interview schedule. This process was repeated in each of the interviews. Participants' understanding of the questions were verified throughout the interviewing process.

3.10.3 Credibility

Credibility is characterised by the confidence and the honesty of the research findings (Holloway & Wheeler, 2002; Macnee & McCabe, 2008), which includes determining whether the research findings are valid and whether information extracted from the participants are accurately derived and regarded as the views presented by the participants.

For the first few interviews, debriefing sessions were conducted with the supervisor to share research experiences, reflect on the interview process, and explore initial understandings. After each interview conducted, the researcher transcribed the script and emailed it to the relevant respondent for verification of the interview process and

discussion of content. These documented transcripts served as credibility of the interviews conducted. Morse, Barrett, Mayan, Olson and Spiers (2002) argue that connection for credibility is crucial for research inquiry on the phenomenon being studied. According to Lincoln and Guba (1985), credibility of the study will be achieved from capturing the actual truthful experiences lived by the participants.

3.11 Ethical considerations

- i) Data were only collected once the ethical clearance was provided by the University.
- ii) The personal information of the participants has not been disclosed.
- iii) Confidential information about the bank has not been disclosed as this will be in breach of the bank's policies and processes.
- iv) Permission was obtained from the participants before proceeding with the interviews. The information will only be used for academic purposes.

Table 3.2: Consistency table: Research objectives, propositions, data collection and data analysis

RQ #	Research Objectives	Prop/ hyp #	Data Collection Detail	Data Analysis Method
1	Identify the changes in the organisational practices that employees experience as a result of accelerated digitalisation.	Proposition	Interviews	Thematic analysis
2	Identify the changes in the organisational practices that employees experience as a result of remote working.	Proposition	Interviews	Thematic analysis
3	Identify and explore employees' experiences of organisational practices and initiatives that support accelerated digitalisation and remote working.	Proposition	Interviews	Thematic analysis
4	Identify and explore employees' experiences of organisational practices and initiatives that hamper accelerated digitalisation and remote working.	Proposition	Interviews	Thematic analysis

CHAPTER 4: PRESENTATION OF FINDINGS

4.1 Introduction

The aim of this chapter is to share the findings and outcomes of the qualitative study on employee experiences of the organisational support during accelerated digitalisation and remote working within a South African bank. The research examines the experience of employees that are currently working remotely due to the impact of COVID-19. Topics to be covered in this chapter are the participant profiles and discussion of the main themes and sub-themes as identified during the data analysis process.

4.2 Participant information

Twenty (20) participants from the identified business unit participated in the study. Purposeful sampling was done to ensure maximum diversity in terms of ethnicity, gender, role, job grade and tenure, as well as representation of the various business sub-areas, namely Human Resources, People Change and Learning and Development. The various sub-areas provide different views, which adds to the diversification of how the different ethnic groups, gender and roles encountered their experiences.

The demographic profile of the participants is presented in the tables below.

Table 4.1: Profile of participants

Participant #	Participant Role	Participant Job Grade	Ethnic Group	Gender	Tenure in Bank
1	Head of Change	Managing Principal	White	Female	2010
2	Lead Change Control	Assistant Vice-President	African Black	Female	2017
3	Head of Learning and Learnerships HR	Principal	African Black	Female	2019
4	Lead Data Quality and Management	Assistant Vice-President	Indian	Female	2015
5	Lead Portfolio Analyst	Assistant Vice-President	African Black	Female	2010
6	People Partner HR	Vice-President	Indian	Male	2015
7	Head Portfolio Management	Principal	White	Male	2010
8	Learning Partner HR	Assistant Vice-President	Indian	Male	2015
9	Data Scientist	Assistant Vice-President	African Black	Male	2018

Participant #	Participant Role	Participant Job Grade	Ethnic Group	Gender	Tenure in Bank
10	Head Group Change Enablement	Managing Principal	White	Male	1998
11	Head HR and Employee Relations	Managing Principal	African Black	Male	2003
12	Portfolio Manager	Vice-President	Indian	Male	2017
13	Change Agent	Assistant Vice-President	African Black	Female	2015
14	Head People Change	Vice-President	White	Male	2014
15	Change Manager	Assistant Vice-President	White	Female	2016
16	Analyst	BA4	African Black	Female	2006
17	Head of Change	Principal	African Black	Male	2017
18	Learning Specialist HR	Assistant Vice-President	White	Female	2015
19	Head Portfolio Management	Principal	African Black	Male	2015
20	Change Manager	Vice-President	White	Female	2015

The seniority of the participants ranged from Vice-President (N=4), Assistant Vice-President (N=8), Managing Principal (N=3), Principal (N=4) to BA4 (N=1). It is essential to recognise and take into consideration some of the senior employees' views as these contribute to the change in the organisational culture.

4.2.1 Ethnic profile

Table 4.2 illustrates that nine (9) of the participants interviewed are African black employees, seven (7) are white and four (4) are Indian.

Table 4.2: Ethnic/Racial profile of participants

Ethnic Group	Number of Participants
African black	9
Coloured	0
Indian	4
White	7
TOTAL	(N= 20)

4.2.2 Gender

Table 4.3 below indicates that there is an even split of females and males (50%) (N=10).

Table 4.3: Gender distribution of participants

Gender	Number of Participants
Male	10
Female	10
Total	(N= 20)

Table 4.4 below indicates that six (N=6) of the research participants were between 2-5 years in the employ of the bank, eight (N=8) between 6-10 years, and six participants (N=6) for more than 10 years.

Table 4.4: Tenure of participants

Tenure of Participants	Number of Participants
Less than 2 years	0
2-5 years	6
6-10 years	8
More than 10 years	6

4.3 Key themes describing employee experiences

In this section of the research report, the detail of the themes as identified by means of the “defining and naming of themes” is presented and discussed. The researcher refined the themes while also stating clear definitions and a name for each theme (Braun & Clarke, 2006).

4.3.1 Thematic map, illustrating key themes and sub-themes

The conceptualisation of the themes was informed by the language of THE participants (Saunders, Lewis & Thornhill, 2009). The naming of themes was also informed by the meaning that the researcher assigned to the text, based on extensive reading, and understanding derived from the literature review.

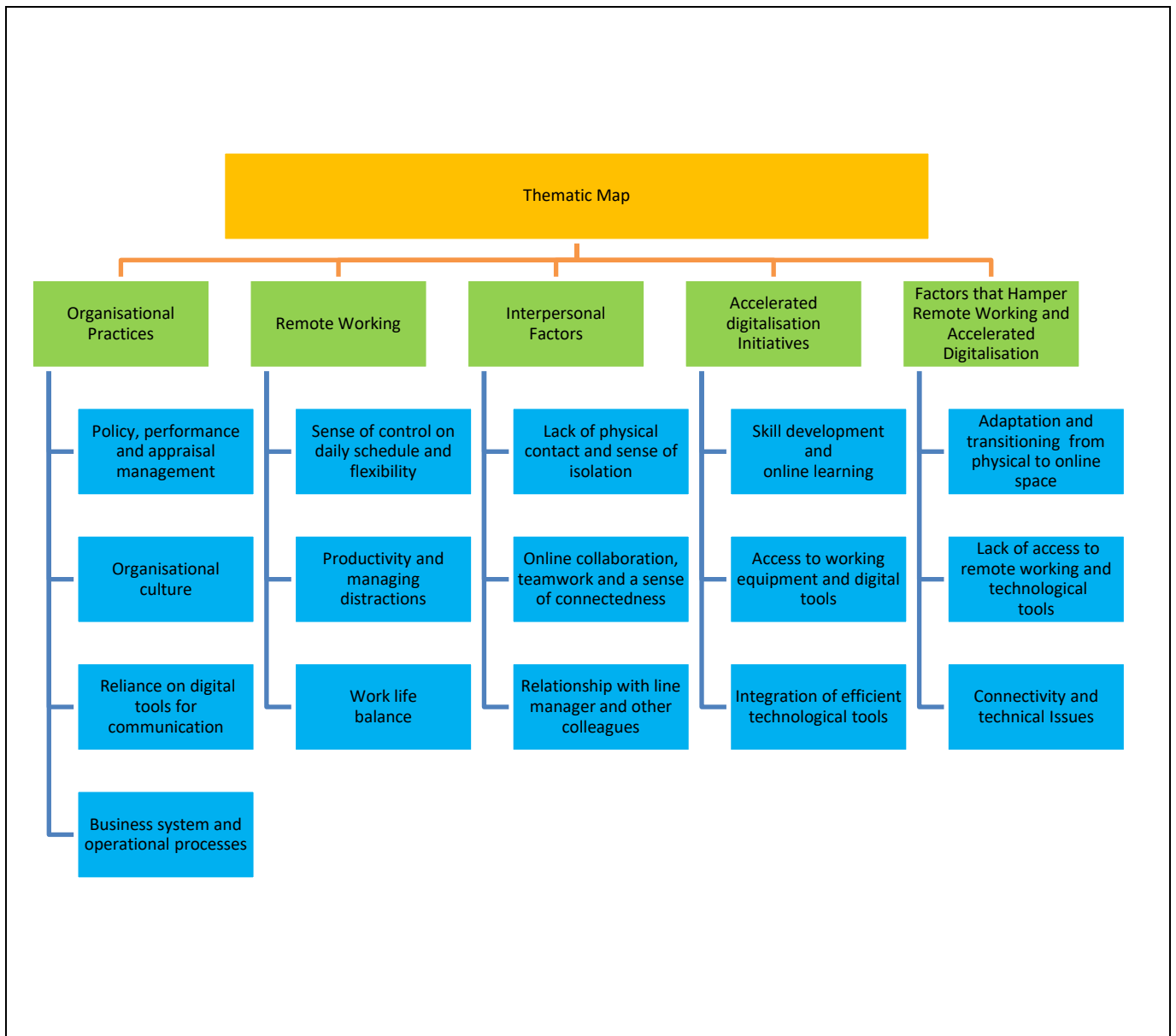


Figure 4.1: Visual display of themes describing employee experiences

The key themes identified are organisational practices, remote working, interpersonal factors, accelerated digitalisation initiatives, and factors that hamper remote working and accelerated digitalisation. Each of these five themes consists of sub-themes and is discussed in more detail in the following sections.

4.4 Key theme: Organisational Practices

The key theme, Organisational Practices, refers to the business systems and operational processes that changed as result of COVID-19 and working remotely. The integration of technological tools had an impact on the business systems and operational processes in

the bank. Four sub-themes emerged from this key theme, namely: Performance appraisal management; Organisational culture; Reliance on digital tools for communication; and Business system and operational processes. It appears that the integration of ICT tools had an impact on the effectiveness of business systems and operational processes.

4.4.1 Definition and discussion of sub-theme: Performance management

Performance management refers to how employees in an organisation are assessed for the work that is done. Performance is generally linked to some form of reward and recognition of employees if performance is done exceptionally. It is clear from all the responses that remote working and the implementation of various digital tools affected the way in which employees view the current practices related to performance management. In general, participants believed the performance and appraisal practices need to be aligned to remote working.

Twelve (N=12) of the twenty participants mentioned that there should be a strong focus on revising the current performance management measurement and the way in which employees should be assessed considering remote working. This should encompass performance management objectives, outcomes-based productivity, and a new measurement criterion. Employment contracts, rewards and compensation should also be aligned to the new ways of remote working. These participants felt that considering remote working, there should be a performance management process that is conducted fairly, and all biases should be removed. Participants felt strongly about this notion by stating that performance management policies need to be aligned to remote working. The remaining (N=8) participants were fairly divided in terms of the above opinion.

Quotes from participants:

Participant 3: *“Performance management should be more aligned to the matrix needs to be changed to accommodate remote working.”*

Participant 4: *“Performance management become more output focused and adding value.”*

Participant 5 mentioned that from an HR perspective, *“employment contracts should be revisited to be aligned to remote working and especially the work from anywhere that is currently being promoted.”*

4.4.2 Definition and discussion of sub-theme: Organisational culture

Organisational culture can be defined in many ways, including it being understood as underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organisation (Schein & Schein, 2016). Participants mentioned that because of COVID-19, remote working had an impact on the organisations culture in terms of the value, beliefs, transparency, relationship, communication practices, and employee engagement.

It is evident from the participant feedback that eighteen (N=18) of the twenty participants recognise a cultural transformation and change in relation to communication and collaboration, largely attributed to the new CEO that started in the bank in 2019 and the manner in which he communicated to staff during COVID-19 situations. The change in his communication approach and his leadership style was very much a top-down approach. The communication approach was significantly noticed by the twenty participants (N=20), especially during remote working.

Two (N=2) employees in the Human Resources team detected a shift in behaviour, where some line managers now must start trusting their employees and realising that productivity should be outcomes based. Trust is at the centre of how the culture in the bank is shifting, and this is supported by new ways of collaboration and communication because of the digital tools. Whilst digitalisation has been accelerated due to remote working, one (N=1) participant mentioned that in order to stay relevant in the market and align to the fourth industrial revolution (4IR), it is important to have the openness to evolve with technology. Being one of the top banks, new technology tools must be considered as opposed to relying on old technology and having no appetite to innovate and compete with the rest of the financial services industry.

Quotes from participants:

Participant 6: *“Low trust in employees (shifted) to high trust in employees, leaders are moving from seeing people that were in the office on a day-to-day basis to now not seeing them physically and the need and ability to trust their outputs.”*

Participant 14: *“In my view organisational culture is a very complex construct, it is made up of language, feelings, emotions and thoughts beliefs, assumption, policies, processes and technologies, collection of what we do as business. (Our) ways of work literally changed overnight, ways of work impacted the homeostatic,*

almost as a bomb has hit us, positive and negative, ways of work going from a social construct to a digital construct is a massive blow that construct of culture, without question it has impacted the culture.”

Participant 12: *“To a certain extent, it has made people embrace change, but the culture remains a question. There are many facets to culture: how we dress, how we engage ... It is increasingly clear that **the** traditional ways of work may no longer be sufficient to meet evolving employee needs and drive the bank’s need for efficiency and competitive advantage.”*

Despite the general recognition of the role of the CEO in changing the communication with employees and providing the necessary support, one of the participants (N=1) felt that apart from the changed communication approach of the CEO, the culture did not change, whilst another participant was of the opinion that the culture of the organisation is actually not clearly detectable.

Participant 9: *“I have not experienced the culture, I would say is there is a Bank X Culture in Group Change, it is 2 years old, maybe we are trying to define the culture, would not know what culture is, so for example, in my previous role, culture was defined as open door policy at Bank X. I am not sure if there is one. I could speak to whoever I wanted to without being afraid.”*

4.4.3 Definition and discussion of sub-theme: Reliance on digital tools for communication

The reliance of digital tools for communication can be defined by the introduction of communication tools that have been introduced, such as Microsoft (MS) Teams. The use of this digital tool provided a platform for all participants to actively communicate and collaborate virtually in the absence of not being in the office.

All twenty (N=20) participants expressed appreciation for the use of the digital communication tool and how it has increased collaboration, communication and decision making. They shared a positive experience with the use of this tool and how this really changed their lives and the way they interact with their colleagues.

Participants alluded to the notion that these communication tools have increased collaboration. In their view, application of these tools made communication more

deliberate and purposeful. Furthermore, the reliance on the digital tools for communication increased transparency and regular communication.

All participants mentioned that the digital communication tools allowed them to make decisions in an efficient manner, recording and adding notes during meetings. Lastly, they indicated that digital tools have increased the responsiveness of other employees.

In summary, the digital tools introduced not only accelerated digitalisation, but also increased communication and collaboration, and brought a sense of belonging to the participants as they could rely on the digital tool to stay connected and in touch with their colleagues.

Quotes from participants:

Participant 1: *"I am a chairperson for a very large Programme, when I first had a meeting, we had about 20 stakeholders in the room, all very important and crucial decision makers. With the use of MS Teams, this took place in one meeting., We had our cameras on, so we could connect and the discussions were valuable, had it not being for this digital tool I would have had to have a number of meetings to get this audience together ... now we (were) far more collaborative and purposeful in our discussions."*

Participant 2: *"It has shortened our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required."*

4.4.4 Definition and discussion of sub-theme: Business system and operational processes

This sub-theme refers to the business systems and operational processes which have changed as result of COVID-19 and remote working. Business system refers a procedure, process, method, or course of action designed to achieve a specific result. Participants mentioned that the integration of technological tools had an impact on the business systems and operational processes in the bank. It appears that the integration of ICT tools had an impact on the effectiveness of business systems and operational processes in a positive manner.

Eighteen (N=18) of the 20 participants indicated that the operational processes have changed, and this has a positive impact on participants and is a step in the right direction towards digitalisation and automation. However, five (N=5) of the 18 participants mentioned that these changes did not go far enough – the processes should have been more advanced in comparison to the other banks in South Africa. More automation with the use of other digital processes would have elevated the bank. These employees also felt very strongly about the need to integrate digital tools which are segmented in the bank. One participant mentioned that as one of the leading banks, they should invest in a more appropriate tool for project management.

Participants opined that the business processes were positively impacted by the automation and application of digital tools. This included the annual budgeting process and planning of the book of work process. However, some of them indicated that digitalisation should go even further in relation to the project management tools.

Quotes from participants:

Participant 1: *“...update the spreadsheet, go into the systems, and manually add performance ratings, with the use of workday, it is digitised, and much easier to use.”*

Participant 2: *“If there are any challenges, this is being addressed with me and I attempt to resolve this, no manual spreadsheet this is automated – unlike a year ago there was data issues with the manual process.”*

Participant 3: *“The way people work most processes changed, virtual offering to learning changed, self-services, online offerings, the use of workday increased.”*

Participant 5: *“As a top South African bank one should consider a more advanced project management digital tool to be aligned to digital transformation.”*

Participant 12: *“There are various processes that enable the digital workplace. The Bank already has a digital workplace toolbox with different tools. The key is to augment the toolsets with other fit-for-purpose tools for our employees to do their jobs in the most efficient way possible.”*

4.5 Key theme: Remote Working

The key theme, Remote Working, refers to the ability of employers allowing their employees to work outside the traditional office environments. Under this theme, three sub-themes emerged, namely: A sense of control over daily work; Productivity and the management of distractions; and Work-life balance. These themes are discussed below.

4.5.1 Definition and discussion of sub-theme: Sense of control over daily schedule and flexibility

This sub-theme refers to how remote working allowed participants to manage their own time and have a flexible workday. The ability to plan and have control over their individual time allowed them to be highly productive whilst enjoying the flexibility.

All the research participants (N=20) shared how they appreciated the notion of saving travelling time, fuel and how they were so much more relaxed as they did not drive in hectic traffic. They all indicated that by them not spending time in traffic, they could be more flexible in how they structure their day, saving on time spent traveling and this could allow for more work to be done. This increased level of productivity as they were less stressed, and they could remain focused. Working remotely provided participants with a sense of control in managing their daily schedule and some of the participants shared their experiences of how they scheduled their daily events. Working remotely allowed participants to be flexible in performing other activities at home.

The key positive experiences related to remote working include cost savings, less time spent on travel, and increased flexibility.

Quotes from participants:

Participant 1: *“The ability to save significant amounts of time in your day, commute time. Ability to be able to be more relaxed, I don’t mean not working, I don’t mean slack, I mean you can have a quick coffee or quickly put in a load of washing and in terms of what you need to do at home.”*

Participant 9: *“Not being stuck for 2 hours in the traffic, the ability to continue with my personal life, and still be able to meet all my deliverables, as opposed to being in the office from 9 am to 5 pm.”*

Participant 13: *“Not being able to drive, so huge time and cost saving on the commuting, having the time and space to think, in my role that was required.”*

4.5.2 Definition and discussion of sub-theme: Productivity and managing distractions

This theme refers to the productivity and the ability to manage distractions. For employees working at home this meant that despite the distractions, they still had to work more effectively and efficiently to manage their day-to-day activities. It is quite significant that all participants (N=20) mentioned how working from home has increased their levels of productivity. Fifteen (N=15) of the 20 participants mentioned that whilst they experience distractions during the day, they could manage it appropriately. From the participants' experience it appears that even though working from home had many challenges, they appreciated working from home since they were able to be more productive in their work.

Five (N=5) participants lamented on their experiences of managing distractions. Although participants were productive working remotely, they also had to manage distractions (such as noisy pets, load shedding and children interruptions) and they had to manage multiple activities including personal relationships, household chores and family demands. Spaces to work also seems to be a difficulty and some employees were forced to utilise the kitchens, dining room tables and bedrooms as shared workspaces.

Five (N=5) of the 20 participants questioned productivity versus effectiveness. These participants mentioned that ideation and certain roles would require them to be in the office to collaborate to be effective in their roles. *(The prominent responses have been from African black participants who mentioned it was difficult as they lacked the office setup and infrastructure, e.g., full Wi-Fi access as opposed to the white participants that did not experience any of these challenges.)*

Quotes from participants:

Participant 11: *“Defiantly more productive at home, I manage my own time, I don't need to commute for 2 hours, so that time is spent on getting things done, ability to interact with my colleagues.”*

Participant 14: *“More productive at home, I would say that I am more effective, the nature of my work by nature and design has a huge social component,*

however in comparison to the office, I was more effective physically engaging people.”

Participant 3: *“Yes, it is a challenge, I think it is from little things the barking dogs, the little noises from outside, because the number of communication platforms are increasing. WhatsApp, MS Teams, people try to reach you from all angles, I have a specific time for specific platforms to address, if it is an emergency then my private cell phone for calls, calls from others I can answer them, random calls I tend to avoid, schedule a meeting, scheduling of meetings and attending to that is much easier.”*

Participant 4: *“Whilst there are distractions, living with other people at home, there is no office space or a designated area for me to sit and work, sometimes for me I just zone in, sometimes it’s a bit challenging when you have people around. I would find a quite spot in my room, close the door or I would say I am busy from this period, keep the noise levels down so I could just work. You also need to be considerate of everyone working from home.”*

4.5.3 Definition and discussion of sub-theme: Work-life balance

Work-life balance refers to equally maintaining and prioritising capacity for activities from a work and personal context. Working remotely posed several challenges for participants in terms of work-life balance.

Twenty (N=20) participants indicated that although they enjoy the flexibility and they are not office bound with a strict schedule, they manage their own time, there is a heightened concern about the blurred office hours, and that is creating anxiety and stress. They feel compelled that due to them working at home, there is a need to be available, accessible, and online all the time. Seventeen (N=17) participants have been very vocal and strongly echoed that they do not know when to switch off the continuously work. The (N=3) remaining participants felt that given the flexibility, they did not mind working beyond the core business hours.

Participants indicated that since they are working from home, the working hours are blurred, in other words, they would find themselves working more hours than they are required to daily. The inability to draw boundaries in terms of working hours had an impact on their health and wellness. Participants mentioned that they also had to manage social roles such as parenting and while in normal situations they were able to handle this, it has

become extremely challenging for them to achieve work-life balance. Another finding in this code relates to the workload and pressure from managers. Participants mentioned that since they are working from home, they are experiencing a high workload and as result, they are forced to work longer hours.

Quotes from participants:

Participant 4 stated that there are *“blurred office hours, working until 9 pm. We lose the work-life balance ...No official communication relating to working hours especially working from home.”*

Participant 8: *“Your home is now your office and your office are now your home ...Blurred office lines. We try as a family to make adjustments, at least when you were in the office, and when you came home you knew it your time to spend with the family, which was quality time, now it feels like it is all round work.”*

Participant 12: *“Work-life balance, I don’t have a problem working long hours having supper with my family is very important but I could not do that, (due to extended work hours) you would find that some colleagues that was working there was not a balance of workload as a result of this we had to put in extra hours to ensure that there was productivity across the board.”*

Participant 13: *“Blurred office lines; Your laptop is always on ...overworking.”*

4.6 Key theme: Interpersonal Factors

The key theme, Interpersonal Factors, refers to how employees experienced interacting with their colleagues during remote working. Three sub-themes emerged from the responses, namely: Lack of physical contact and a sense of isolation; Online collaboration and teamwork; and Relationships with managers and colleagues. These sub-themes are discussed below.

4.6.1 Definition and discussion of sub-theme: Lack of physical contact and sense of isolation

This theme refers to absent physical contact and how employees felt alone during remote working.

From the twenty (N=20) participants interviewed, there has been consistency in all the views expressed that they really enjoyed working from home. However, as much as they enjoyed working from home, there were conflicting messages as participants mentioned that they really missed the colleagues and face-time interaction. One of the challenges indicated by participants was the lack of physical contact and sense of isolation. Participants mentioned that although they appreciated the benefits of working from home and the integration of technological tools in their work, which improved communication and collaboration and the use of digital online tools, they often long for physical contact. The spontaneity of working in the office such as having to go to a colleague's desk when you need information was lacking. It is apparent in the narratives that technological tools cannot replace the "human touch" that is required in human working relationships.

Despite participants' references to an increase in productivity and positive perceptions and personal growth related to accelerated digitalisation (as discussed under point 4.5.2), the majority of the participants felt a sense of void, loneliness and a need to interact with their colleagues and have real face-time discussions. Some critical business decisions such as ideation sessions and providing sensitive feedback lose the effectiveness if not done in person.

Quotes from participants:

Participant 3: *"There is less of a human touch the human element is minimised."*

Participant 4: *"The one thing is that you don't interact with colleagues it has been quite challenging."*

Participant 7: *"Miss the people interaction, miss the people that you do not work with, but if you do seeing them in person you can get to learn from their areas and what they have recently done as a function, the knowledge sharing is a missed opportunity."*

Participant 9: *"We are social people, even though you could interact with your colleagues with the use of MS Teams we kept in touch I would say 80% of the time and then there was that 20% where the face-time was absent."*

4.6.2 Definition and discussion of sub-theme: Online collaboration, teamwork, and a sense of connectedness

This sub-theme refers to how employees connected digitally. All employees, irrespective of the seniority level (N=20) were positive about the introduction of online tools, as these have significantly enabled them to effectively communicate and collaborate for all types of meetings, board sessions, steercos, team meetings, and working forums. This was also used for social events.

It is clear from all the responses that ICT systems have increased the level of collaboration, teamwork, and a sense of connectedness. Participants mentioned that the digital systems allowed them to collaborate more effectively as a team. Being able to collaborate more effectively had an impact on their productivity and work performance. As a result, participants felt a sense of connectedness with their fellow colleagues. Participants mentioned that collaboration increased as many team members could work on a document together on MS Teams, making changes and reviews, and they were able to get things done in a much shorter time frame.

Quotes from participants:

Participant 2: *“On Fridays we had pub quiz for the team to participate, for birthdays we had social gatherings virtually... Collaboration increased, sometimes all 5 team members could work on a document together on Teams, make changes, review and we were able to get things done in a much shorter time frame... When meetings took place face-to-face in the boardroom, one person spoke, and everyone listened. Whereas now when we have a meeting on Teams, everyone has an opportunity to speak and have an opportunity to decide.”*

Participant 3: *“Communication I felt or some team members felt like they were left behind, Using MS Teams forced us to be in contact more often, this would have hampered my performance, if I did not collaborate continuously and consistently. I felt the need to engage frequently.”*

Participant 5: *“Yes it has changed, collaboration has changed due to MS Teams, stakeholder collaboration and engagement has changed, no longer physical meets, the chat facility on MS Teams are often used to communicate, resolve queries and come up with proposed solutions.”*

4.6.3 Definition and discussion of sub-theme: *Relationship with line manager and other colleagues*

This sub-theme refers to the interaction between employees and their line managers and support provided to or experienced by participants.

Eighteen (N=18) of the twenty participants mentioned that they have a closer relationship with their line manager. Their experiences of the digital engagements are more positive compared to interactions in the office where line managers would barely acknowledge their staff. The shift to remote working has seen line managers make a concerted effort in connecting with their employees. Conversations with line managers are more deliberate and purposeful. There is a genuine interest that line managers have taken towards employee wellness and their careers. These eighteen (N=18) participants opined that this is largely attributed to how the new CEO is driving leadership changes. One respondent noted how the CEO made himself available for an employee's memorial service (middle management employee). Prior to COVID-19, such an event would not be attended by the CEO due to their hectic schedule and ability to be there in person. Remote working has afforded senior leaders to make themselves available to attend such events.

Participants mentioned the importance of contact and feedback received from their line managers as a form of support while working remotely. Some participants appreciated the leadership/management style by their manager, where they felt their manager provides them with information and the support to execute their work. Participants mentioned that the manager was accountable and transparent in their work, and as such, they valued their relationship with their manager. The relationship with the manager is important since participants report to their manager and require feedback to keep track of their performance while working remotely. One of the findings in this study was that working remotely improved the relationship that participants have with their managers. This can be attributed to the notion that unlike working in the office, participants are expected to communicate regularly with their managers. As such, information between participants and their managers is important to keep track of the performance and their social wellbeing.

Only two of the participants did not see much of a difference in the relationship with their line managers.

Quotes from participants:

Participant 1: *“So my line manager has become a very big advocate for remote working which has completely changed the way we work we are more connected, whereas previously he was disconnected and did not believe in remote working, so remote working and accelerated digitalisation has changed certain behaviours as well positively.”*

Participant 5: *“It has it has improved my relationship, he now sees my house he sees my background, we are getting to know each other, we have truly connected.”*

Participant 6: *“Gotten closer to my line manager, the use of emails was responded to much quicker, the level of work and type of work allocated, given more accountability, I am happier.”*

Participant 7: *“That is evident, by the town hall XXX our CEO addressing the teams via MS Teams. This was quite unheard of; you would have to schedule a meeting with the CEO and wait weeks on end before you even had a meeting with him. We had a passing on of a staff member, With the adoption of digital tools this enabled that cultural change, having face-time with the CEO would have been impossible, but XXX was on screen; it is far more personal and much more interactive that pre-Covid-19. With the use of digital tools, the efficiency in co-ordinating and getting all the leaders in one space at one time has made it much easier for us to collaborate. Our collaboration is far more effective as well.”*

Participant 9: *“The line manager checks on me personally from time to time as opposed to previously when we were in the office he would just greet when he passes, and there were times one week or even two weeks would go by and we would not speak, but now we have one-on-one, we have frequent conversations the relationship has defiantly improved and is improving.”*

4.7 Key theme: Accelerated Digitalisation Initiatives

The above key theme refers to digitalisation initiatives increasing at a rapid pace due to COVID-19, and how these initiatives were prioritised, re-organised and designed to provide employees with better support. Three sub-themes emerged from the responses, namely: Skills development and online learning; Access to working equipment and digital tools; and Integration of efficient technological tools. These sub-themes are discussed below.

4.7.1 Definition and discussion of sub-theme: Skills development and online learning

This sub-theme refers to the digital way of how learning was facilitated virtually and via the internet. One of the initiatives that was implemented by the bank, was skills development through online learning.

Twelve (N=12) of the participants acknowledged and indicated that the organisation has facilitated skills development and online learning programmes to enhance remote working. These participants mentioned that they received training regarding the use of technological tools such as MS Teams and other operational digital tools. Based on the experiences of participants, it appears that the transition from physical working space to remote working/online space was supported by the introduction of workshops, access to online learning platforms, and other learning and development policies. One of the critical components of online learning includes issues such as data privacy and cybersecurity to enhance information protection practices whilst working remotely.

Despite the notion that the bank is providing support and online learning, eight (N=8) participants mentioned there is still a requirement for additional training to be provided to upskill the capability and participants further in order to maximise the benefits of this online learning platform. Finally, learning is done differently as participants had to rethink their approach and strategy due to working from home and the reliance on MS Teams for online learning.

Quotes from participants:

Participant 1: *"We have become more efficient, the use of these digital tools have minimised the human error and manual intervention, reporting has become more reliable, during this process we are also upskilling our employees and there is an opportunity to upskill further to build digital skills in the future."*

Participant 4: *"Online learning and development, being able to think about the future build digital skills and being able to work post-pandemic, we have a lot of gaps in the workforce, automation skills, digital enablement skills, short courses MIT, Oxford and Harvard, I have been given the opportunity to do my masters in digital business at Wits, this is fantastic, from developing a culture of lifelong learning to keep the employee morale and keep employee resilience, skills to be developed in the near future, keep people motivated amidst COVID-19."*

Participant 5: *“I must applaud our organisation for being transparent and thorough in the communication of who is affected and what must be done, we were always kept up to date, the training and how to adapt to a remote working environment was evident. This is largely attributed to our new CEO and his leadership style of inclusivity and transparency.”*

Participant 7: *“The learning has been phenomenal it has propelled us to a way of digital working or using software that promotes a digital way of work.”*

4.7.2 Definition and discussion of sub-theme: Access to working equipment and digital tools

This sub-theme refers to the participants ability to access digital tools and their engagement with these tools. One of the initiatives implemented by the bank was to ensure that their employees who are working remotely have the necessary working equipment and digital tools. The necessary tools included ICT infrastructure such as laptop, software, access to platforms, and data.

Compared to pre-COVID-19, where most participants had access to 3G cards and laptops, COVID-19 accelerated the disbursement of laptops and 3G cards to participants. The bank has also invested in advanced network connections to assist the participants in connecting effortlessly with their personal WI-FI's whilst working remotely.

The majority of the participants acknowledged and expressed their appreciation for the investment in technology tools and support provided by the bank. Access to this digital tools/software was important for participants since it allowed them to perform work-related functions in assisting the various stakeholders. Having access to digital tools provided participants with a sense of control, and relief in executing their duties.

However, eleven (N=11) participants mentioned that other digitals tools can be introduced to increase the efficiency even further.

Quotes from participants:

Participant 5: *"I think for us, in our organisation, it was a smooth transition, the technicalities in terms of what we had, a 3G card, our laptops to use the internet, they were extended to accommodate remote working. We have been provided with the relevant digital tools, MS Teams, Infrastructure chairs, headphones, the only issue was VPN, we use Z Scaler in terms of connectivity which has been helpful..."*

Participant 9: *"I could be equipped with other tools e.g. analytical tools e.g. SAS, Click View, the work that I do has a great deal of analysis, SAS is an analytical tool, where Excel is failing SAS can support this. Working from home and working on major spreadsheets can be tiresome and sometimes slows down my machine, if I had access to other tools this could really assist me to become more efficient."*

Participant 3: *"Yes, the bank has ensured that people work from home for their safety. The use of remote working connections was made available to staff."*

4.7.3 Definition and discussion of sub-theme: Integration of efficient technological tools

This sub-theme refers to the integration of ICTs as one of the initiatives that was implemented by the bank. The integrations of technological/digital tools had an impact on the efficiency and effectiveness of the services. A significant number (N=17) of participants was positive on how the integration of digital tools has improved the efficiency and effectiveness on various levels. Firstly, the integration of digital tools improved the communication practices in the bank. Secondly, the decision-making processes were regarded as efficient and inclusive. Most participants (N=17) rated the decision-making process as highly effective. Due to the collaboration of participants on one platform, they unanimously would make decisions quicker, which benefited the bank. Three (N=3) participants felt that the decision-making process was still ineffective.

Lastly, the integration of technology affected the efficiency of business processes and organisational practices. Based on respondent feedback, the integration of digital tools improved practices and processes. The majority of the participants regarded these changes as sustainable. They felt that they were productive when working on a shared document that required the input of all team members. This increased efficiency created a platform for participants to provide input, ideate, challenge, and ensure that the respective deadlines were met. What was achieved in one or two sessions would have taken multiple sessions prior to COVID-19 for employees working in the office. The majority of

participants were afforded the opportunity to work on shared documents, especially where different capability inputs were required.

Quotes from participants:

Participant 7: *“Speed and efficiency, previously we would circulate a presentation around version 1 and version 2, now we can use the technology and be extremely responsive, we can review a document together, acquire thoughts, different team views, and suggestions, make the changes and then we are able to produce our deliverables in a much quicker time.”*

Participant 15: *“Decisions are made much more quickly... all team members are present in one meeting whereas previously it was difficult to get all the decision makers in one room or one meeting. People are readily availing themselves to participate, contribute so decisions are reached much quicker.”*

Participant 9: *“Decision making depends on what level you are in the organisation, for your input to be considered, e.g. Haraka recommendations. I was to report on this but was not involved from a strategy perspective on what the strategy included or any pertinent information. It would have been beneficial to be included in tasks if you are asked to assist in executing on this... This is my perspective, but I have not seen anything else that would tell me otherwise... Collaboration and as well as enablement, only 1 tool PlanEx has enhanced reporting, click a refresh, and you are able to view reports instantaneously; previous tools would have not been able to do so, so from a project management side there has been an improvement.”*

4.8 Key theme: Factors Hampering Remote Working and Accelerated Digitalisation

The key theme refers to certain elements that affect employee experience in a negative manner, e.g., distractions, connectivity, and poor infrastructure. Three sub-themes emerged from the responses, namely: Adaption and transition from physical to an online space; Lack of access to remote working and technological tools; and Connectivity and technical issues. These sub-themes are discussed below.

4.8.1 Definition and discussion of sub-theme: Adaption and transition from physical to an online space

This sub-theme refers to participants' transition from physical to an online space.

It seems that participants had quite diverse experiences of the transition from the physical to an online work environment. Although the majority of the participants really enjoyed working remotely, they had difficulty adjusting to working from their homes. All the participants mentioned that they had to make a mental adjustment because of the absence of socialisation and face-to-face contact that used to be part of the physical work environment. Furthermore, organisational practices changed and were digitalised, resulting in a new way of work. Participants were forced to adjust and adapt to these changes.

Difficulty in adjusting to working from home can also be attributed to the notion that these participants predominantly worked in their offices pre-COVID lockdown and that they were not "digitally" prepared to work remotely when the lockdown regulations/restriction were imposed. Furthermore, participants had to make personal adjustments, which affected their ability to adapt to the new work/organisational practices. However, some participants transitioned easily from physical to an online space/remote working and appreciated the notion of working from home.

Quotes from participants:

Participant 3: *"Personally I am the an introvert; the adjustment was not that great with the team, I had to have regular meetings, round robin, check in with people, are they doing well socially and mentally, do they have they have the right tools to enable them to working?"*

Participant 5: *"Yes they did. The organisation had to shift a lot, we were used to come in the office, working from the office, the organisation adapted to the fact that we don't need to be in one place to work, cultural and mindset change to allow people to work from anyway, productivity does not depend on one central point... So, there has been a huge behaviour shift. Practices have also changed. We have even become a self-managed team which illustrates that we have the ability to be disciplined and work independently and still produce a very high level of work and productivity, another mindset and behaviour change."*

Participant 6: *"The bank has enabled remote working, but remote working from home is still a challenge for some of us."*

Participant 15: *"For me personally, early 2000, I have worked with progressive people, output driven, the rule of thumb, you worked when you had meetings in the office and then remotely if you did not ... Another reason it worked well, I was working in the JHB and we worked with a lot of individuals in CPT, working in a very agile way..."*

4.8.2 Definition and discussion of sub-theme: Lack of access to remote working and technological tools

Although participants were provided with ICT working equipment such as laptops and data, participants mentioned that the transition to working from home meant that they had to create an office space or set up an office. Fourteen (N=14) participants mentioned that this was a challenging experience since they did not have an office in their homes. As a result, participants required office desks, chairs, and a stable network connection/Wi-Fi. Various participants felt that the company should have provided them with office equipment to work from home. Creating a working space from home was more difficult for participants who stayed in homes that did not have enough space, or those who had children that were being home schooled and had to use the same space.

Quotes from participants:

Participant 16: *"What I have noticed (is that) not everyone has a home office set up or a designated corner, people would work from their kitchens. Ergonomically this is not sustainable not having the proper work set up. When you have children, expect children not being too able to play in the lounge for e.g., as you are occupying that to work."*

Participant 6: *"I think there is something for the colleagues that are less unfortunate – Wi-Fi and UPS for power outage, I am not relying on the company .data for colleagues who are struggling with this. They can do more/ I am not saying pay people more, I am not sure what the answer is."*

Participant 4: *"It would be great if the bank can set up an office at home, discounts on buying furniture at home, or subsidises us with this, we don't have the right set up and equipment, furniture not good for your physical health and that is*

one of the major drawbacks. ...I have (developed) back aches and neck issues, so my physical health has been compromised slightly.”

Participant 5: *“No dedicated space, your home was not built as an office space.”*

4.8.3 Definition and discussion of sub-theme: Connectivity and technical issues

Although participants were integrating the new way of working into their daily activities, they struggled with connectivity issues and load shedding, which had an impact on several aspects. All the participants mentioned that although the bank has made a concerted effort in introducing new technology for ease of connection, they still experienced connectivity challenges, whether this was in the form of 3G, Wi-Fi, or even load shedding, It was still a challenge that sometimes caused disruptions whilst working.

Connectivity issues had an impact on the participants’ productivity, ability to connect, and sense of control in their daily schedules. In terms of the connectivity issues, aspects such as access to data was apparent in the participant interviews. This experience suggests that although participants had access to technological/digital tools, connectivity affected their ability to be efficient and effective in their work.

Quotes from participants:

Participant 2: *“I did not hear from her (colleague XXX), because she had electricity issues where she lived because so she was unable to work, just to check in with her was quite challenging, this impacted the team, because she was unable to work and as a result, I had to carry the work load.”*

Participant 4: *“There has been a huge change during this short period, connectivity issues.”*

Participant 5: *“Connectivity did pose a slight challenge.”*

Participant 10: *“The constant load shedding; I live in the rural outskirts of Pretoria, long distances the other price one has to pay is less reliable connectivity and power failure, we have generator that clicks into motion, when the fibre connection goes down nuisance then it is no power failure.”*

Participant 1: *“The only challenge is load shedding.”*

4.9 Summary

In this chapter, the research participants' responses on their experience of the organisational support during accelerated digitalisation and remote working (as a result of COVID) are discussed according to the five core themes (and subsequent sub-themes) identified during data analysis. The core themes focus on change in operational practices and experiences, implications of remote working, interpersonal factors resulting from the change, accelerated digitalisation and factors hampering digitalisation, and remote working. The interpretation of the results and how it relates to relevant literature are presented in Chapter 5.

In summary, the results and findings of the study relate to the sub-themes comparing the support or lack of support that employees received during accelerated digitalisation. The identified research objectives have been addressed with the data collected and feedback received by the participants. It has been concluded that although the employees received insurmountable support, especially from using the digital communication tools, the findings revealed that the organisational culture remains a major challenge.

CHAPTER 5: DISCUSSION OF RESULTS

Chapter 5 includes a discussion on the research outcomes and key findings of the study in the context of current literature on this topic. The researcher aimed to explore the employee experiences of organisational support during remote working and accelerated digitalisation.

5.1 Introduction

The changes in remote working and accelerated digitisation due to COVID-19 has brought about unprecedented changes for the bank, addressed in this research study. Remote working is not a new concept to the employees of the bank; however, with COVID-19, this instantaneously changed the employees engaged in the bank, with the introduction of MS Teams being a leading digital collaborative tool. The implementation of remote working was received positively by both the employees and the bank. For the employees, it was captivating and highly beneficial to have the convenience of managing their own time, saving on commuting, and having time to spend with their families. For the bank, there was a heightened shift towards accelerated digitalisation, cost savings in rentals, and increased productivity. According to Dingel and Neiman (2020), 37% of the jobs could now be done and completed at home. Prior studies indicate that remote working can reduce attrition and increase employees' productivity, job satisfaction and performance (Collins & Moschler, 2009; Delanoeije & Verbruggen, 2020). Whilst there are clearly articulated benefits to remote working for the bank, there are unfavourable and opposing views echoed by the participants, which include poor home setup infrastructure, Internet connectivity and stability, the adjustment from work to a home setup, and frustrations due to the lack of human and face-to-face contact. Collins and Moschler (2009) argue that the social well-being of employers who are isolated from their colleagues during remote working can be affected negatively. Line managers showed levels of distrust in their employees and were concerned about productivity – these similar were views expressed by participants in the study.

5.2 Key theme: Organisational Practices

The key theme, Organisational Practices, has four sub-themes, namely: a) Policy performance and appraisal management; b) Organisational culture; c) Reliance on digital tools for communication; and d) Business system and operational processes.

a) Policy performance and appraisal management

Participants noted that the organisational practices changed as a result of remote working, and this was mainly attributed to the impact of COVID-19. The performance management system and ways of assessing performance compared to pre-COVID-19 was assessed in the same way for employees of the bank during COVID-19. Participants felt that this should have changed to accommodate remote working, as the ways of work changed.

It is clear from the participants that the measurement and assessment of performance management was difficult during 2020. The changes in strategic priorities as well as business priorities and employees' personal circumstances changed due to the impact of COVID-19. The original measurement and objective setting criteria that were concluded in January 2020 drastically changed for participants as they started to work remotely. The shift should have been towards measuring outcomes and behaviours as opposed to objectives. However, participants indicated that the existing performance management process should be changed to accommodate all the changes that resulted from remote working.

Typically, prior to COVID-19, performance management was a lengthy process and involved a huge portfolio of evidence to support performance ratings. In light of the pandemic this should be a process that is not cumbersome. There is a need for this process to be more flexible. Performance management and the measurement thereof is imperative, therefore, using a tool that measures concise, relevant, unornamented data, and which is easily understood by participants will be beneficial for the bank (Aguinis, 2019). Performance Management is a critical talent process (Aguinis, 2011). Managers use performance data to have meaningful conversations and provide feedback to their reports/employees. These types of conversations promote employee development, job satisfaction and a healthy relationship between the line manager (employer) and employee (Aguinis, 2011; Wilken, 2020). Vozza (2020) states that during remote working, this type of feedback and performance discussion is vital and should take place more regularly to maintain the connection and increased levels of performance. Having these performance discussions during remote working creates a platform for employers to document the feedback and to have constructive performance discussions, separating performers from non-performers (Starner, 2020). With the constant war for talent during COVID-19 and post COVID-19, it is important for organisations to secure their niche skills and top talent to be able to survive and remain sustainable. It is important for employers

to successfully manage this process and explicitly recognise their top talent (Aguinis, Gottfredson & Joo, 2012), especially during crises situations.

A recent study by Gallup on US workers discovering affinity for remote working, revealed that 62% of the workforce is working remotely, and as such, the conventional practices such as open door policy and floor walks to see and understand what employees are doing, are no longer present, hence the requirement to assess employees should be changed (Brenan, 2020). According to Schrage (2020), the performance management process, objectives and measure needs to be flexible and adapt to remote working to assess employees. Based on Edgar Schein (1996), employees that feel wanted and trusted are likely to succeed from a performance management perspective, which, in turn, successfully affects the organisational culture.

b) Organisational culture

The ways of work literally changed overnight for bank, thereby affecting the homeostasis within the work environment. The work context literally changed overnight from physical to digital. Participants indicated that due to COVID-19 they embraced remote working. Previously, remote working was a concept known to few. Participants experienced that the positive approach to the adoption of digital tools, mindset change and usage of digital tools improved many of the practices and processes in bank. This contributed (potentially) towards a culture of agility and enhancements of practices and processes. Adoption of these changes shows how the bank is able to accept change at all levels.

Participants indicated that the senior management (such as the CEO) and some managers have facilitated a culture of embracing change. This has led to flexibility, increased levels of productivity and enhanced trust.

Meyer (1982) argues that within a crisis, an organisation needs to adjust its culture to fit with new environmental realities. With macroeconomic changes, organisations are known to change highly visible aspects of their culture but leave deeper aspects untouched. Following the financial crisis, many large banks changed the most highly visible aspects such as their values statements, but they did not change deeper assumptions or rituals (Gond, Spicer, Patel, Fleming, Mosonyi, Benoit & Parker, 2015). However, in this situation, participants shared their experiences of changes in deeper assumptions and artefacts such as the increased levels of trust between line managers and themselves. The impact of COVID-19 demonstrated how some leaders increased empathy towards

their employees, with employee wellbeing and health and safety becoming a key focus and priority.

c) Reliance on digital tools

The main finding in terms of digital tools is that one used/applied for communication and collaboration is most critical in the bank to facilitate remote working. It is evident from the interviews that much time is being consumed by employees utilising the tool – which on average is 90% per day.

The use of digital tools has significantly changed research participants' ways of work and how they interact. Digital collaboration has increased. Participants indicated that communication tools (such as MS Teams) improved the quality of collaboration and communication, facilitating meaningful and purposeful conversations. The use of these tools furthermore increased transparency and visibility where senior executives provided an opportunity for employees to be part of some meetings and initiatives that they previously would not be included in. The only limitation of the collaboration and communication tool as per the participants experiences are related to the lack of human facetime and limited connectivity.

The new digital tool is easier for collaboration, less intrusive compared to face-to-face meetings, and the outcomes are reached with less effort. Prior studies indicated that virtual teams tend to lack the communication richness available to face-to-face teams (Martins, Gilson & Maynard, 2004). Mortensen and Hinds (2001) claim that problems and conflicts and lack of coordination can escalate quickly in virtual teams. Contrary to these prior studies, participants expressed the views that online working and collaboration tend to be more effective than face-to-face meetings, with successful implementation and reliance on digital tools. DeRosa, Smith and Hantula (2007) state that the use of digital tools is an important subset of digital transformation, and that the tools are considered more valuable in how it is applied and leveraged by participants as opposed to the type of technology it is (Andriole, 2017). In this study, the researcher found that the adoption and use of MS Teams was widely accepted and leveraged by participants of the bank for successful collaboration and communication. Prior research indicates that organisations are reluctant to embark on digital transformation initiatives as they fear that new digital tools will hamper performance (Klaus & Blanton, 2010; Svahn et. al., 2017; Bhattacharjee, Davis, Connolly & Hikmet, 2018). Contrary to this perspective, it is evident from participants' responses that they have successfully adopted the use of digital tools, practices, and processes. COVID-19 has accelerated digitalisation. One could argue that

necessity, an understanding of the value and benefits of using these tools, and the necessary organisational support facilitated the reported positive approach to change and satisfactory levels of performance. Similar to the findings of Vyas and Butakhieo (2020), despite the favourable working conditions and working remotely, employees shared experiences of dissatisfaction of poor infrastructure and limited access to digital tools.

d) Business system and operational processes

Digitisation of processes are constantly evolving within various organisations. Newsome, Taylor, Bair and Rainnie (2015) argue that through digitisation, certain practices and processes can improve employee knowledge and assist them in their overall execution of delivery whilst saving time (Taskin & Van Bunnem, 2015; Mabey & Zhao, 2017). Prior to the pandemic, remote working was not a widely used practice and as a result of this, the urge to change practices and processes was not given the full attention it required (Kossek, Lautsch & Eaton, 2006) This study supports this notion as research participants shared that they had little experience of remote working, including what practices and processes should be changed. As reported by Kniffin and Hanks (2018), the participants indicated that the unprecedented impact of COVID-19 inadvertently lead to a de facto experimentation within the bank in terms of changing its processes and practices to support remote working. Participants were of the opinion that due to the pandemic, what would have taken the bank probably two years to implement (such as a new connectivity tool), took place in three months. The transition to the digitisation of processes required more rigour to the project management tool for the effective management of projects. Enhanced reporting and additional capability building were high on the agenda for the participants as this was widely used by the participants given the heavy reliance on this digital tool to provide the desired results and outcomes. Participants felt that the organisational culture is slowly being changed with the use of certain practices and processes that are now being made transparent and visible.

It was evident from the participants' responses that data privacy is of special importance in the banking industry. From their responses it seems that the use of digital tools and working remotely is a challenge for the bank, given the access of employees to customer information. As a result of this the data privacy, processes and policies have been amended and updated to accommodate privacy challenges. One of the training initiatives from the bank included training on using ICT tools and data privacy. Data privacy, also called information privacy, is the aspect of IT that deals with the ability an organisation or individuals to determine what data in a computer system can be shared with third parties.

Remote working can be effective if organisational processes are changed to adapt and support remote working. However, COVID-19 presented many challenges with high levels of remote working, the amount of data produced on home networks, the necessity to adjust processes and procedures to facilitate remote working whilst also adhering to the requirements of the banking industry. When thinking about remote work, there is a tendency to think about the employee connecting to the company network, but that is just the tip of the iceberg when it comes to data sharing – the risk of data being exposed to external parties as well as cybersecurity challenges could be further risks for the bank.

5.3 Key theme: Remote Working

According to Desilver (2020, online), remote working has, in fact, been a “luxury for the relatively affluent”. However, COVID-19 forced the bank to undergo a rapid shift from manual business processes to accelerated ways of digital work and transformation. It created a platform for the bank to take advantage of the digital tools to support employees and to ensure that the bank survives and continues to remain sustainable and successful in this competitive and challenging context (Vial, 2019; Tomat & Trkman, 2019). One of the objectives explored in the study is how participants experience the support that the employer (bank) provided to its employees to adopt and leverage the digital tools in their day-to-day work. The researcher found that from a digital tool and adoption level, the bank made a concerted effort to provide participants with accessing digital tools. The bank deployed various ways to ensure that the participants were enabled, including upgrading the connectivity so the participants could access the digital tool whilst working remotely. This change was acknowledged by the participants, who mentioned that it was a positive experience. Although the bank made an effort with the connectivity, some of the participants felt there was still a lack of digital tools being made available. Participants also felt they could be enabled with better infrastructure and office setups provided by the bank, as this would create a better working environment remotely. The introduction of the communication digital tool was an episodic change for the bank employees as this was a main source of collaboration and connection with other colleagues. According to Vial (2019), the introduction of digital tools can be seen not only as a driver for change but also as the initiation to digital transformation – a term now used frequently (Bohnsack, Hanelt, Marz & Antunes, 2018; Sebastian et al., 2017; Vial 2019; Wessel, Baiyere, Ologeanu-Taddei, Cha & Jensen, 2020).

The following three sub-themes emerged from the data analysis and will be discussed below: a) Sense of control over daily schedule and flexibility; b) Productivity and managing distractions; and c) Work-life balance.

a) Sense of control over daily schedule and flexibility

The majority of the participants experienced the autonomy that remote working presents as positive and empowering. The lean towards flexibility instilled self-discipline, and participants indicated that they could accomplish designated tasks, given that they saved time on commuting. Many of them were able to take on more tasks and still provide increased levels of productivity.

b) Productivity and managing distractions

It is evident from the responses of research participants that they are generally working long hours to complete their work. Despite the experience of distractions and the requirement to manage multiple distractions such as children being home-schooled and the many occasions of participants' dogs barking and multiple (personal) interactions, it seems that the participants were able to execute effectively on all assigned tasks and they were highly productive.

This finding concurs with previous research, which indicates that when working remotely there are fewer interruptions (Bailey & Kurland, 2002). Because employees are not being micromanaged, they exercise greater discretion to place efforts in ensuring that they comply and complete their daily activities (Kossek & Thompson, 2016).

c) Work-life balance

Work-life balance emerged as an important topic for the participants. Participants reported on their struggles/difficulty with managing social roles, health, wellness, and distractions. Although they felt that they were more productive whilst working remotely, the ability to have a work-life balance was one of the most dominant challenges. Some of the participants shared that they work until 9 in the evening.

The researcher understood that work-life balance simply means striking a healthy balance between one's working life and personal life. Work-life balance is not necessarily defined as an even split between the hours one spends at work and the hours one spends on hobbies. The balance is more nuanced than that, and it also varies among different people.

The majority of the participants referred to their inability to “switch off” and a concern about the blurred office hours, which is a cause for anxiety and stress. Some of them reported problems in terms of health and wellness. A previous study points to the fact that exhaustion of employees can lead to a distant culture in the way employees behave and portray their attitudes (Kattenbach, Demerouti & Nachreiner, 2010).

Although participants reported higher levels of productivity, this might have its own consequences. Employees may feel they need to constantly work to demonstrate that they are productive and that line managers can indeed trust them (Ayyagari, Grover & Purvis, 2011; Tarafdar, Tu, Ragu-Nathan & Ragu-Nathan, 2007). Digital technology makes it easier for managers to contact employees. Knowing that they can be reached by line managers may cause levels of stress among employees (Ayyagari et al., 2011; Tarafdar et al., 2007).

This finding requires further research to understand the potential link or interrelationships between workload, health and wellness and productivity, work-balance, and remote working.

5.4 Key theme: Interpersonal Factors

Three sub-themes were identified under interpersonal factors, namely: a) Lack of physical contact and sense of isolation; b) Online collaboration, teamwork, and a sense of connectedness; and c) Relationship with line manager and other colleagues.

a) Lack of physical contact and sense of isolation

Participants indicated that working remotely significantly reduced their physical contact with their colleagues (Mercer, 2019). Although participants confirmed productivity increase, the sense of isolation was immense for many participants. Previous research indicates that if employees are given the social support, this can help them deal with the feeling of isolation (Rousseau & Aubé, 2010). It seems that employees who experience higher levels of social support tend to repay their organisations by concentrating more on their work (i.e., showing less procrastination) (Buunk, Doosje, Jans & Hopstaken, 1993).

Although participants reported increased levels of (digital) communication and collaboration working remotely, they were lonely and missed morning coffee discussions. Mogilner, Whillans and Norton (2018) point to the fact that regular social discussions are essential for mental and physical health. Physically shaking another person's hand is a

form of social activity which is regarded as valuable, but it can no longer be practiced (Schroeder, Risen, Gino & Norton, 2019). The absence of social interaction may create some harm to employees' mental and physical health (Brooks, Webster, Smith, Woodland, Wessely, Greenberg et al., 2020).

Although the researcher did not focus on introvert and extrovert behaviours during remote working, a recent study conducted by Margolis and Lyubomirsky (2019) on employees' behaviours during remote working indicates that introverts' behaviours decrease positive emotions and extraverts' interpersonal and emotional advantages may decrease due to the lack of strong social connection. These types of emotions and lack of physical contact can affect participants.

b) Online collaboration, team work and a sense of connectedness

COVID-19 have precluded the traditional way of communication and collaboration. Research participants felt that the use of the digital tools (such as MS Teams) enabled them and created a sustainable platform for engagement, communication and collaboration during remote working.

The use of MS Teams has largely been applied for EXCO and board meetings, and these sessions and meetings have been proven to be successful. These findings support previous research that points to the use and value of digital tools in ensuring collaboration (Driskell, Radtke & Salas, 2003) and assisting employees to continue working remotely and to enhance engagement.

Despite the advantages of digital tools, some authors argue that virtual communication lacks depth and insight, and it seems easier (Gaskin, Thummadi, Lyytinen & Yoo, 2011) to have miscommunications in the absence of seeing an employee's body language or cues such as nodding one's head as a sign of agreement – this is a major trigger for loneliness (Cacioppo, Hawkley, Ernst, Burleson, Berntson, Nouriani et al., 2006).

c) Relationship with line manager

The researcher found that some participants felt their relationship with the current line manager has improved. This included a more purposeful relationship as the line manager genuinely showed interest in the participants. However, some participants indicated that their relationship with the line manager remained the same as it was pre-COVID, with not much change. They had limited interaction with their line managers. Managers' style and the way they lead are inextricably linked to the organisational culture. It is imperative and

important for employees and their employer to have a healthy working relationship. For employees it is key that they find the level of work they engage in as interesting, that they are able to learn and grow, and that the environment they are subjected to is conducive. Employees should have a level of satisfaction and comfort with their employer and form harmony towards a common goal (Schein, 2010). The researcher found in the study that employees cannot remain tight lipped and work for infinite hours; they need to have a sustainable relationship with their line managers where they could be provided the support and have a transparent communication.

A study conducted by Antonakis and Atwater (2002) found that the absence of a physical work set and dominating leadership can promote a more interactive and cohesive relationship with employees and managers. According to Stoker et al. (2019), for managers to be effective and support employees during remote working, they need to be adequately trained, and they must have the skills and experience for a sustainable work relationship and one that benefits the organisations. Prior research indicated that as remote working continues it is important for participants to receive feedback and learning opportunities to reduce turnover (Vandenberghe, Landry, Bentein, Anseel, Mignonac & Roussel, 2019).

5.5 Key theme: Accelerated Digitalisation of Initiatives

Two sub-themes were identified under the Accelerated Digitalisation of Initiatives theme, namely: a) Skills development and online learning; and b) Access to working equipment and digital tools and integration of efficient technological tools. These are discussed in more detail below.

a) Skills development and online learning

The face-to-face learning practices shifted to a complete online platform to accommodate remote working. This online learning approach was positively experienced by most of the research participants. They expressed appreciation for the uninterrupted availability of learning content and that they could access a variety of learning programs. Business processes, practices and policies definitely contribute to the way the organisation has shifted to a digital culture by embracing changes and fast pace adoption of new practices, processes and tools.

During COVID-19, the focus of online learning programmes was on adoption of the online learning programmes to assist employees with keeping up to speed with industry

knowledge and access to the various governance and learning curriculums. It is evident from this study that research participants experienced this as a positive initiative introduced by the Learning and Development department.

b) Access to working equipment and digital tools and integration of efficient technological digital tools

This particular bank made a concerted effort to upgrade the technology, thereby ensuring that employees could access the digital tools whilst working remotely. The majority of the participants expressed appreciation for the investment in equipment and digital tools. Bélanger, Watson-Manheim and Swan (2013), Parker (2014), and Wang, Liu and Parker (2020) all argue that by accessing and using the various digital tools, and when work and tools are designed in a particular way, it will give rise to well-being, job satisfaction, performance, and other positive outcomes. Participants shared experiences of digital tools improving the efficiency of business processes and communication practices.

5.6 Key theme: Factors Hampering Remote Working and Accelerated Digitalisation

Three sub-themes emerged from the theme, Factors Hampering Remote Working and Accelerated Digitalisation, namely: a) Adaption and transition from physical to an online space; b) Lack of access to remote working and technological tools; and c) Connectivity and technical issues.

a) Adaption and transition from physical to an online space

Participants indicated that initially they experienced difficulty adapting from the physical to the online space. However, as time progressed, they adapted to the remote ways of work. Despite the initial challenges with the transition from physical to online, there has been no resistance from employees of this particular bank. According to Wang et al. (2020), the employees' work experience and acceptance of remote working can influence the impact of working from home. In this particular study, the widespread impact of the pandemic and social distancing requirements seemingly facilitated an acceptance of the requirement for remote working. No factors were identified that severely affected the employee experience during remote working.

b) Lack of access to remote working and technological tools

This study highlighted that all employees were provided with access to technological tools by the particular bank. The minimal interruptions and lack of access can be attributed to the temporary Wi-Fi connections being disabled, poor infrastructure, and load shedding. This, however, has not impacted or hindered the performance of employees within the bank.

c) Connectivity and technical issues

Connectivity and technical issues were largely attributed to load shedding. The lack of connectivity did result in some cases where employees lost productivity time; however, the loss of hours was subsequently made up with longer working hours.

5.7 Summary

The purpose of this study was to explore and understand employee experiences of the organisational support during accelerated digitalisation and remote working of a local South African bank. The main research objective was guided by four sub-objectives. In this last section of Chapter 5, the findings of the study will be related to these four sub-objectives.

a) Identify the changes in the organisational practices that employees experience as a result of accelerated digitalisation

It is evident from the research findings that the participants were exposed to various organisational practice changes, requiring them to adjust to new ways of work, including accelerated digitalisation. The implementation of a digital communication tool was launched overnight. With the increase of digital tools, online fraud and security breaches are a reality. It was imperative for the bank to provide training relating to data privacy and changing their data privacy processes and practices to accommodate remote working from a security stance (Agarwal, Sengupta, Kulshrestha & Guha, 2017).

Ordinarily, a change of this magnitude would have taken the bank years to implement. However, due to COVID-19, the digitalisation and change in processes were accelerated and done in a period of three months. Participants embraced this change and had a positive attitude in terms of how they used the tools and new ways of working for effective collaboration and execution of their responsibilities. Khoza (2012) and Amory (2014)

argue that the use of digital tools enabled users to learn informally, thus creating and building their own experiences.

b) Identify the changes in the organisational practices that employees experience as a result of remote working

The data primarily indicate that employees experienced working remotely as beneficial given the cut on travel time and increase in flexibility and autonomy. Employees shared that several organisational practices and business processes changed. The use of these digital tools was widely adopted for meetings and the sharing of working documents, allowing more than one participant to simultaneously work on a document. Participants mentioned that virtual meetings provided them with an equal opportunity to engage and provide feedback, resulting in accelerated decision making. Prior studies show that managers who are suitably skilled and qualified, have the ability to make decisions that have a positive impact on the organisation and their employees (Antonakis & Atwater, 2002).

Prior research shows that remote teams lack the communication richness available to face-to-face teams (Martins et al., 2004). However, the research findings seem to suggest that the research participants experienced the virtual conversations as purposeful and enriching.

Participants expressed that in the light of COVID-19 and remote working, the performance management practice should be adjusted to provide and measure output more fairly and consistently. Prior research indicates that the performance management practices and tools in a remote working context should include clear goal settings as opposed to traditional methods, performance reviews and ratings (Aguinis, Gottfredson & Joo, 2013). Participants expressed a great sense of human contact and connection with their peers. The new performance management practice should be conducted in a way that supports collaboration, connection and interaction as opposed to disengagement. Research further indicates that managers of remote teams should not ignore poor performers and their lack of contribution as this negatively affects the overall team and their performance (Winkler-Titus, 2019).

c) Identify and explore employees' experiences of organisational practices and initiatives that support accelerated digitalisation and remote working

The thematic analysis revealed that employees experienced support by their managers to a certain extent. Participants were appreciative of the connectivity support and change in

practices to accommodate digitalisation and remote working. Among the most important support practices introduced was the online learning and development that facilitated a positive employee experience and contributed to an organisational culture of learning. This seems to be extremely beneficial to the participants.

From an organisational culture perspective, the CEO was regarded as a role model, demonstrating empathy. From an organisational culture perspective, the participants mentioned that the cultural transformation journey and the noticeable changes are largely attributed to the CEO. This was portrayed in the communication style and how messages were filtered down to the participants. Some line managers mentioned that due to visible executive leadership, they followed a similar approach with their staff in terms of being visible, having regular check-ups and communicating more frequently with their teams. Kerr and O'Leary (1999) indicate that leaders who encourage open collaboration, communication and connection contribute towards the creation of positive workspaces for employees. This seems to be supported by the research findings. Hoyt (2020) argues that during crises situations, managers need to have the following principles in order for them to have a successful relation with their employees: visibility to prevent anxiety, frequent and truthful communication, and the sharing of more rather than less information.

d) Identify and explore employees' experiences of organisational practices and initiatives that hamper accelerated digitalisation and remote working

Participants mentioned that the lack of adequate resources, including infrastructure and access to some the digital tools, hampered them to a certain level, but it did not affect their productivity. The lack of face-to-face contact has been significantly highlighted by participants and they expressed a sense of loneliness and urge to have face-to-face contact with other colleagues. Additional research would need to be done to investigate the influence of face-to-face contact on employees in general. Research indicates that social support provided by employers can reduce employees' sense of loneliness in the absence of face-to-face engagements (Bavik, Shaw & Wang, 2020).

Blurred office lines led to participants finding it difficult and challenging to maintain a work-life balance and having clear work and family boundaries. It seems that the blurred lines did not hamper their performance, although some participants reported displaying higher stress levels and health implications. Additional research needs to be conducted to understand what the effects of long term blurred office hours would have on participants in the future (Ramarajan & Reid, 2013).

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

Chapter 6 includes the conclusion, limitations, and potential recommendations. This summary chapter addresses the research problem. Based on the literature review and findings relating to the research questions, recommendations are provided for the South African bank and for future research.

6.2 Summary

The summary of this chapter includes employee experiences of the organisational support during accelerated digitalisation and remote working. The aim of this study was to explore employee experiences of the organisational support during accelerated digitalisation and remote working as a result of COVID-19.

Due to the pandemic and subsequent requirement for social distancing, abrupt changes were implemented to facilitate remote working. These emergent changes in organisational practices and reliance on digital tools were widely accepted and adopted by research participants in the bank. This was largely attributed to how the digital tools were launched and how the participants were supported in using these tools to transition from a physical workspace to remote ways of work. The performance management process does require refinement to adjust to the remote ways of work.

Remote working introduced a sense of control and flexibility for various participants; however, it seems that some of these practices need to be refined to accommodate the realities of remote working (such as the performance management process) and to facilitate better work-life balance for them.

Interpersonal factors such as a sense of loneliness and the nature of the relationship with the line managers in a remote work context can impair professional relationships (Camacho, Hassanein & Head, 2018) and cause undue stress for the participants. This is an important area for future research in view of obtaining a better understanding of the relationship between interpersonal factors on remote working.

In the context of accelerated digital initiatives, relevant training and support enabled participants to access digital tools.

6.3 Limitations

- (i) This was the first time during a pandemic that remote working was experienced at such a large scale; the researcher found that there is limited literature available on how organisations can support employees, including how employees can transition from the office setup to remote ways of work during pandemics.
- (ii) Since the interviews were conducted via MS Teams, it was difficult to pick up on body language and what participants were feeling, as most of the participants had their cameras off due to it slowing down the network connection.
- (iii) Further limitations experienced include unstable technology during load shedding, and distractions and interruptions faced by the participants during the online interviews that were conducted by the researcher.

6.4 Reflections on the study

The researcher provides a comprehensive view of the steps and processes followed to acquire the data. In relation to the interviews conducted, great care was taken during the actual interview process as well as when interview feedback was obtained and transcribed, and with the compilation of key themes, classification of themes, and grouping of sub-themes. For each of the themes included, the researcher provided insights from participants, showing full participation from participants for data richness, completeness and integrity of the data gathered. By following the phenomenological approach and interpretive analysis, the researcher connected the findings in the literature to those associated with the thematic areas identified from the interviews conducted to form a body of knowledge.

6.5 Technical care and presentation

The researcher has taken great care in compiling the research report. High levels of integrity have been exercised during the compilation of the reporting, including citations and references as well as the professionalism when the interviews were conducted. The researcher included the use of tables and thematic maps to illustrate the various data links. To this degree, the research report presented is of high technical quality.

6.6 Recommendations

- (i) This study underscored the comment from Gartner (2020) that the variable ways in which employees work outside of conventional working environments, warrant growing amounts of attention for both research and practice. Future research should focus on the interrelationship between work from home and work productivity, ideation, and performance.
- (ii) It is also recommended that further research should explore appropriate performance management approaches and measurements to assess employee performance in an unbiased way. It would be interesting to explore this topic further in terms of roles that cannot be done in a digital way.
- (iii) Research (qualitative and quantitate) should be conducted that explores the influence of COVID (post the pandemic) on employee experiences and conditions such as mental health of employees, physical burnout due to the blurred office hours, lack of human contact, and a sense of belonging.
- (iv) It seems relevant that going forward, organisations (and this bank in particular) should explore their ability to design hybrid working models for employees.
- (v) Future research should be conducted to explore strategies on how to reward and retain top talent in a remote working context. The current pandemic introduced a paradigm shift in terms of how employees behave and contribute to the organisation as well as how they are managed from being in the office to working remotely.
- (vi) In addition, future research should be performed to examine how managers can build trust with new employees in a virtual work environment.

6.7 Conclusion

COVID-19 has brought about immense changes. The speed in which it happened forced organisations and employees into a new era of digitalisation. Remote ways of work have become a reality for many employees worldwide. These trends have promised a new future for employees and organisations in the way they engage, communicate, and how productivity is assessed, which includes a major opportunity for digitalisation and the advancement of work practices. From this study, the researcher noted that there are not

only benefits for employees in the shift to remote ways of work, but for organisations as well in terms of significantly reducing their operational costs. The results from this study demonstrate that digitalisation can be accepted, embraced, and implemented if the right levels of autonomy, urgency, and the need to change in are in place. This can fully transform into integrated solutions and provide conducive ways of remote working.

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APPENDIX A: ETHICS CERTIFICATE

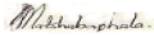


SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE

PROTOCOL NUMBER: WBS/BA2280757/255

<u>PROJECT TITLE</u>	Employee experiences of the organisational support during accelerated digitalisation and remote working of a local South African Bank.
<u>INVESTIGATOR</u>	Mrs Sumentree Thandray
<u>SCHOOL/DEPARTMENT OF INVESTIGATOR</u>	MM (Digital Business)
<u>DATE CONSIDERED</u>	16 November 2020
<u>DECISION OF THE COMMITTEE</u>	Approved unconditionally
<u>RISK LEVEL</u>	MINIMAL RISK
<u>EXPIRY DATE</u>	30 JUNE 2021

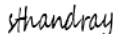
ISSUE DATE OF CERTIFICATE 25 November 2020 **CHAIRPERSON** 
(Dr MDJ Matshabaphala)

cc: Supervisor: Dr. Craffert

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.


Signature

Date

11/12/2020 /

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

APPENDIX B: PARTICIPANT LETTER

Dear Participant:

Invitation to participate in the research project:

Researcher: Sumentree Thandray

University of Witwatersrand

Year of Study 2020-2021

I am conducting interviews as part of a research study to increase understanding of Employee experiences of the organisational support or lack thereof during accelerated COVID-19 and remote working of a local South African bank.

The interview takes around 45 minutes and is very informal. I will capture your thoughts and perspectives on being an employee experiencing remote working during accelerated digitalisation.

Your responses to the questions will be kept confidential. Each interview question will be assigned a number to help ensure that personal identifiers are not revealed during the analysis and write up of findings.

There is no compensation for participating in this study. However, your participation will be a valuable addition to the research and findings and could lead to recommendations to the bank and future researchers.

If you are willing to participate please suggest a day and time that suits you and I'll do my best to be available.

If you have any questions please do not hesitate to ask.

Thanks

Sumentree

APPENDIX C: RESEARCH APPROVAL LETTER



Date	11 November 2020
Validity of Research Approval	1 November 2020 to 31 May 2021
Name of Researcher	Sumentree Thandray
Contact details	072 489 1296
Research Topic	Employee experiences of the organisational support or lack thereof during accelerated COVID-19 and remote working of a local South African Bank

Re: Approval in respect of request to conduct research

This letter serves to indicate that approval is hereby granted to the above-mentioned researcher to proceed with respect in respect of the study indicated above. An informed consent letter must be furnished to the participants to enlist their participation in this academic research study and requesting their permission for same. The onus rests with the researcher to negotiate appropriate and relevant time schedules with the research participants.

The following conditions apply to research within Absa. The researcher may proceed with the above study subject to the conditions listed below being met. Approval may be withdrawn should any of the conditions listed below be contravened.

- The target population for the research should be employees who have been with Absa for longer than 12 months – no new employees should be sampled.
- Any sensitive information provided by the interviewees regarding the Bank's specific processes/strategies should be treated as confidential. Approval to use such information should be sought from the Bank.
- Bank employees shall not share confidential Absa information that may be market sensitive.
- Outcomes will not be published; any requirements to publish should be approved by the Brand team.
- Information gathered during the interview process may not be validated and thus might not reflect the Bank's position.
- During the interviews no personal information pertaining to other employees or the Bank's clients shall be shared without the relevant consent being obtained.
- Data should not be used for competitor strategic intent.
- Ensure Absa data protection and confidentiality requirements are adhered to.
- Respective business area line manager permission is required where there will be engagement with individuals during working hours to avoid disruption to BAU activities. Otherwise, the research can be conducted in an employee's free time.

Mr. Thabo Mashaba
Head of People & Culture: Corporate Functions

APPENDIX D: RESEARCH INTERVIEW GUIDE

Guidelines:

- a) The below interview questions have been customised to ensure that the questions asked are consistent for each candidate.
- b) Each candidate will be asked the same questions, although the probes will be modified to suit the candidate's response/experience.
- c) A range of questions are included for each of the research objectives being assessed.
- d) Additional probes will be done during the interview to further explore a particular question/answer. Additional questions will be documented if used. Contra-evidence (i.e. if given only positive evidence by the respondent the researcher will try to obtain evidence of when things have not gone so well, balancing the feedback provided).
- e) Introduction and closing statements.
- f) Notes: Notes of candidate's responses will be documented.
- g) Key themes will be extracted from the study.

Key Themes

- a) The Interview feedback form, will include examples of the evidence that the researcher has gathered which will help justify any decision made.

Section A:

Respondent Information:

Respondent Name:	
Date:	15 December 2020
Role & Business Area	
Demographics	
Corporate Grade	
Tenure in the Bank	
Maximum Heterogeneity	Different groups of participants will be included in the study Different levels of seniority Different job descriptions Different Age Groups

Additional Information:	
Note Time: Introduction: My name is Sumentree Thandray, I am conducting a study on employees experience and remote working in the banking sector.	

Information for respondent Your personal information will not be divulged, this will be strictly for academic purposes, however the study will be shared with the bank and other researchers, once again your personal information will be anonymous		
Overall Comments – include any areas for further probing / discussion at future interview(s)		
Overall Recommendation (please tick as applicable)		
☐	Key Themes	
☐	Key Themes	
☐	Key Theme	

(Build rapport with respondent) How have you experienced the COVID-19 situation from a work context?

How long have you been working remotely? And why did you start working remotely?

What were the most challenging things when you first started?

What are the benefits of working remotely? What do you enjoy most about working remotely?

Advantages and disadvantages

Advantage:

Disadvantage :

Are you more productive at home or in the office? Please explain your answer?

How do you manage distractions during the day? Is this a challenge for you?

Section B:

1. Identify the changes in the organisational practices that employees experience as a result of accelerated digitalisation?

1.1 In your experiences, did the usual practices and processes change as a result of accelerated digitalisation? (Using digital tools)

1.2 In your experience, did any of the organisational practices change as a result of remote working?

1.3 In your experience, did remote working and the use of digital tools affect your interaction with colleagues?

Can you elaborate (Probe for level of social interaction?)

1.4 How has accelerated digitalisation (working online and using digital tools) affect you in your work?

Can you please provide detail? (Probe)

1.4.1a. If yes, how did these changes affect you?

1.4.2b. If yes? Probe

2. Identify the changes in the organisational practices that employees experience as a result of remote working

2.1 In your view, did remote working and accelerated digitalisation change the organisational culture?

Can you elaborate? Probe for additional changes in the practices and procedures

2.2 In what way has collaboration with your colleagues been affected by accelerated digitalisation (doing things online and using digital tools).

2.3 Do you feel included in decision making processes?

Please explain (Probe for levels of decision making)

2.4 In your view, did remote working and accelerated digitalisation (working online and using more tools) affect or change the decision-making process within your work environment

Please explain

2.5 How would you rate the organisational communication during this period? Probe for was this sufficient, regular?

Scale 1-5

1 Poor

2 Average

3 Good

4 Very Good

5 Outstanding

Probe Why?

2.6 Do you think that the remote working and accelerated digitalisation had an impact on the nature of your relationship with your line manager?

Can you please elaborate?

3. Identify and explore employees' experiences of organisational practices and initiatives that supports accelerated digitalisation and remote working

3.1 Do you feel the bank supports remote working effectively? Can you please elaborate

3.2 Do you think the bank supports employees in using new digital tools?

3.3 In what manner did the organisation support you to be able to work remotely?

3.4 In what manner did the organisation support you to use new digital tools?

Please elaborate?

3.5 Going forward, in what manner, do you think, can the organisation provide more or better support to you, (to be more successful in working remotely and with the use of digital tools?)

3.6 Are there any tools or practices that the bank should consider to support employees to work in a more digitalised manner? Help improve the process of digitalisation?

3.7 Do you think that any of the practices or procedures should be changed to be more aligned to support remote working and digitalisation?

4. Identify and explore employees' experiences of organisational practices and initiatives that hamper accelerated digitalisation and remote working

4.1 During the process of working remotely, what hampered you in performing your work responsibilities?

4.2 Using digital tools, what hampered you in performing your work responsibilities?

4.3 Compared to working in the office, what challenges do you experience in terms of working from home

We have come to the end of the interview, is there any additional information that you would like add.

Thank you for your time

APPENDIX E: TURNITIN REPORT



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Employee experiences of the
organizational support during
accelerated digitalisation and remote
working of a local South African Bank

Sumentree Thandray

Sumentree Thandray
29 April 2021

APPENDIX F: PROOFREADING CERTIFICATE

29 April 2021

Sumentree Thandray

Faculty of Commerce, Law and Management
University of the Witwatersrand
Johannesburg

**RE: CERTIFICATE – TECHNICAL EDITING AND PROOFREADING OF RESEARCH REPORT
FOR THE DEGREE MASTER OF MANAGEMENT**

I, the undersigned, herewith certify that the technical editing and proofreading of the Master's Research Report of Sumentree Thandray, *"Employee experiences of the organisational support during accelerated digitalisation and remote working of a local South African Bank"*, has been conducted and concluded.

The finalised Research Report was submitted to Me Thandray on 30 April 2021.

Sincerely



Professor Annelie Jordaan
DTech: Information Technology
Ph: 065 990 3713

Member: SATI 1003347



South African Translators' Institute (SATI)

APPENDIX G: CODEBOOK 1 OF 2

**EMPLOYEE EXPERIENCES OF THE ORGANISATIONAL SUPPORT DURING
ACCELERATED DIGITALISATION AND REMOTE WORKING OF A LOCAL
SOUTH AFRICAN BANK**

CODEBOOK 1 OF 2

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Accelerated digitalisation Initiatives

● Accelerated digitalisation Initiatives: Skill development and online learning

One of the initiatives that were implemented by the banks was skills development through online learning. Participants mentioned that they received training regarding the use of technological tools such as MS Teams and other operational digital tools. Based on the experiences of participants, it appears that the transition from physical working space to remote working/ online space was supported by the introduction of workshops, access to online learning platforms and other learning and development policies. One of the critical components of online learning includes issues such as data privacy and cyber security to enhance information protection practices. Despite the notion that companies are providing support and online learning. Other participants mentioned that they need more training in using some of the digital tools that have been recently introduced to support remote work. Finally, learning is done differently as participants had to rethink their approach, strategy, due to working from home had to rely more on teams had to use Microsoft tools for learning.

1:23 We have become more efficient, the use of these digital tools have min..... (8867:9162) - D 1: Participant 1

We have become more efficient, the use of these digital tools have minimised the human error and manual intervention, reporting has become more reliable, during this process we are also upskilling our employees and there is an opportunity to upskill further to build digital skills in the future

1:38 knowledge sharing, online learning and the various online platforms to..... (12585:12703) - D 1: Participant 1

knowledge sharing, online learning and the various online platforms to access learning material, processes and policy

1:39 Online training, have improved (12792:12823) - D 1: Participant 1

Online training, have improved

1:41 I think there is a few tech related that people are set up good laptop..... (13290:13395) - D 1: Participant 1

I think there is a few tech related that people are set up good laptops, good routers whatever is needed

2:10 I believe initially there are so many queries due to people navigating..... (5694:6019) - D 2: Participant 2

I believe initially there are so many queries due to people navigating to how to use the tool and processes, but now people have gotten used to this and they are in tune.

Relating to MS Teams not a lot of knew of us knew how teams worked initially, now that we have gotten used to this it is an amazing tool for collaboration

2:28 Bank X gave us training on using Teams (11806:11844) - D 2: Participant 2

Bank X gave us training on using Teams

2:29 Bank X gave access to YouTube which allowed us to access certain learning..... (12055:12135) - D 2: Participant 2

Bank X gave access to YouTube allowed us to access certain learning platforms

3:11 online offerings or live virtual sessions one of the biggest changes..... (5268:5522) - D 3: Participant 3

online offerings or live virtual sessions one of the biggest changes. Learning is done differently we had to rethink our approach, strategy, due to working from home we had to rely more on teams had to use Microsoft tools, tools more emails, congestion

3:14 Convert my entire and learning capabilities to digital and operating p..... (6154:6294) - D 3: Participant 3

Convert my entire and learning capabilities to digital and operating purely with the use of technology adjusted I have worked in technology.

3:26 Most defiantly just looking at my space learning e learning master clas..... (10220:10314) - D 3: Participant 3

Most defiantly just looking at my space learning e learning master classes are now done online

4:27 Data Privacy, confidential information of the bank, needed to have be..... (7428:7535) - D 4: Participant 4

Data Privacy, confidential information of the bank, needed to have been updated to align to remote working

4:28 Who has access to this Data how to use this Cyber Security, secure..... (7564:7645) - D 4: Participant 4

Who has access to this

Data how to use this

Cyber Security, secure connections

4:29 Learning and development policies are now online and have been changed..... (7647:7776) - D 4: Participant 4

Learning and development policies are now online and have been changed to accommodate remote working

Risk Management frameworks

4:36 Yes, training on how to use tools kits, documents process documents, i..... (10348:10472) - D 4: Participant 4

Yes, training on how to use tools kits, documents process documents, if you need assistance there is that support available

4:38 Online learning and development, being able to think about the future..... (10675:11238) - D 4: Participant 4

Online learning and development, being able to think about the future build digital skills and being able to work post-pandemic, we have a lot of gaps in the workforce, automation skills,

digital enablement skills, short courses MIT, Oxford and Harvard, I have been given the opportunity to do my masters in digital business at Wits, this is fantastic, from development a culture of long and learning lifelong learning keep the employee morale and keep employee resilience, skills to be developed in the near future, keep people motivated amidst Covid

**4:41 Yes, Creating and experience of how to innovate, automate, learn dig.....
(12177:12259) - D 4: Participant 4**

Yes, Creating and experience of how to innovate, automate, learn digital skills

**5:19 The way we are being included in digital workshops, Covid has accelera.....
(7965:8074) - D 5: Participant 5**

The way we are being included in digital workshops, Covid has accelerated something as digital transformation,

**5:25 I must applaud our organisation for being transparent and thorough in.....
(9564:9900) - D 5: Participant 5**

I must applaud our organisation for being transparent and thorough in the communication of who is affected and what must be done, we were always kept up to date, the training and how to adapt to a remote working environment was evident. This is largely attributed to our new CEO and his leadership style of inclusivity and transparency

**5:30 I have 3 card, they are now looking at other things to support us e.g.....
(11138:11336) - D 5: Participant 5**

I have 3 card, they are now looking at other things to support us e.g. subsidised Wi-Fi. From a digital tooling perspective additional training and experimentation of new and advanced digital tools

**5:31 There was a lot of training, digital training, big data that was launc.....
(11422:11517) - D 5: Participant 5**

There was a lot of training, digital training, big data that was launched still some to be done

**6:5 With the use of sponsored VPN, learning and development programmes on.....
(10979:11130) - D 6: Participant 6**

With the use of sponsored VPN, learning and development programmes on how to use these tools, toolkits, town halls on best practices was being shared

**6:6 Most defiantly just looking at my space learning e learning masterclas.....
(10799:10893) - D 6: Participant 6**

Most defiantly just looking at my space learning e learning master classes are now done online

**6:7 Absolute yes, the response, we have a dedicated programme called Way.....
(10226:10629) - D 6: Participant 6**

Absolute yes, the response, we have a dedicated programme called Ways of Design, international and best practices are being leveraged and we have partnered with global players. You can now work from anyway in the world local and international. I am locally based and was shocked to see that I walked into a shopping mall and very closely was a dedicated Bank X office space for me to book and work from.

**7:2 The learning has been phenomenal it has propelled us to a way of digi.....
(2257:2392) - D 7: Participant 7**

The learning has been phenomenal it has propelled us to a way of digital working or using software that promotes a digital way of work

**7:21 Affected positively a lot more easier I do think it is quite tricky to.....
(7545:7718) - D 7: Participant 7**

Affected positively a lot more easier I do think it is quite tricky to use white boards those tools are not at the level of maturity, white boards that has been impacted,

**7:25 Yes, training on how to use tools kits, documents process documents, i.....
(9064:9229) - D 7: Participant 7**

Yes, training on how to use tools kits, documents process documents, if you need assistance there is that support available on the various learning online platforms

**7:27 The various learning platforms that we coulda access to use these digit.....
(9572:9878) - D 7: Participant 7**

The various learning platforms that we could access to use these digital tools, e.g. MS Teams, we had training, some of the do's and don't's. With regards to processes, these have been included as training material that we could access with support champions available should be required that 1:1 support.

**7:28 I think, the bank can offer assets how to set up for remote more work.....
(10099:10426) - D 7: Participant 7**

I think, the bank can offer assets how to set up for remote more working a laptop to accommodate working from home, more speed how to set up an office space, subsidy for connectivity, they did make some headway, Training people to work effectively to manage remote work. Culturally there is work to do with working remotely

**7:32 White Boarding, Microsoft products we have, more broadly there are s.....
(10998:11177) - D 7: Participant 7**

White Boarding, Microsoft products we have, more broadly there are still systems that people cannot use remote all systems should be geared for remote working we do have a gap.

**8:29 To a certain extent there are so many tools that we could be leveragi.....
(12399:12633) - D 8: Participant 9**

To a certain extent there are so many tools that we could be leveraging, Z Scaler has been rolled out for the entire bank however there are tools that can be used for accelerating productivity which is not currently being pursued

**8:32 Online learning, updated policy relating to data privacy whilst worki.....
(12871:12955) - D 8: Participant 9**

Online learning, updated policy relating to data privacy whilst working from home

**8:37 Making sure that I feel like I still belong and I am part of the bigge.....
(13952:14187) - D 8: Participant 9**

Making sure that I feel like I still belong and I am part of the bigger community, still delivering in the same goals, training growing individually, my growth is part of the bigger scheme of things, For example the Haraka Strategy

**10:26 Procedures that include updates on data privacy and cybersecurity to.....
(10350:10435) - D 10: Participant 11**

Procedures that include updates on data privacy and cybersecurity to minimise risks

11:23 Online Learning and digital platforms to continue learning (9596:9655) - D 11: Participant 12

Online Learning and digital platforms to continue learning

11:27 Online learning Knowledge sharing platforms Online communication on..... (10293:10431) - D 11: Participant 12

Online learning

Knowledge sharing platforms

Online communication on new process and improved practices e.g. data privacy, cyber security

12:4 Also be able to learn new digital tools and adapt to change at a very..... (2748:2830) - D 12: Participant 13

Also be able to learn new digital tools and adapt to change at a very rapid pace.

12:15 Training of employees virtually on enhancements of changes that was ma..... (4440:4534) - D 12: Participant 13

Training of employees virtually on enhancements of changes that was made on the digital tool.

12:18 Yes it accelerated the change, in terms of how people learnt, adapted..... (4957:5075) - D 12: Participant 13

Yes it accelerated the change, in terms of how people learnt, adapted new digital tools.

Behaviours change was positive

12:25 The learning has fully transitioned to digital and virtually (7013:7074) - D 12: Participant 13

The learning has fully transitioned to digital and virtually

12:35 Online training (9542:9558) - D 12: Participant 13

Online training

13:22 Online Learning Updated practices and processes was accessible on the..... (10376:10472) - D 13: Participant 14

Online Learning

Updated practices and processes was accessible on the various online portals

15:10 Management training of all employees (4105:4142) - D 15: Participant 16

Management training of all employees

15:19 Online learning has become more evident, procedures e.g. data privacy..... (5720:5924) - D 15: Participant 16

Online learning has become more evident, procedures e.g. data privacy and updating of cybersecurity risk awareness information has now become available and accessible to assist us whilst working remotely

15:25 Online training and support that is provided via the different portals (7751:7821) - D 15: Participant 16

Online training and support that is provided via the different portals

**16:8 A cyber security risk, forget your screen on, cyber security issues.....
(4713:4912) - D 16: Participant 17**

A cyber security risk, forget your screen on, cyber security issues, the content people listening in
Higher risk of burn out due to the blurred office lines, we work more than the average time

**16:17 The rate of change has been embraced, new skills have and the learning.....
(7468:7565) - D 16: Participant 17**

The rate of change has been embraced, new skills have and the learning of these has been fostered

**17:11 I am in the learning areas so the vendors had to rapidly change to of.....
(5941:6069) - D 17: Participant 18**

I am in the learning areas so the vendors had to rapidly change to offer virtual training as opposed
to face to face training

**17:12 There was technology advancements VPN, in my area what we need to
ge..... (6070:6476) - D 17: Participant 18**

There was technology advancements VPN, in my area what we need to get better is data
integration, we are very manual in doing things on excel

Work day system HR that systems has when you export this data you are unable to mine the data,
so there is a journey that we need to go on.

We are investigating a few tools to do training in a better way virtually, we are considering
recording attendance etc.

**17:13 In our project dignecis, one of the things we had to look at was amen.....
(6583:6842) - D 17: Participant 18**

In our project dignecis, one of the things we had to look at was amended ways to support remote
working all including processes, could be applied, this is nice win across the country we
had training centres, outsource or sell it cost saving for the bank

**17:16 The change management around digital system is important, people
don't..... (7515:7650) - D 17: Participant 18**

The change management around digital system is important, people don't necessarily now how to
navigate how quickly do people adopt more

**17:29 Additional training and information on how to navigate through this
(10894:10963) - D 17: Participant 18**

Additional training and information on how to navigate through this

**17:30 Introduction of other digital tools for easier integration (11174:11232) - D 17:
Participant 18**

Introduction of other digital tools for easier integration

**17:32 Online learning platforms To deliver training in a more effective way
(11446:11517) - D 17: Participant 18**

Online learning platforms

To deliver training in a more effective way

19:8 New skills being introduced forced to be creative (4352:4402) - D 19: Participant 20

New skills being introduced forced to be creative

19:20 The fact that we have increased levels of collaboration and the abilit..... (6657:6750) - D 19: Participant 20

The fact that we have increased levels of collaboration and the ability to learn a new skill.

19:34 Yes and No, they could do more the introduction with other tools e.g..... (10741:10823) - D 19: Participant 20

Yes and No, they could do more the introduction with other tools e.g. whiteboard

19:35 They offered various learnings to support remote working, online cour..... (10915:11118) - D 19: Participant 20

They offered various learnings to support remote working, online courses to stay relevant in the industry, data privacy communication to assist us to avoid data breaches especially whilst working remote

19:36 Roll out training e learning, information on being secure and safe (11208:11276) - D 19: Participant 20

Roll out training e learning, information on being secure and safe

20:10 Prior to remote working the organisational practice for learning was c..... (5505:5886) - D 20: Participant 8

Prior to remote working the organisational practice for learning was classroom based and some online learning, now the organisation has pivoted to a full digitised suite of online learning channels. Employees are far more receptive to learning in this manner, they have truly embraced changed, what would have taken the organisation years to implement has now taken us a few months

20:13 It also creates the platform for me to interact and train much more..... (6718:6930) - D 20: Participant 8

It also creates the platform for me to interact and train much more colleagues online. We have delivered 34 interventions, bigger numbers, teams could take up to 250 we had numbers of 120 in a class virtually.

20:24 The online training that was provided to support usage of digital tool..... (11719:11791) - D 20: Participant 8

The online training that was provided to support usage of digital tools

20:28 Data Policies and Data Management records should be updated and made a..... (13132:13280) - D 20: Participant 8

Data Policies and Data Management records should be updated and made available to staff to avoid breaches and just creating that sense of awareness

20:30 Not much, being in the learning environment I quickly navigated the to..... (13712:13817) - D 20: Participant 8

Not much, being in the learning environment I quickly navigated the tools by reading the how to guides

● **Accelerated digitalisation Initiatives: Access to working equipment and digital tools**

One of the initiatives implemented by the companies was to ensure that the staff who are working remotely have the necessary working equipment and digital tools. The necessary tools included ICT infrastructure such as laptop, software, access to platforms and data. Access to digital tools/ software was important for participants since it allows them to perform work related functions in assisting clients. Having access to digital tools provided participants with a sense of control, and relief in executing their duties. However, other participants mentioned that other digital tools can be improved to increase the efficiency.

1:35 Yes absolutely, the fact that we have access to various online tools t..... (12176:12324) - D 1: Participant 1

Yes absolutely, the fact that we have access to various online tools that can be accessed remotely
The support that is received from the CEO Office

1:36 Yes, the use of whiteboards could be introduced (12406:12453) - D 1: Participant 1

Yes, the use of whiteboards could be introduced

1:37 Connectivity, access to tools remotely (12545:12582) - D 1: Participant 1

Connectivity, access to tools remotely

1:40 Tooling, better connectivity not for me but other colleagues, subsided (13045:13115) - D 1: Participant 1

Tooling, better connectivity not for me but other colleagues, subsided

1:43 These are things that we should on absolutely a strategize, white bo..... (13493:13675) - D 1: Participant 1

These are things that we should on absolutely a strategize, white board types Jeera not quite I think they need interactive smart whiteboard strategy sessions

Reges colab spaces

1:44 White board Applications bar that ability to strategies Training on..... (13818:13958) - D 1: Participant 1

White board

Applications bar that ability to strategies

Training on line development I am loving that fact connect sessions and town halls

2:2 Yes, I do have the right tools, the only issue is the connectivity, 3..... (2265:2346) - D 2: Participant 2

Yes, I do have the right tools, the only issue is the connectivity, 3 g card works

2:8 When you look at bank a year ago in the change control environment, PI..... (5169:5430) - D 2: Participant 2

When you look at bank a year ago in the change control environment, PlanEx, (project management tools) but now due to the process being digitised the change control process my community has adapted to this and through the digital process this is being adhered to

**3:2 Yes we always had the right tools, although we did not always utilise.....
(2452:2583) - D 3: Participant 3**

Yes we always had the right tools, although we did not always utilise the, laptop mobile phone, remote 3 g card for remote working.

**3:25 Yes, the bank has ensured that people work from home for their safety.....
(9912:10051) - D 3: Participant 3**

Yes, the bank has ensured that people work from home for their safety. The use of remote working connections were made available to staff.

4:37 Laptop and good connection (10562:10589) - D 4: Participant 4

Laptop and good connection

**5:1 I think for us, in our organisation, it was a smooth transition the te.....
(2082:2478) - D 5: Participant 5**

I think for us, in our organisation, it was a smooth transition, the technicalities in terms of what we had, a 3G card, our laptops to use the internet, they were extended to accommodate remote working. We have been provided with the relevant digital tools, MS Teams, Infrastructure chairs, headphones, the only issue was VPN, we use Z Scaler in terms of connectivity which has been helpful...

**5:28 it has they have done a lot to make the employee experience better e.g.....
(10511:10639) - D 5: Participant 5**

it has they have done a lot to make the employee experience better e.g. providing connectivity and the constant upgrading of this

**5:30 I have 3 card, they are now looking at other things to support us e.g.....
(11138:11336) - D 5: Participant 5**

I have 3 card, they are now looking at other things to support us e.g. subsidised Wi-Fi. From a digital tooling perspective additional training and experimentation of new and advanced digital tools

**7:34 Most systems have been refreshed Old Desktop and service infrastructure.....
(11718:11789) - D 7: Participant 7**

Most systems have been refreshed Old Desktop and service infrastructure

**8:6 I could be equipped with other tools e.g. analytical tools e.g. SAS,.....
(2902:3298) - D 8: Participant 9**

I could be equipped with other tools e.g. analytical tools e.g. SAS, Click View, the work that I do has a great deal of analysis, SAS is an analytical tool, where Excel is failing SAS can support this. Working from home and working on major spreadsheets can be tiresome and sometimes slows down my machine, if I had access to other tools this could really assist me to become more efficient.

**8:30 They have implemented programs such as lcas support, the roll out of i.....
(12074:12194) - D 8: Participant 9**

They have implemented programs such as Icas support, the roll out of infrastructure and constant communication revealing

9:8 Yes, enablement and access to digital tools and platforms, (10961:11020) - D 9: Participant 10

Yes, enablement and access to digital tools and platforms,

10:4 Digital Tools, connectivity Physical Tools – access to the 3g and 4..... (3027:3267) - D 10: Participant 11

Digital Tools, connectivity

Physical Tools – access to the 3g and 4g provided by the company and I pad, chair from the office and I am fortunate in that way, as much we were provided with the physical tools, I also have my own fibre

10:9 The fact that we have been forced in our digital space, technology s..... (5084:5391) - D 10: Participant 11

The fact that we have been forced in our digital space, technology space we had to Negotiated the way we interact and deal with suppliers for tool sets, all of us require laptops, service providers, training providers to a cost model and proposal, cos we do not have any physical environment, practices

10:23 Yes, from the lockdown the practices have changed to accommodate remo..... (9538:9807) - D 10: Participant 11

Yes, from the lockdown the practices have changed to accommodate remote working, if things can be done remotely get it done from home, the communication was then there is no need to come into the office, access to laptop, chairs, screens were provided for support

10:24 Yes, we are working on improving our digital way of work, connectivi..... (9887:10054) - D 10: Participant 11

Yes, we are working on improving our digital way of work, connectivity, Z Scaler connect as if you are in the office instant connectivity if you have WIFI at home

10:25 Access to digital infrastructure, laptop, digital platforms, digital..... (10146:10237) - D 10: Participant 11

Access to digital infrastructure, laptop, digital platforms, digital communication tools

11:17 Adoption and change in the way we supported our colleagues during remo..... (7387:7568) - D 11: Participant 12

Adoption and change in the way we supported our colleagues during remote work, the change in technology to support the various Wi-Fi connections

Cisco, Fort client and Z Scaler

11:26 The fact that I can work from home, laptop, 3 g and the ability, Z Sc..... (9945:10207) - D 11: Participant 12

The fact that I can work from home, laptop, 3 g and the ability, Z Scaler, MS Teams

I also many opportunities to be part of various initiative and lead these initiatives, meaning that I am still thought about during remote working and that I am still relevant

**12:34 Improving on the IT infrastructure, Z scaler, what a pleasure to con.....
(9379:9456) - D 12: Participant 13**

Improving on the IT infrastructure, Z scaler, what a pleasure to connect

**12:36 On my side I am well equipped, they are sharing offsite work spaces
(9771:9840) - D 12: Participant 13**

On my side I am well equipped, they are sharing offsite work spaces

**12:37 White boards More collaborative Tools to increase variety and learnin.....
(10014:10344) - D 12: Participant 13**

White boards

More collaborative Tools to increase variety and learning of the different tools, increase skills and build new skills with the use of different digital tools

Not use a tool that is strictly in-house built, explore what is best practice and makes sense for the organisation and not be biases towards in-house tools

**12:38 Working and digitalisation? Exploration of other digital tools, Procedu.....
(10460:10584) - D 12: Participant 13**

Working and digitalisation?

Exploration of other digital tools, Procedures e.g. employment contracts to talk to remote working

**13:20 I think it is level driven, if you look at RBB mobile banking app team.....
(9913:10172) - D 13: Participant 14**

I think it is level driven, if you look at RBB mobile banking app team, one day they had the best tech, state of the art, within days we had that equipment at home, if your job require digital pre lock down the yes, but I do feel that we could do with more

13:21 Infrastructure, connectivity (10262:10291) - D 13: Participant 14

Infrastructure, connectivity

**14:26 Yes in a couple of different ways, Dr Roze Phillips, open conversatio.....
(10376:10588) - D 14: Participant 15**

Yes in a couple of different ways, Dr Roze Phillips, open conversations financial wellness, office equipment hardware and software was offered and key messages were made accessible and to distributed to everyone

14:29 Basic connection (11373:11388) - D 14: Participant 15

Basic connection

**15:2 I have spoken to a few colleagues of mine that are in the call centre,
(2365:2434) - D 15: Participant 16**

I have spoken to a few colleagues of mine that are in the call centre,

**15:3 you have the right tools to be able to work from home? Yes I did have.....
(2615:2731) - D 15: Participant 16**

you have the right tools to be able to work from home?

Yes I did have the right tools to be able to work from home

15:24 Yes, with the tools that we have been provided with Cisco, Fort client (7380:7452) - D 15: Participant 16

Yes, with the tools that we have been provided with Cisco, Fort client

16:2 Yes, I think I have been equipped sufficiently more than others. The c..... (2728:3052) - D 16: Participant 17

Yes, I think I have been equipped sufficiently more than others. The company has sponsored me with a high end camera, collaboration tools e.g. Jabba, cloud based tools, call to edit documents on 365. This was a major game changer for me and there was teams and the adoption of teams which really was extremely effective.

16:23 Yes, we rolled out 365, we ensured everyone got coverage of that, pr..... (9993:10358) - D 16: Participant 17

Yes, we rolled out 365, we ensured everyone got coverage of that, project digenics we were usually supportive work groups for VPN solutions were formed to improve connection for the bank, we have moved away from time and effort Z Scaler was introduced for better connectivity, we allowed staff to take home their chairs and screens for improved infrastructure.

16:24 Yes I think so, supports employees to a certain extent, financially..... (10438:10574) - D 16: Participant 17

Yes I think so, supports employees to a certain extent, financially if it makes sense and if technically does not compromise the bank

16:26 Provision of improved infrastructure for connectivity. (10857:10912) - D 16: Participant 17

Provision of improved infrastructure for connectivity.

16:29 Introduction of other collaborative tools Digital collaboration tool..... (11500:11612) - D 16: Participant 17

Introduction of other collaborative tools

Digital collaboration tools in the cloud we are still conservative

17:28 Better connectivity, the use of a good collaborative tool (10750:10808) - D 17: Participant 18

Better connectivity, the use of a good collaborative tool

18:19 Provided an office chair, laptop and Zscaler software (7409:7462) - D 18: Participant 19

Provided an office chair, laptop and Zscaler software

20:21 Yes, we receive communication with the new strain of the virus, there..... (10779:10980) - D 20: Participant 8

Yes, we receive communication with the new strain of the virus, there is communication on what tools are available to support remote working, the latest being Z Scaler to assist with the connectivity.

20:22 No they are prescriptive in terms of what we should use. There is no e..... (11060:11381) - D 20: Participant 8

No they are prescriptive in terms of what we should use. There is no experiments in terms of what can be used. I do understand that we are a bank and we are at risk of cybercrime, but in order for us to remain relevant and ahead of our computers we should be given the opportunity to experiment and see what is feasible.

**20:23 The mere fact that they have allowed me to work remotely, offered me.....
(11473:11633) - D 20: Participant 8**

The mere fact that they have allowed me to work remotely, offered me chair, the infrastructure, no other support 3 g card limited data which I have not used

● **Accelerated digitalisation initiatives: Integration of efficient technological tools**

The integration of ICT was one of the initiatives that were implemented by the companies. The integrations of technological/digital tools had an impact on the efficiency and effectiveness of the services. Participants lamented on how the integration of digital tools has improved the efficiency on various levels. Firstly, the integration of digital tools improved the communication practices in the organisations. Secondly, the decision-making processes were efficient and inclusive since various stakeholders can engage simultaneously on the online platform. This is supported by a participant who stated: "Decisions are made much more quickly participants have team members in one meeting whereas previously it was difficult to get all the decision makers in one room or one meeting. Now people readily avail themselves to participate, contribute so decisions are reached much quicker". Lastly, the integration of technology has impacted on the efficiency of business process and organisational practices.

38 Quotations:

**1:5 PowerPoint decks administration and saving on printing of packs after.....
(3900:3977) - D 1: Participant 1**

PowerPoint decks administration and saving on printing of packs after packs

**2:25 Gotten closer to my line manager, the response time to emails is much.....
(10815:11003) - D 2: Participant 2**

Gotten closer to my line manager, the response time to emails is much quicker, we have more conversations, and he takes a keen interest in what I am doing even about my personal wellbeing.

**3:15 Positively, Being able to have some efficient processes, some informat.....
(6337:6502) - D 3: Participant 3**

Positively, Being able to have some efficient processes, some information readily available due to remote working as this was much needed to equip you to do your job.

4:8 Being more efficient (3794:3815) - D 4: Participant 4

Being more efficient

**6:8 Gotten closer to my line manager, the use of emails were responded to.....
(9799:9971) - D 6: Participant 6**

Gotten closer to my line manager, the use of emails were responded to much quicker, the level of work and type of work allocated, given more accountability, I am happier

**7:17 Speed and efficiency, previously we would circulate a presentation aro.....
(5657:5996) - D 7: Participant 7**

Speed and efficiency, previously we would circulate a presentation around version 1 and version 2, now we can use the technology and be extremely responsive, we can review a document together, acquire thoughts, different team views, and suggestions, make the changes and then we are able to produce our deliverables in a much quicker time.

**7:30 Screens more time real time, the expectation is when I send an email I.....
(10429:10531) - D 7: Participant 7**

Screens more time real time, the expectation is when I send an email I would get an immediate response

**8:18 With the use of the digital tools, I am much more productive, we can.....
(7267:7537) - D 8: Participant 9**

With the use of the digital tools, I am much more productive, we can share information on MS Teams, collaborate, Innovate, Make changes to presentations all at one as a team, whereas as in the office this would require multiple meetings to get everyone in the office

**8:23 Decision is what level, iterations of target operating model yes there.....
(9565:10170) - D 8: Participant 9**

Decision is what level, iterations of target operating model yes there are pockets of decisions making they might be justifiable just too long. Haraka recommendations asked to report on this but did have any idea of what this was closer to the details where the process is no communication, Decision is taking too long Haraka was born out of COVID-19 to reimagine the strategy and in the digital world decisions, needs to be made quicker, loose competitive advantage evolving digital transformation and the journey.

This is my perspective, but I have not seen anything else that would tell me otherwise.

**8:24 Yes this has accelerated the decision making process (Digitalisation.....
(10366:10845) - D 8: Participant 9**

Yes this has accelerated the decision making process (Digitalisation looking at business processes, you would take time to go to market, the digital era quick to mark quick to do things and make decisions as well.

Collaboration and as well as enablement, only 1 tool PlanEx has enhanced reporting click a refresh, and you are able to view reports instantaneously previous tool would have not been to do so, so from a project management side there has been an improvement

**9:11 More collaborative so we can connect and reach decisions quicker (9580:9645)
- D 9: Participant 10**

More collaborative so we can connect and reach decisions quicker

**9:32 I think it has been liberating, it certainly has been tough, and bumpi.....
(2095:2899) - D 9: Participant 10**

I think it has been liberating, it certainly has been tough, and bumping into someone to talk about something relevant in the office is completely absent. Working remotely you need to be

more present, no more quick cups of coffee, It has been challenging a lot of the stuff is solved outside of the meeting rooms. I can manage my own diary the, commute has been more of a challenge

At home I can stay focused, on content and reading material

Able to block out time

Your diary does become congestion, 15 minutes, more days where go, Kerry used to sit one office from mine used to see her in the office say hello when we were in the office. At home everything things need to be planned, it is hard to have rapid conversations, conversations needs to be very structured

Increased in productivity

**10:6 I am at home, no stress of traffic, at home my son is doing distant l.....
(3914:4191) - D 10: Participant 11**

I am at home, no stress of traffic, at home my son is doing distant leaning, I am at home all the time, from a safety perspective, my life expectancy has increased

I control what I can eat

I can exercise, before hours and after hours

Higher productivity, juggle my diary

**10:12 More productive, accelerated the way we think and the contact work th.....
(6110:6190) - D 10: Participant 11**

More productive, accelerated the way we think and the contact work the benefits

**10:21 4, it is quicker we get no red tapes sign of forums all digitised, de.....
(8732:8826) - D 10: Participant 11**

4, it is quicker we get no red tapes sign of forums all digitised, decision making is online

**10:22, It depends, some prefer that remote working, some are introvert.....
(9072:9289) - D 10: Participant 11**

It depends, some prefer that remote working, some are introverted, improved quick turn around what's app, teams other platforms, for those that would like contact out of sight, out of mind, means to connect

**10:24 Yes, we are working on improving our digital way of work, connectivi.....
(9887:10054) - D 10: Participant 11**

Yes, we are working on improving our digital way of work, connectivity, Z Scaler connect as if you are in the office instant connectivity if you have WIFI at home

**11:18 We have become more effective and efficient, we have become more
colla..... (7720:7841) - D 11: Participant 12**

We have become more effective and efficient, we have become more collaborative, and we tend to communicate more often.

**11:20 It has accelerated the decision making process, it is much easier to g.....
(8360:8630) - D 11: Participant 12**

It has accelerated the decision making process, it is much easier to get all the stakeholders on a team's call to discuss, debate and get to a decision much quicker as opposed to in the office, it was really difficult to co-ordinate and get all stakeholders in one room

**12:16 PRO', don't have to book a boardroom, train via MS Teams with 30 peopl.....
(4535:4698) - D 12: Participant 13**

PRO', don't have to book a boardroom, train via MS Teams with 30 people and not worry what size the boardroom is and whether it can and cannot accommodate people.

**12:18 Yes it accelerated the change, in terms of how people learnt, adapted.....
(4957:5075) - D 12: Participant 13**

Yes it accelerated the change, in terms of how people learnt, adapted new digital tools.

Behaviours change was positive

**13:10 Yes, Lots of changes and adjustments responses to what was in front of.....
(4721:5301) - D 13: Participant 14**

Yes, Lots of changes and adjustments responses to what was in front of you, we changed our production line to be more formal, our production line whatever we do became more organised, working remotely forced us to be more structured, at the office it was more fluid, the work flowed into each other.

Compartmentalised

As change Manager practitioners we had to initiate the usage of digitising tools, methods, processed, they were published and available to people, the distribute of work was accelerated digital change management, tools templates had to be made available online

**14:14 Yes, it has simplified the way we interact and collaborate to a certai.....
(5947:6026) - D 14: Participant 15**

Yes, it has simplified the way we interact and collaborate to a certain extent

**14:23 people feel you have this half hour people do make a decision make qu.....
(9358:9563) - D 14: Participant 15**

people feel you have this half hour people do make a decision make quicker to certain extent, people accelerated decision making processes

Easier to get people in a room, much quicker to make decisions

15:12 Yes, increased collaboration (4391:4421) - D 15: Participant 16

Yes, increased collaboration

**15:20 It has defiantly increased the way we collaborate, we use Ms Planner a.....
(6076:6263) - D 15: Participant 16**

It has defiantly increased the way we collaborate, we use Ms Planner as our virtual Kanban and we track our performance and productivity and also what each team member is responsible for

15:22 Decisions are much quicker (6656:6683) - D 15: Participant 16

Decisions are much quicker

**16:19 Yes positively we have been forced to digitise, The nature of collabo.....
(8265:8593) - D 16: Participant 17**

Yes positively we have been forced to digitise, The nature of collaboration has changed, it is a good thing to have a footprint on collaboration, by recording on MS Teams there is a level of transparency and the information is not water down version if minutes are typed out there is some level of removing some information.

**17:23 Possibly accelerated this due to the collaboration tool, everyone is a.....
(9537:9652) - D 17: Participant 18**

Possibly accelerated this due to the collaboration tool, everyone is able to collaborate and make decisions quicker

**19:17 Yes definitely our ways have worked has changed, streamlined a lot we.....
(5663:5817) - D 19: Participant 20**

Yes definitely our ways have worked has changed, streamlined a lot we used to waste so much time sitting in endless meetings our process our productivity

**19:23 I can think differently, I think about how I represent myself in the v.....
(7151:7268) - D 19: Participant 20**

I can think differently, I think about how I represent myself in the virtual way of working, I think about my brand.

**19:25 Yes Bank X has become more innovative digitally led, we can quickly re.....
(7878:7971) - D 19: Participant 20**

Yes Bank X has become more innovative digitally led, we can quickly respond, still productive

**19:31 so it has expedited decision making in certain areas, due to the onli.....
(9411:9536) - D 19: Participant 20**

so it has expedited decision making in certain areas, due to the online collaboration decision making has been accelerated

**20:4 High levels of productivity I saved at least 2 hours in commuting whi.....
(3346:3445) - D 20: Participant 8**

High levels of productivity

I saved at least 2 hours in commuting which was an absolute pleasure

**20:6 Definitely at home, the fact that I can start working at 7.30am, I don.....
(3843:4224) - D 20: Participant 8**

Definitely at home, the fact that I can start working at 7.30am, I don't have to get frustrated sitting in traffic, I am much calmer, my days are planned. When you go to the office, you start at 8.30am, then when you arrive, you have coffee, then you there is water cooler conversations, then you day probably start working at 9am, whereas home you start working when you get up.

**20:12 I have become more effective. With the use of these digital tools, I a.....
(6598:6719) - D 20: Participant 8**

I have become more effective. With the use of these digital tools, I am able to get more things done in a shorter period.

**20:17 Digitisation has made us more effective, more record keeping more acco.....
(8687:8974) - D 20: Participant 8**

Digitisation has made us more effective, more record keeping more accountability, smarter and faster ways of getting things done. It has definitely increased collaboration as everyone participates and contributes to ideas and finding solutions of making things better in the workplace.

20:19 Decisions are made much more quickly as you have team members in one m..... (9600:9872) - D 20: Participant 8

Decisions are made much more quickly as you have team members in one meeting whereas previously it was difficult to get all the decision makers in one room or one meeting. Now people readily avail themselves to participate, contribute so decisions are reached much quicker

Factors that hamper remote working and accelerated digitalisation

● Adaptation and transition from physical to an online space

This code refers to the participant's transition from physical to an online space. There are various observations that can be made regarding this code; firstly, participants struggled with the transition into the online space. This can be attributed to the notion that participants were not prepared when the lockdown regulations/restriction were imposed. Participants were used to working in their office and the majority were working in the office preCOVID-19 lockdown. Secondly, participants had to make personal adjustments which had an impact on their ability adapt to the new work/organisational practices. Lastly, some participants transitioned safely from physical to an online space/remote working and appreciated the notion of working from home.

2:3 The ability to interact with your colleagues. We use a tool called Pla..... (2843:3232) - D 2: Participant 2

The ability to interact with your colleagues. We use a tool called PlanEx, certain functionality required us to be able to collaborate, face to face to be able to deal with challenges, this was quite challenging not being able to interact and get to resolution mode quickly, whereas if we were in the office we would just go by ones desk, discuss the challenge and be able to resolve this.

3:3 Having a sense of community for teams (2872:2909) - D 3: Participant 3

Having a sense of community for teams

3:6 Personally I am an introvert; the adjustment was not that great wit..... (3290:3549) - D 3: Participant 3

Personally I am the an introvert; the adjustment was not that great with the team, I had to have regular meetings, round robin, check in with people, are they doing well socially and mentally, do they have they have the right tools to enable them to working?

5:14 Yes they did, The organisation had to shift a lot, we were used to c..... (5633:6240) - D 5: Participant 5

Yes they did, The organisation had to shift a lot, we were used to come in the office, working from the office, the organisation adapted to the fact that we don't need to be in one place to work, cultural and mind-set change to allow people to work from anyway, productivity does not depend on one central point.

So there has been a huge behaviour shift. Practices have also changed. We have even become a self-managed team which illustrates that we have the ability to be disciplined and work independently and still produce a very high level of work and productivity, another mind-set and behaviour change.

**5:16 It did, look personally I am a very emotional I get attached to people.....
(6421:6862) - D 5: Participant 5**

It did, look personally I am a very emotional I get attached to people, the human interaction was the biggest, we are able to experience in the office, it was easy to talk to someone this is only disadvantage that is fading with digital transformation, also we used to do a lot of things e.g. biggest loser building team morale and motivation in the office, at home the use of digital tools has tremendously affected the social interaction.

**5:17 Social interaction and a loss of the human touch, possibility the quick.....
(7272:7405) - D 5: Participant 5**

Social interaction and a loss of the human touch, possibility the quick fast pace to adopt to the new digital tools and usage thereof.

**6:4 The bank has enabled remote working, but remote working from home is s.....
(11610:11710) - D 6: Participant 6**

The bank has enabled remote working, but remote working from home is still a challenge for some of us

**7:1 I think it has been quite trying, we had to adjust to doing things a.....
(2044:2211) - D 7: Participant 7**

.I think it has been quite trying, we had to adjust to doing things a little bit different, as most adjustments there in the initial stage it does require just that

**7:10 Miss the people interaction, Miss the people that you do not work with.....
(3604:3843) - D 7: Participant 7**

Miss the people interaction

Miss the people that you do not work with, but if you do seeing them in person you can get to learn from their areas and what they have recently done as a function, the knowledge sharing is a missed opportunity

**7:33 Yes I think the remuneration, package should be set up people to be ab.....
(11320:11454) - D 7: Participant 7**

Yes I think the remuneration, package should be set up people to be able to work effectively a desk, good connectivity, subsidise this.

**8:27 Yes to a certain extent the remote working is new trial and error the.....
(11944:12074) - D 8: Participant 9**

Yes to a certain extent the remote working is new trial and error the bank is in the forefront trying to solve for remote working.

**9:18 To some extent it has the reset the Bow (Book of work), we have be.....
(7545:7715) - D 9: Participant 10**

To some extent it has the reset the Bow (Book of work), we have become more agile in the way we have started to change our behaviours and ways of work, more iterative

**9:26 I have been very traditional, you needed to be in the office I have pi.....
(4569:4917) - D 9: Participant 10**

I have been very traditional, you needed to be in the office I have pivoted largely trusted to be working quite hard, eye, I have never worked remotely previously so this is largely attributed to, March 2020 Lockdown

I am pretty conformable with that existence and for collaborative sessions

Mentally

Procedurally how do we make the changes

**9:28 From that perspective I have been blessed. What has been a scrabbling.....
(3728:3945) - D 9: Participant 10**

From that perspective I have been blessed. What has been a scrabbling is the, posture, I needed to make sure my desk, my Wi-Fi 10, upgraded the line when the kids started working, I think now that it has largely sorted

**10:5 Being able to adjust to a digital PA. When I was in the office I used.....
(3518:3775) - D 10: Participant 11**

Being able to adjust to a digital PA. When I was in the office I used to walk outside my office and my PA was there, whatever I needed she assisted me, now I have to do everything via a digital platform, collaborate, request for my diary to be adjusted etc.

**11:2 The Wi-Fi was a slight challenge initially, and at the start of remote.....
(2051:2317) - D 11: Participant 12**

The Wi-Fi was a slight challenge initially, and at the start of remote working, I had to a major exercise focusing on the reprioritised Bow. Whilst doing this there was also an adjustment on the personal side, as one is not used to working under these circumstances.

**12:13 Definitely yes, you had to learn quickly and adapt. Ways of work chang.....
(4303:4374) - D 12: Participant 13**

Definitely yes, you had to learn quickly and adapt. Ways of work changed

12:22 Positively by embracing change much quicker (5819:5863) - D 12: Participant 13

Positively by embracing change much quicker

**12:24 Definitely, it changed the culture with leadership, they feel the need.....
(6302:6929) - D 12: Participant 13**

Definitely, it changed the culture with leadership, they feel the need to meet and communicate with us more often in comparison to what we experienced in the office.

Improved overall communication but not transparency

I am not sure if I was at work, I would have been sitting in these senior meetings, may be it was a trust issues from leadership. During remote working I have been given the opportunities to sit and contribute in senior meetings. Remote working forced the leadership team to trust

employees. Prior to COVID-19, remote working was Taboo to the business unit, but now they were forced to embrace remote working

**13:1 A massively challenging positively, I took and understood the shock of.....
(2229:2532) - D 13: Participant 14**

A massively challenging positively, I took and understood the shock of it very quickly, played a significantly part in the organisational impact, I considered the impact less and more for the organisation, what had to be done in the organisation, that was dictated by my role and my boss Willie Van Zyl.

**13:3 have my own office and study prior to remote working, I have been set.....
(2770:3017) - D 13: Participant 14**

have my own office and study prior to remote working, I have been set up a long time to work from home, the adjustment was leading and managing remotely. It was seamless, it was a different location leading and managing remotely was a big challenge

13:5 Figuring how to lead, and manage remotely. (3660:3702) - D 13: Participant 14

Figuring how to lead, and manage remotely.

**14:1 For me personally, early 2000, I have worked with progressive people,.....
(2174:2728) - D 14: Participant 15**

For me personally, early 2000, I have worked with progressive people, output driven, the rule of thumb, you worked when you had meetings in the office and then remotely if you did not, I have been 2 years now in the CSO space and it is very different compared to CIB where is very much bums on seat.

Another reason it worked well, CIB I was working in the JHB and we worked with a lot of individuals in CPT, working in a very agile way

MS Teams, project status board, I am an introvert I prefer working on my own, strangely I am a change manager,

**14:3 Yes, Mostly right at the beginning we changed from CISCO, Forti clien.....
(2998:3251) - D 14: Participant 15**

Yes, Mostly right at the beginning we changed from CISCO, Forti client and Z Scaler, I understand that we had not done that at scale, I really don't mind using my workplace(Digital Tool for communication), I was used to slack, but workplace works

**14:7 When you are in an office you pick up information on other projects th.....
(4431:4601) - D 14: Participant 15**

When you are in an office you pick up information on other projects that are on the go, you could easily make those connections and see how you could collaborate on this

**14:17 Easier transition to a digital environment as I was using these digita.....
(6385:6463) - D 14: Participant 15**

Easier transition to a digital environment as I was using these digital tools

**14:21 So I have seen a couple of presentations where there is presenter, as.....
(8336:8934) - D 14: Participant 15**

So I have seen a couple of presentations where there is presenter, asking for peoples opinions and you can see people scrolling, that people feel the need to talk one of a time no visual views, often done on a voice over. In the office you could see one's body language so

naturally you could respond, on teams it is difficult to establish this. Word cloud, sometime use chat sometime so follow if a large audience, some areas use video more than other area is the more we are forced I think we can get a little sophisticated, white boarding we have not become accustomed to digital environment

15:11 Behavioural changes to accommodate the digital tools (4051:4104) - D 15: Participant 16

Behavioural changes to accommodate the digital tools

16:3 Just creating boundaries from my home and at being at work, my eldest..... (3516:3768) - D 16: Participant 17

Just creating boundaries from my home and at being at work, my eldest was 2.5 years, she would want to come into the stud so, balancing that home, work set up was crucial.

Creating boundaries that although I am working remotely, I am stills at home

16:5 Also the use of the digital collaboration tools I was uncertain about..... (3881:3997) - D 16: Participant 17

Also the use of the digital collaboration tools I was uncertain about that initially, but it worked out really well.

16:10 Loss of human connection (5253:5278) - D 16: Participant 17

Loss of human connection

16:18 We had to make do with being distant ant from each other physically a..... (7870:8110) - D 16: Participant 17

We had to make do with being distant ant from each other physically as well, FaceTime lost

Rate of changed was forced and adoption of this as people needed to quickly adapt to digitisation so the learning was much more at a rapid pace

16:30 We should be encourage a culture of video calls, (11755:11803) - D 16: Participant 17

We should be encourage a culture of video calls,

16:31 once everyone is vaccinated encourage people meeting physically, regu..... (11804:12072) - D 16: Participant 17

once everyone is vaccinated encourage people meeting physically, regular check-ins, in personal we should have process incentivising people for coming together

We should continue remotely and not go back in to the office

We should make it policy of working remotely

17:1 I think it was an effortless transition, initially connectivity was a..... (2225:2378) - D 17: Participant 18

I think it was an effortless transition, initially connectivity was a slight challenge, and the bank implemented various tools to support the connection.

18:1 I think it has been a challenge, managing the new ways of work, I am..... (2207:2352) - D 18: Participant 19

I think it has been a challenge, managing the new ways of work, I am getting used to this now, I think the human element is definitely missing.

19:1 I have really enjoyed it, Bank X response to COVID-19 has been was amaz..... (2193:2417) - D 19: Participant 20

I have really enjoyed it, Bank X response to COVID-19 has been was amazing I thought the way we embraced technology was amazing and the adoption of this, I have built better relationships as we have to make a concerted effort

19:7 Benefits embrace technology (4323:4351) - D 19: Participant 20

Benefits embrace technology

19:10 The team was in Hoskins, people would be in different locations, d..... (4541:4715) - D 19: Participant 20

The team was in Hoskins, people would be in different locations, don't have a physical meeting with the team, the virtual way of interaction has brought people together

19:26 I was wowed when Bank X could pull this off so quickly, the fact that th..... (7975:8292) - D 19: Participant 20

I was wowed when Bank X could pull this off so quickly, the fact that the transition to remote working and adoption of digitalisation can take place overnight

I am so proud that we have become entered into a digital revolution which has connected people in different way and this has truly been a positive experience

20:2 Yes, I have set up my own office, I even bought myself a chair, I have..... (2465:2657) - D 20: Participant 8

Yes, I have set up my own office, I even bought myself a chair, I have a fancy Wi-Fi system which is adequate for my needs and this includes my family as well, as we are all working remotely.

20:9 Yes definitely, in the wider organisational context, behaviours of emp..... (5272:5888) - D 20: Participant 8

Yes definitely, in the wider organisational context, behaviours of employees have changed, the productivity levels are much higher. From a learning and development perspective the use and adoption of learning platforms are embraced. Prior to remote working the organisational practice for learning was classroom based and some online learning, now the organisation has pivoted to a full digitised suite of online learning channels. Employees are far more receptive to learning in this manner, they have truly embraced changed, what would have taken the organisation years to implement has now taken us a few months.

● **Connectivity and technical Issues**

Although participants were integrating the new way of working into their daily activities, they struggled with connectivity issues and load shedding which had an impact on several aspects. Connectivity issues has an impact on the participant's productivity, ability to connect and sense of control in daily schedule. In terms of the connectivity issues, aspects such as access to data were apparent in the participants interview. This experience suggests that although participants had

access to technological/digital tools, connectivity affected their ability to be efficient and effective in their work.

39 Quotations:

1:1 Slight connectivity challenges (3256:3287) - D 1: Participant 1

Slight connectivity challenges

1:45 So at a point in time connectivity issues (14297:14339) - D 1: Participant 1

So at a point in time connectivity issues

2:12 Colleague XXX I did not hear from her, because she had electricity iss..... (6728:7002) - D 2: Participant 2

Colleague XXX I did not hear from her, because she had electricity issues where she lived because so she was unable to work, just to check in with her was quite challenging, this impacted the team, because she was unable to work and as a result, I had to carry the work load.

2:32 Connectivity, my colleagues have become more available process have b..... (13101:13193) - D 2: Participant 2

Connectivity, my colleagues have become more available process have become more challenging

2:33 Load shedding was the biggest hamper. (13286:13323) - D 2: Participant 2

Load shedding was the biggest hamper.

4:1 There has been a huge change during this short period, connectivity i..... (2066:2142) - D 4: Participant 4

There has been a huge change during this short period, connectivity issues,

4:47 Connectivity issues (13523:13543) - D 4: Participant 4

Connectivity issues

5:4 connectivity did pose a slight challenge. (2855:2896) - D 5: Participant 5

connectivity did pose a slight challenge.

6:30 Possible connectivity sometimes (12910:12943) - D 6: Participant 6

Possible connectivity sometimes

7:3 Connectivity and Communication. Battling with various technologies swi..... (2711:2877) - D 7: Participant 7

Connectivity and Communication. Battling with various technologies switching between various technologies between zoom and MS Teams. Other technologies were overloaded

8:2 based on the poor connectivity and VPN challenges. There was bandwidth..... (2429:2510) - D 8: Participant 9

based on the poor connectivity and VPN challenges. There was bandwidth challenges,

8:38 Not much slight connectivity (14446:14475) - D 8: Participant 9

Not much slight connectivity

**8:39 Slight Connection and then the IT support that I had to hold on 45vmin.....
(14567:14654) - D 8: Participant 9**

Slight Connection and then the IT support that I had to hold on 45vminutes to get help

9:1 Not much, slight connectivity (12842:12873) - D 9: Participant 10

Not much, slight connectivity

**9:25 Slight connectivity issues and the fact that we could not see our coll.....
(4987:5064) - D 9: Participant 10**

Slight connectivity issues and the fact that we could not see our colleagues

**9:29 The constant load shedding I live in the rural outskirts of Pretoria,.....
(3947:4233) - D 9: Participant 10**

The constant load shedding I live in the rural outskirts of Pretoria, long distances the other price one has to pay is less reliable connectivity and power failure, we have generator that clicks into motion, when the fibre connection goes down nuisance then it is no power failure,

10:28 The only challenge is load shedding (11699:11735) - D 10: Participant 11

The only challenge is load shedding

11:4 I had a headset, the Wi-Fi was not that great. (2384:2430) - D 11: Participant 12

I had a headset, the Wi-Fi was not that great.

11:30 Slight connectivity issues (11456:11484) - D 11: Participant 12

Slight connectivity issues

**12:3 Load shedding, not having the right work equipment (2590:2639) - D 12:
Participant 13**

Load shedding, not having the right work equipment

12:12 Load shedding unavoidable (4007:4033) - D 12: Participant 13

Load shedding unavoidable

12:40 Slight connectivity (10896:10916) - D 12: Participant 13

Slight connectivity

13:21 Infrastructure, connectivity (10262:10291) - D 13: Participant 14

Infrastructure, connectivity

**13:23 Stable network, I have VIP service, our IT processes have been enhan.....
(10683:10817) - D 13: Participant 14**

Stable network, I have VIP service, our IT processes have been enhanced I have a team member where a Wi-Fi dongle delivered 2 days

15:4 Connectivity Network (2948:2970) - D 15: Participant 16

Connectivity

Network

**15:5 We had issues with electricity There were times I had to go somewhere.....
(2971:3098) - D 15: Participant 16**

We had issues with electricity

There were times I had to go somewhere else to go and work

We had no electricity for 3 months

15:27 Electricity, load shedding, (8939:8969) - D 15: Participant 16

Electricity, load shedding,

**17:2 There was slight disruption possibly the first 2 weeks with connectivi.....
(2379:2526) - D 17: Participant 18**

There was slight disruption possibly the first 2 weeks with connectivity issues, but this was resolved as new connectivity was tried and introduced.

**17:9 I don't really have distractions my nanny is back, very quickly for m.....
(5268:5557) - D 17: Participant 18**

I don't really have distractions my nanny is back, very quickly for my child to adapt, I have a routine odd distraction cutting trees in the complex, working on the pipes, then obviously load shedding is the biggest distraction, if you were in the office the generator would switch in

17:28 Better connectivity, the use of a good collaborative tool (10750:10808) - D 17: Participant 18

Better connectivity, the use of a good collaborative tool

**17:34 Nothing slight connectivity issues and then load shedding, but this.....
(12100:12224) - D 17: Participant 18**

Nothing slight connectivity issues and then load shedding, but this did not hamper me from delivering my responsibilities

**18:2 Not entirely, I struggled with connectivity issues, my Wi-Fi, was no.....
(2416:2591) - D 18: Participant 19**

Not entirely, I struggled with connectivity issues, my Wi-Fi, was not strong enough for me to optimally function, to work I had to get another desk, I had to make it work

**18:3 Connectivity and making sure I could focus without the disruptions
(2775:2842) - D 18: Participant 19**

Connectivity and making sure I could focus without the disruptions

18:20 Improved connectivity (7548:7570) - D 18: Participant 19

Improved connectivity

18:23 Connectivity and home distractions e.g. kids (8449:8493) - D 18: Participant 19

Connectivity and home distractions e.g. kids

18:26 Connectivity, power outages (8706:8733) - D 18: Participant 19

Connectivity, power outages

**19:16 The only challenging thing is the load shedding with no cell phone rec.....
(5276:5352) - D 19: Participant 20**

The only challenging thing is the load shedding with no cell phone reception

**19:41 Just the slight connectivity issues and load shedding (12663:12717) - D 19:
Participant 20**

Just the slight connectivity issues and load shedding

**20:29 The only thing is when we have load shedding, but then I very quickly.....
(13537:13620) - D 20: Participant 8**

The only thing is when we have load shedding, but then I very quickly bought a UPS

● **Lack of access to remote working technological tools**

Although participants were provided with ICT working equipment such as laptop and data, Participants mentioned that the transition to working from home, meant that they had to create an office space or set up an office. For various participants this was a challenging experience since they did not have office in their homes, as a result participant required office desks, and chairs and a stable network connection/Wi-Fi. Various participants felt that the company should have provided them with office equipment to work from home. Creating a working space from home was more difficult for participants who stayed in homes that did not have enough space, or those who had children. For an example one of the participants mentioned "What I have noticed not everyone has a home office set up, or a designated corner, people would from their kitchens ergonomically this is not sustainable not having the proper work set up. When you have children, expect children not being too able to play in the lounge for e.g., as you are occupying that to work"

**1:42 Financially access for funds routers the quality of handsets (13431:13492) - D
1: Participant 1**

Financially access for funds routers the quality of handsets

**2:1 I don't have connectivity as well sometimes. My laptop is the other i.....
(2375:2596) - D 2: Participant 2**

I don't have connectivity as well sometimes. My laptop is the other issue, it is extremely slow and due to this I am unable to complete things as effectively and efficiently. The Right tools, Bank X has offered me a chair.

**2:30 Yes we are restricted we don't have access to print limited emails und.....
(12309:12555) - D 2: Participant 2**

Yes we are restricted we don't have access to print limited emails understand so we are a bank, Light IT Shadow, e.g. Zoom is more suitable features are in the collaboration if Bank X can have light Shadow we are people that using the technology

**2:34 Digital tool are a lot more efficient when using fibre than a 3G modem
(13323:13393) - D 2: Participant 2**

Digital tool are a lot more efficient when using fibre than a 3G modem

3:27 Laptops restrictions (10400:10421) - D 3: Participant 3

Laptops restrictions

**3:28 Yes we are restrictions, we don't have access to print limited emails.....
(10844:10944) - D 3: Participant 3**

Yes we are restrictions, we don't have access to print limited emails understand so we are a bank,

**4:4 We don't have the right set up and equipment, furniture not good for y.....
(2416:2544) - D 4: Participant 4**

We don't have the right set up and equipment, furniture not good for your physical health and that is one of the major draw backs

**4:5 the negative is not having a proper space or designated area, have tha.....
(2663:2903) - D 4: Participant 4**

the negative is not having a proper space or designated area, have that office space, mainly physical health it is not healthy I have started complaining about back aches and neck issues so my physical health has been compromised slightly.

**4:39 It would be great if Bank X can set up an office at home, discounts on b.....
(11449:11568) - D 4: Participant 4**

It would be great if Bank X can set up an office at home, discounts on buying fortunate at home, or subsidise us with this

**4:45 Managing stress, not having a proper work space and distractions of p.....
(13355:13431) - D 4: Participant 4**

Managing stress, not having a proper work space and distractions of people

**5:9 No Dedicated space, your home was not build as an office space. (4268:4331) -
D 5: Participant 5**

No Dedicated space, your home was not build as an office space.

**5:36 There is always funding and resource challenges if you need a change
(13691:13759) - D 5: Participant 5**

There is always funding and resource challenges if you need a change

**6:3 I think there is something for the colleagues that are less unfortunat.....
(11341:11608) - D 6: Participant 6**

I think there is something for the colleagues that are less unfortunate – Wi-Fi and UPS for power outage, I am not relying on the company ..data for colleagues who are struggling with this. They can do more/ I am not saying pay people more, I am not sure what the answer is.

**6:10 Initially no, I was very anxious and this created a lot of panic, but.....
(2757:2915) - D 6: Participant 6**

Initially no, I was very anxious and this created a lot of panic, but through the weeks I did have access to Wi-Fi, MS Teams to enable me to work effectively.

**6:11 Literally the technology, unstable connection and quality of the conne.....
(3150:3346) - D 6: Participant 6**

Literally the technology, unstable connection and quality of the connection. Using the old conference calling system, I even had to pay for this for the first and second week out of my own pocket.

**6:14 Increased costs electricity, fibre, consumables at home are being more.....
(3878:3954) - D 6: Participant 6**

Increased costs electricity, fibre, consumables at home are being more used

**6:19 Practices, practice around conference calls seized to exist, real est.....
(5103:5372) - D 6: Participant 6**

Practices, practice around conference calls seized to exist, real estate was no longer a problem, the idea of scrounging around to find a boardroom to have a meeting, with the introduction of digital online tools e.g. MS Teams this very quickly solved for the problem.

**6:22 Peer interaction increased, my clients have seen the greatest shift ro.....
(6037:6221) - D 6: Participant 6**

Peer interaction increased, my clients have seen the greatest shift roughly 100 % my airtime doubled with my clients, 75% increase with my manager and about 25% increase with my peers.

**7:26 Tooling, assets like a chair, a screen, upgrading of infrastructure, w.....
(9323:9486) - D 7: Participant 7**

Tooling, assets like a chair, a screen, upgrading of infrastructure, where do you have to go online safety protocols have been documented and made available to us.

7:29 subsidy for connectivity (10262:10285) - D 7: Participant 7

subsidy for connectivity

8:31 connectivity, Infrastructure (12754:12784) - D 8: Participant 9

connectivity, Infrastructure

**9:5 Better and improved digital tools Integration of digital tools on mor.....
(11858:11946) - D 9: Participant 10**

Better and improved digital tools

Integration of digital tools on more than one device

**9:7 Potentially support structure and uninterrupted power supply battery p.....
(12148:12272) - D 9: Participant 10**

Potentially support structure and uninterrupted power supply battery packs to keep the small little uncapped data sim cards

**9:30 The constant load shedding I live in the rural outskirts of Pretoria,.....
(3948:4482) - D 9: Participant 10**

The constant load shedding I live in the rural outskirts of Pretoria, long distances the other price one has to pay is less reliable connectivity and power failure, we have generator that clicks into motion, when the fibre connection goes down nuisance then it is no power failure, we do have not a corporate venue facilitated by Cres with seamless connectivity and Wi-Fi and infrastructure however I am not robbed from productivity, the idea is to see how do we transform our home office for certain job grades, crisis modes.

**10:3 The child care, the interruptions, space to work and domestic issues.....
(2796:2953) - D 10: Participant 11**

The child care, the interruptions, space to work and domestic issues e.g. gender based violence and this is the difference in understanding our employees

**10:10 we do not have any physical environment, practices Augment our polici.....
(5342:5530) - D 10: Participant 11**

we do not have any physical environment, practices

Augment our policies to cater for remote working

Restacking our offices

Less spaces, complication lease premises long term contracts

**11:1 The Wi-Fi was a slight challenge initially, and at the start of remote.....
(2052:2188) - D 11: Participant 12**

The Wi-Fi was a slight challenge initially, and at the start of remote working, I had to a major exercise focusing on the reprioritised Bow

**11:29 Yes Subsidies employees with infrastructure or how to set up an home o.....
(10929:11023) - D 11: Participant 12**

Yes

Subsidies employees with infrastructure or how to set up an home office

Subsidise Wi-Fi

**12:37 White boards More collaborative Tools to increase variety and learnin.....
(10014:10344) - D 12: Participant 13**

White boards

More collaborative Tools to increase variety and learning of the different tools, increase skills and build new skills with the use of different digital tools

Not use a tool that is strictly in-house built, explore what is best practice and makes sense for the organisation and not be biases towards in-house tools

**14:4 Work set up, I know that it is not recommended to sit on your couch,.....
(3496:3637) - D 14: Participant 15**

Work set up, I know that it is not recommended to sit on your couch, if I had access to a decent chair, my son is using my office at home

**14:27 To a certain extent, certain tools but not others what is fir for pur.....
(10670:11158) - D 14: Participant 15**

To a certain extent, certain tools but not others what is fir for purpose, there are certain tools that we have the basics I would say, we don't have access to the digital tools that can make us fly, I think if we can really have access to those tools we can really shine, there are those tools to get access and the adoption of these digital tools would require permission and it is a slow and boring process rather make do with what you have, give up on striving for excellence

**14:30 I don't know how they would make this happen, having access to a wider.....
(11600:11724) - D 14: Participant 15**

I don't know how they would make this happen, having access to a wider range of tools and accessing this is what would work

14:32 Not being able to print (12565:12589) - D 14: Participant 15

Not being able to print

15:26 Access to more tools (8229:8250) - D 15: Participant 16

Access to more tools

**16:25 High end digital tools, infrastructure e.g. chairs and then the abilit.....
(10666:10771) - D 16: Participant 17**

High end digital tools, infrastructure e.g. chairs and then the ability to be able to manage my own time

**16:27 Setting up my own office, noise cancellation white board, sponsored.....
(11123:11220) - D 16: Participant 17**

Setting up my own office, noise cancellation white board, sponsored internet specific for work

17:3 Infrastructure note a chair, but digital connection yes (2589:2646) - D 17: Participant 18

Infrastructure note a chair, but digital connection yes

**17:6 What I have noticed not everyone has a home office set up, or a desig.....
(3825:4144) - D 17: Participant 18**

What I have noticed not everyone has a home office set up, or a designated corner, people would from their kitchens ergonomically this is not sustainable not having the proper work set up

When you have children, expect children not being too able to play in the lounge for e.g., as you are occupying that to work

17:31 Improved and access to infrastructure (11234:11271) - D 17: Participant 18

Improved and access to infrastructure

**18:2 Not entirely, I struggled with connectivity issues, my Wi-Fi, was no.....
(2416:2591) - D 18: Participant 19**

Not entirely, I struggled with connectivity issues, my Wi-Fi, was not strong enough for me to optimally function, to work I had to get another desk, I had to make it work

**18:3 Connectivity and making sure I could focus without the disruptions
(2775:2842) - D 18: Participant 19**

Connectivity and making sure I could focus without the disruptions

18:21 Provide remote working spaces e.g. with Regus (7782:7825) - D 18: Participant 19

Provide remote working spaces e.g. with Regus

18:22 Subscribe to collaboration tools e.g. Mural (8000:8043) - D 18: Participant 19

Subscribe to collaboration tools e.g. Mural

19:5 It would be nice if we could get corporate Wi-Fi (3169:3218) - D 19: Participant 20

It would be nice if we could get corporate Wi-Fi

19:37 Wi-Fi, if my computer had to break where to go hardware issue, what is..... (11487:11637) - D 19: Participant 20

Wi-Fi, if my computer had to break where to go hardware issue, what is the process around this?
This needs to be clearly communicated and articulated

20:25 The infrastructure is quite poor, I speak for myself, I do require a..... (12001:12249) - D 20: Participant 8

The infrastructure is quite poor, I speak for myself, I do require a second computer screen I can request one if need be, the request process is not digital, it took my colleague 6 hours to get a chair they could have automate this process.

20:26 Yes Internet provision White boards digitised to support the manual..... (12423:12633) - D 20: Participant 8

Yes

Internet provision

White boards digitised to support the manual Kanbans that we had in the office

Subsidies Wi-Fi___33 connectivity

Information on setting up your own office and infrastructure

UPS

Interpersonal factors

● Interpersonal Factors: Lack of physical contact and sense of isolation

One of the challenges indicated by participants was the lack of physical contact and sense of isolation. Participants mentioned that although they appreciated the benefits of working from home and the integration of technological tools in their work which improve communication systems, they also mentioned that they often long for physical contact and the spontaneity in working in the office such as having to go to a colleague's desk when you need information. It is apparent in the narratives that technological tools cannot replace the "human touch" that required in the human working relationships.

40 Quotations:

1:10 Lack of face-time with colleagues the ability to bounce ideas as you..... (5216:5443) - D 1: Participant 1

Lack of face-time with colleagues the ability to bounce ideas as you passing by desks we need to come back together and strategies, innovation and strategy white boarding sessions and the ability to get these things remotely

1:11 The lack of physical contact is starting into creep in now (5444:5503) - D 1: Participant 1

The lack of physical contact is starting into creep in now

1:15 remember those connections are required quarterly depends what your r..... (5907:6072) - D 1: Participant 1

remember those connections are required quarterly depends what your role is the strategy session we had in October 2020 face-time, meeting with our stakeholders.

3:13 There is less of a human touch the human element is minimised. (5979:6044) - D 3: Participant 3

There is less of a human touch the human element is minimised.

4:3 The one thing is that you don't interact with colleagues it has been q..... (2327:2415) - D 4: Participant 4

The one thing is that you don't interact with colleagues it has been quite challenging.

4:16 body language is a key way to communicate with people, my interactions..... (5663:5798) - D 4: Participant 4

body language is a key way to communicate with people, my interactions have been quite good, some have Gotten better, not much issues

4:17 Only the physical interaction has been minimised, which we have initia..... (5860:6062) - D 4: Participant 4

Only the physical interaction has been minimised, which we have initially seen as the key way to build relationships, however we were forced to be intentional and collaborate via the digital platforms.

4:23 In the physical office to an extent, things that crop up, if you're..... (6417:6617) - D 4: Participant 4

In the physical office to an extent, things that crop up, if you're at you're your desk people reach out to you for help, without them thinking about what to do or how to resolve a challenging issue

4:24 In the physical office to an extent, things that crop up, if you're..... (6417:6720) - D 4: Participant 4

In the physical office to an extent, things that crop up, if you're at you're your desk people reach out to you for help, without them thinking about what to do or how to resolve a challenging issue in working remotely you are also forced to think about things before your action and make a decision

5:8 No personnel contact with your colleagues (4224:4267) - D 5: Participant 5

No personnel contact with your colleagues

5:16 It did, look personally I am a very emotional I get attached to people..... (6421:6862) - D 5: Participant 5

It did, look personally I am a very emotional I get attached to people, the human interaction was the biggest, we are able to experience in the office, it was easy to talk to someone this is only disadvantage that is fading with digital transformation, also we used to do a lot of things e.g. biggest looser building team morale and motivation in the office, at home the use of digital tools has tremendously affected the social interaction.

**5:17 Social interaction and a loss of the human touch, possibility the quick.....
(7272:7405) - D 5: Participant 5**

Social interaction and a loss of the human touch, possibility the quick fast pace to adopt to the new digital tools and usage thereof.

**5:32 I think they are doing a lot, the only area is the physical interaction.....
(11711:11890) - D 5: Participant 5**

I think they are doing a lot, the only area is the physical interaction, they are looking at that, some office space where people can book and collaboration together if required

**7:10 Miss the people interaction, Miss the people that you do not work with.....
(3604:3843) - D 7: Participant 7**

Miss the people interaction

Miss the people that you do not work with, but if you do seeing them in person you can get to learn from their areas and what they have recently done as a function, the knowledge sharing is a missed opportunity

**8:17 We are social people, even though you could interact with your collegag.....
(6899:7102) - D 8: Participant 9**

We are social people, even though you could interact with your colleagues with the use of MS Teams we kept in touch I would say 80% of the time and then there was that 20% where the face-time was absent.

**9:16 counter missing and you miss the social interaction (7938:7991) - D 9:
Participant 10**

counter missing and you miss the social interaction

9:22 Not having a sense of belonging (5653:5685) - D 9: Participant 10

Not having a sense of belonging

**9:23 can't read body language, your senses go into overdrive, you can't s.....
(5702:6170) - D 9: Participant 10**

can't read body language, your senses go into overdrive, you can't sense it on the audio, that this is a journey for us as human beings e.g., we had an intimate conversation, 2 dimensional battle screen to left and, your senses and skills are develop much quicker in the mentally staring, you have senses are in quilt with another one, so the lack of not being to sense what one is thinking as you cannot read their body language, you have to rely on ones sense

9:33 absence of physical proximity (2916:2946) - D 9: Participant 10

absence of physical proximity

**10:2 It gave us glimpses on the environment and the factor of how employees.....
(2551:2794) - D 10: Participant 11**

It gave us glimpses on the environment and the factor of how employees show up, and what they do, the need to have social interaction, and the psychological impact, some people can work from home and have any social issues, whilst others do.

**10:7 I don't have the teams in front of me, I could walk to anyone, with.....
(4225:4393) - D 10: Participant 11**

I don't have the teams in front of me, I could walk to anyone, with remote working I send an email, wait, maybe some people cannot multitask, delayed responses

**10:11 The lack of human interaction, the adoption and reliance of a digital.....
(5870:5960) - D 10: Participant 11**

The lack of human interaction, the adoption and reliance of a digital tool to communicate

**11:7 Not being to greet and your family (because you are all at home, ther.....
(3312:3617) - D 11: Participant 12**

Not being to greet and your family (because you are all at home, there is no sense of separation as to when you were going to the office, you had a routine,) taken for granted no interaction sitting in your study and no differentiation in some places no break sit in your kitchen and working and eating.

12:9 Not having the human interaction (3439:3472) - D 12: Participant 13

Not having the human interaction

**12:17 no human interaction, Not being able to see one's body language, not k.....
(4705:4851) - D 12: Participant 13**

no human interaction, Not being able to see one's body language, not knowing what they are thinking or feeling, or even if they are concentrating.

13:7 Lack of social interaction and still is a negative as we speak (3946:4010) - D 13: Participant 14

Lack of social interaction and still is a negative as we speak

**13:8 More productive at home, I would say that I am more effective, the na.....
(4091:4314) - D 13: Participant 14**

More productive at home, I would say that I am more effective, the nature of my work by nature and design has a huge social component, however in comparison to the office, I was more effective physically engaging people

**14:6 Lack of human contact and check in with people, one of the things that.....
(4061:4310) - D 14: Participant 15**

Lack of human contact and check in with people, one of the things that creates cohesion in a team is active conversation and you develop a bond, and I miss some of that

One of the things that I would like to see more opportunity to chat socially

**14:21 So I have seen a couple of presentations where there is presenter, as.....
(8336:8934) - D 14: Participant 15**

So I have seen a couple of presentations where there is presenter, asking for peoples opinions and you can see people scrolling, that people feel the need to talk one of a time no visual views, often done on a voice over. In the office you could see one's body language so naturally you could respond, on teams it is difficult to establish this. Word cloud,

sometime use chat sometime so follow if a large audience, some areas use video more than other area is the more we are forced I think we can get a little sophisticated, white boarding we have not become accustomed to digital environment

**16:15 The social and human touch point has significantly decreased, both lit.....
(6897:6993) - D 16: Participant 17**

The social and human touch point has significantly decreased, both literally and figuratively

17:18 - Less social and human connection (7817:7851) - D 17: Participant 18

- Less social and human connection

**18:1 I think it has been a challenge, managing the new ways of work, I am.....
(2207:2352) - D 18: Participant 19**

I think it has been a challenge, managing the new ways of work, I am getting used to this now, I think the human element is definitely missing.

**18:5 Lack of human interaction Able to go to someone's desk, and chat, so.....
(3283:3402) - D 18: Participant 19**

Lack of human interaction

Able to go to someone's desk, and chat, sometimes exchanging of ideas and knowledge sharing

**18:12 – less human touch, more formalised interactions. (4678:4726) - D 18:
Participant 19**

– less human touch, more formalised interactions.

**18:13 Inability to meet face to face takes away the intimacy of interactions.....
(4788:4859) - D 18: Participant 19**

Inability to meet face to face takes away the intimacy of interactions.

**18:15 Inability to easily reach help from your desk and missing the human to.....
(5032:5120) - D 18: Participant 19**

Inability to easily reach help from your desk and missing the human touch in interactions

**19:6 Working was something that I looked forward to, going to the office d.....
(3632:4183) - D 19: Participant 20**

Working was something that I looked forward to, going to the office doing my work, interacting with my colleagues, collaborating, innovating, socialising with all colleagues, so this was completely restricted to a virtual

Not being to go out and to exercise

I had to do a handover virtually so I moved into my current team which was very difficult

Start in a new role, I have never met my team, we have virtually connect which was really difficult

Trying to establish myself in a new role where my boss does not know me was quite a challenge

**19:12 We are limited to human interaction, very often problems are solved.....
(4778:4860) - D 19: Participant 20**

We are limited to human interaction, very often problems are solved informally

19:21 There is less of a human touch the human element is minimised (6760:6821) - D 19: Participant 20

There is less of a human touch the human element is minimised

20:3 The environment was a bit challenging as I am a peoples person so bein..... (2878:3205) - D 20: Participant 8

The environment was a bit challenging as I am a peoples person so being away from my colleagues, was challenging, the lack of the human element, the lack of face to face conversations and the ability just to just share your experiences, of what is going around in another business unit or have a cup of coffee with a colleague.

● Interpersonal factors: Online Collaboration, teamwork and a sense of connectedness

Although participants alluded to the lack of physical contact, they also mentioned that ICT systems have increased the level of collaboration, teamwork, and a sense of connectedness. Participants mentioned that the digital systems allowed them to collaborate more effectively as a team. Being able to collaborate more effectively had an impact on their productivity and work performance, as a result, participants felt a sense of connectedness with their fellow colleagues. Participants mentioned that collaboration increased as many team members could work on a document together on teams, make changes, review and we were able to get things done in a much shorter time frame.

65 Quotations:

1:7 work from home now remote ways of work could be very different we coul..... (4206:4445) - D 1: Participant 1

Work from home now remote ways of work could be very different we could work from multiple CoLab spaces

On a positive side open of the one of things that I have loved is it is has personalised the Cameras on personalised our colleagues more

1:9 I am a chairperson for a very large programme, when I first had a meet..... (4608:5198) - D 1: Participant 1

I am a chairperson for a very large programme, when I first had a meeting, we had about 20 stakeholders in the room, all very important and crucial decision makers, with the use of MS Teams, this took place in one meeting, we had our cameras on, so we could connect and the discussions were valuable, had it not being for this digital tool I would have had to have a number of meetings to get this audience together, because of the number of meetings, I probably would have just discussed what needed to be and that was it, now we far more collaborative and purposeful in our discussions.

2:3 The ability to interact with your colleagues. We use a tool called Pla..... (2843:3232) - D 2: Participant 2

The ability to interact with your colleagues. We use a tool called PlanEx, certain functionality required us to be able to collaborate, face to face to be able to deal with challenges, this was quite challenging not being able to interact and get to resolution mode quickly,

whereas if we were in the office we would just go by ones desk, discuss the challenge and be able to resolve this.

**2:13 on Fridays we had pub quiz for the team to participate, for birthdays.....
(7057:7161) - D 2: Participant 2**

on Fridays we had pub quiz for the team to participate, for birthdays we had social gatherings virtually.

**2:15 Collaboration increased, sometimes all 5 team members could work on a d.....
(7487:7670) - D 2: Participant 2**

Collaboration increased, sometimes all 5 team members could work on a document together on Teams, make changes, review and we were able to get things done in a much shorter time frame.

2:16 Positive in the sense we could collaborate (7729:7772) - D 2: Participant 2

Positive in the sense we could collaborate

**2:17 Yes, shorten our time frames in delivering as we all saw what was being.....
(7859:8054) - D 2: Participant 2**

Yes, shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

**2:20 Positively allowed for active collaboration ensuring that we were all.....
(9196:9340) - D 2: Participant 2**

Positively allowed for active collaboration ensuring that we were all aligned. 2021 Bow, roadmaps, allowed for us to plan more appropriately,

**2:21 When meetings took place face to face in the boardroom, one person spo.....
(9473:9694) - D 2: Participant 2**

When meetings took place face to face in the boardroom, one person spoke and everyone listened. Whereas now when we have a meeting on teams, everyone has an opportunity to speak and have an opportunity to make a decision.

3:3 Having a sense of community for teams (2872:2909) - D 3: Participant 3

Having a sense of community for teams

**3:16 Collaboration increased sometimes all 5 team members could work on a d.....
(6504:6685) - D 3: Participant 3**

Collaboration increased sometimes all 5 team members could work on a document together on teams, make changes, review and we were able to get things done in a much shorter time frame

3:17 Positive in the sense we could collaborate more effectively (6746:6805) - D 3: Participant 3

Positive in the sense we could collaborate more effectively

**3:18 Yes shorten our time frames in delivering as we all saw what was being.....
(6890:7088) - D 3: Participant 3**

Yes shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

**3:31 Communication I felt or some team members felt like they were left beh.....
(11629:11898) - D 3: Participant 3**

Communication I felt or some team members felt like they were left behind, Using MS Teams forced us to be in contact more often, this would have hampered my performance, if I did not collaborate continuously and consistently. I felt the need to engage frequently.

**4:14 Yes, communication and collaboration we became more digitally enabled.....
(5007:5288) - D 4: Participant 4**

Yes, communication and collaboration we became more digitally enabled, we have now started to work remotely and working from home, we have become heavily reliant on MS Teams, email, These digital platforms have forced us to resort to a new way of communicating and collaborating.

**4:17 Only the physical interaction has been minimised, which we have initia.....
(5860:6062) - D 4: Participant 4**

Only the physical interaction has been minimised, which we have initially seen as the key way to build relationships, however we were forced to be intentional and collaborate via the digital platforms.

4:20 Obtain feedback quicker (6359:6382) - D 4: Participant 4

Obtain feedback quicker

4:25 Positive in the sense we could collaborate more effectively (6779:6838) - D 4: Participant 4

Positive in the sense we could collaborate more effectively

**4:26 Yes, shorten our time frames in delivering as we all saw what was being.....
(6925:7121) - D 4: Participant 4**

Yes, shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

**4:44 Through this new way of working, how do you create a culture of colla.....
(12656:13090) - D 4: Participant 4**

Through this new way of working, how do you create a culture of collaboration, an office was centre for this, especially for new employees that joins the organisation, we need to rethink our collaboration across the bank

E.g., leadership development programmes across the bank, igniting the ability to innovate and collaborate

Encouragement we run the risk of working in silos as we are only working the people that we are working

**5:2 Due to the nature of work that we do, the online platform allowed for.....
(2479:2601) - D 5: Participant 5**

Due to the nature of work that we do, the online platform allowed for us to collaborate and effectively get our work done.

**5:5 I think because we were not used to working alone, the nature of work.....
(3316:3684) - D 5: Participant 5**

I think because we were not used to working alone, the nature of work allowed us to collaborate a lot, just being in own space, the ability to reach out to someone in the office you could ask someone, if you needed to bounce off ideas or just validate something with your team members, at home you were forced to think and re think and solution sometimes for yourself.

**5:12 Yes it has changed, collaboration has changed due to MS Teams, stakeho.....
(5264:5526) - D 5: Participant 5**

Yes it has changed, collaboration has changed due to MS Teams, stakeholder holder collaboration and engagement has changed, no longer physical meets, the chat facility on MS Teams are often used to communicate, resolve queries and come up with proposed solutions.

**5:13 Yes it has changed, collaboration has changed due to MS Teams, stakeho.....
(5264:5524) - D 5: Participant 5**

Yes it has changed, collaboration has changed due to MS Teams, stakeholder holder collaboration and engagement has changed, no longer physical meets, the chat facility on MS Teams are often used to communicate, resolve queries and come up with proposed solution

**5:20 At the moment we are looking at a collaboration platform, e.g. Jira an.....
(8370:8601) - D 5: Participant 5**

At the moment we are looking at a collaboration platform, e.g. Jira and Mira so this would assist us to collaborate in a more effective way. It will also create transparency if we could virtually display what we are all working on.

5:23 I think it enhanced it rather than changed it, more collaboration (9298:9365) - D 5: Participant 5

I think it enhanced it rather than changed it, more collaboration

**6:2 Yes we can liberate in the tech space online agile tools like MIRO for.....
(11887:12199) - D 6: Participant 6**

Yes we can liberate in the tech space online agile tools like MIRO for Kanban being more deliberate around collaboration tools if we are going to go full agile, white boards to increase collaboration and understand what employees are working on, this can also increase the trust in what employees are working on.

**6:21 Yes it improved, my interaction with my colleagues, It increased my ai.....
(5880:5976) - D 6: Participant 6**

Yes it improved, my interaction with my colleagues, It increased my airtime with my colleagues.

**6:24 Due to accelerated digitalisation, it allowed me to connect more not o.....
(6501:6764) - D 6: Participant 6**

Due to accelerated digitalisation, it allowed me to connect more not only to online tools, also it increased collaboration, engagement and interaction with colleagues. This forced the practice and change towards digitalisation and shift in behaviour and mind-set.

6:25 Positive collaboration and productivity (6822:6863) - D 6: Participant 6

Positive collaboration and productivity

7:18 Positive in the sense we could collaborate more effectively (6055:6114) - D 7: Participant 7

Positive in the sense we could collaborate more effectively

7:19 Yes shorten our time frames in delivering as we all saw what was being..... (6199:6397) - D 7: Participant 7

Yes shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

7:20 That is evident, by the town halls XXX our CEO addressing the teams..... (6699:7393) - D 7: Participant 7

That is evident, by the town hall XXX our CEO addressing the teams via MS Teams. This was quite unheard of, you would have to schedule a meeting with the CEO and wait weeks on end before you even had a meeting with him. We had a passing on of a staff member, With the adoption of digital tools this enabled that cultural change, having face-time with the CEO would have been impossible, but XXX was on screen; it is far more personal and much more interactive than pre-Covid-19. With the use of digital tools the efficiency in co-ordinating and getting all the leaders in one space at one time has made it much easier for us to collaborate. Our collaboration is far more effective as well.

8:5 Collaboration tools yes definitely that is working seamlessly for me i..... (2783:2892) - D 8: Participant 9

Collaboration tools yes definitely that is working seamlessly for me in assisting me to do my work efficiently

8:21 Yes I think we now we check in more regularly than in when were in the..... (8986:9181) - D 8: Participant 9

Yes I think we now we check in more regularly than in when were in the office people do now reach to each other so the ability to connect with colleagues and communicate has definitely increased

8:22 the manager would reach out his direct reports, whereas previously thi..... (6150:6529) - D 8: Participant 9

the manager would reach out his direct reports, whereas previously this did not take place, he would only check in if he needed something or if we were ill, even with other colleagues as well, we check up on each other, there is a sense of belonging that was not there prior to Covid, organisational as a whole, lots of assistance from counselling partner with wellness sessions.

9:11 More collaborative so we can connect and reach decisions quicker (9580:9645) - D 9: Participant 10

More collaborative so we can connect and reach decisions quicker

9:14 Increased levels of productivity (8749:8782) - D 9: Participant 10

Increased levels of productivity

9:24 can't read body language, your senses go into overdrive, you can't s..... (5701:6172) - D 9: Participant 10

can't read body language, your senses go into overdrive, you can't sense it on the audio, that this is a journey for us as human beings e.g., we had an intimate conversation, 2 dimensional

battle screen to left and, your senses and skills are develop much quicker in the mentally staring, you have senses are in quilt with another one, so the lack of not being to sense what one is thinking as you cannot read their body language, you have to rely on ones senses

**10:18 Positively, Collaborate widely access positively, previously we wou.....
(7502:7728) - D 10: Participant 11**

Positively, Collaborate widely access positively, previously we would rely on collaboration for face to face meetings, now people often join and contribute, before you had to drive for a meeting

Quicker turnaround times

**11:13 Increased collaboration and communication The remote working
environme..... (5324:5833) - D 11: Participant 12**

Increased collaboration and communication

The remote working environment should be about the employees' ability to do their job by collaborating, communicating and connecting with others. Our goal was to create a digital work environment that forges productive business relationships within and beyond natural work groups and to enable knowledge sharing across the organisation so with the use of MS Teams and virtual Kanban e.g. Ms planner we are heading in the right direct to achieve sustainable interaction

**11:14 As a leader I had to make sure we leave no one behind (we succeed as a.....
(6096:6351) - D 11: Participant 12**

As a leader I had to make sure we leave no one behind (we succeed as a team, or fail as individuals)

Priorities work and ensure that we finish what we started (starting fast, enduring during trying times, finishing strong) more involvement from my side

**11:15 Also positively, increased collaboration and the ability to interact a.....
(6506:6595) - D 11: Participant 12**

Also positively, increased collaboration and the ability to interact and get things done

**12:1 So I think for me, growth, I grew more during working remotely - oppo.....
(2057:2317) - D 12: Participant 13**

So I think for me, growth, I grew more during working remotely - opportunities presented itself, I started presenting at working group forums, and all the other forums, I am not sure if these opportunities would have been given to me if I was in the office.

**12:19 Working remotely, I have managed to form many relationships, even i.....
(5255:5341) - D 12: Participant 13**

Working remotely, I have managed to form many relationships, even in the countries

**12:28 Increased Collaboration Increased trust After a meeting, you all ha.....
(7613:7791) - D 12: Participant 13**

Increased Collaboration

Increased trust

After a meeting, you all have confirmed deliverables, time lines and as a team each person is held accountable for their deliverables

**13:12 Far more collaboration, levels of interaction became more deliberate a.....
(6029:6112) - D 13: Participant 14**

Far more collaboration, levels of interaction became more deliberate and purposeful

**13:15 I think it has forced one to get to a point to collaborate quicker, ma.....
(8008:8265) - D 13: Participant 14**

I think it has forced one to get to a point to collaborate quicker, made collaboration faster without the social dimension trust in collaboration takes a bit longer. Relationship in collaboration are transactional

Collaborations has become one dimensional

**14:15 As above it is required to ideate and brainstorm (6087:6136) - D 14:
Participant 15**

As above it is required to ideate and brainstorm

**14:20 Ad hoc collaboration is much less, facilitated collaboration ideation a.....
(8033:8334) - D 14: Participant 15**

Ad hoc collaboration is much less, facilitated collaboration ideation and brainstorms some of the digital tools that we use, has suffered, one of the reasons that we are conformable with using the basic of the tools, I don't think we are proficient enough to drive online collaboration successfully.

**15:13 We have started to engage more, more meaningful work, my leader Nolo.....
(4602:4757) - D 15: Participant 16**

We have started to engage more, more meaningful work, my leader Nolo actually cares for me me and how I am progressing in my career, what I am busy with

15:17 We engage more (5185:5200) - D 15: Participant 16

We engage more

**15:20 It has defiantly increased the way we collaborate, we use Ms Planner a.....
(6076:6263) - D 15: Participant 16**

It has defiantly increased the way we collaborate, we use Ms Planner as our virtual kanban and we track our performance and productivity and also what each team member is responsible for

**16:1 I worked very longed hours, including my team, I am also pleased that.....
(2196:2666) - D 16: Participant 17**

I worked very longed hours, including my team, I am also pleased that we have been able to do this remotely nothing fell apart, we could be able to work from home especially in the environment that we are in, managing projects. It is a high touch environment, I was pleasantly surprised that we coped so well as a team.

This has also given me more freedom with my time to do core chores that are non-work related, whilst still maintaining a very level of productivity.

**16:19 Yes positively we have been forced to digitise, The nature of collabo.....
(8265:8593) - D 16: Participant 17**

Yes positively we have been forced to digitise, The nature of collaboration has changed, it is a good thing to have a footprint on collaboration, by recording on MS Teams there is a level of transparency and the information is not water down version if minutes are typed out there is some level of removing some information.

**16:33 I am fortunate, people have in my team, not as fortunate so indirec.....
(12620:12817) - D 16: Participant 17**

I am fortunate, people have in my team, not as fortunate so indirectly this hampered my performance to a certain extent due to team members dropping in and out of meetings due to connectivity

**17:10 Collaboration is more much easier to get everyone involved, teams ha.....
(5829:5939) - D 17: Participant 18**

Collaboration is more much easier to get everyone involved, teams has definitely accelerated collaboration

**17:21 I think it has improved it is easy to set up time with someone Share.....
(8658:8950) - D 17: Participant 18**

I think it has improved it is easy to set up time with someone

Share your screen on teams and collaborate irrespective of the location you are in e.g. Pretoria, Ransburg, the documents can be shared and everyone has the opportunity on working on the is, providing feedback and contributing.

**18:8 Where I need to collaborate I would be more productive at the office
(3721:3790) - D 18: Participant 19**

Where I need to collaborate I would be more productive at the office

**19:14 We have new tools and technology so this helps a great deal in the way.....
(5100:5194) - D 19: Participant 20**

We have new tools and technology so this helps a great deal in the way we work and collaborate

**19:19 Colleagues are more connected Collaboration has increased (6258:6317) - D
19: Participant 20**

Colleagues are more connected

Collaboration has increased

**19:22 Makes me more productive less taking notes as we can record the meetin.....
(6932:7108) - D 19: Participant 20**

Makes me more productive less taking notes as we can record the meetings in MS Teams so it is easier to reference, allocate tasks, contribute, collaborate and get things done

**19:24 Positively as well, most of us were based in different office location.....
(7424:7666) - D 19: Participant 20**

Positively as well, most of us were based in different office locations prior to Covid, with remote way of work, we make a concerted effort to connect, have virtual lunches, collaborate and get to know each other on a personal level as well.

**20:11 We are far more collaborative, we make a concerted effort to stay in t.....
(6081:6446) - D 20: Participant 8**

We are far more collaborative, we make a concerted effort to stay in touch, we take the time to truly understand what is happening with our colleagues, we even go as far as taking the time to explain something if they do not understand it in the work context. Whereas previously in the office we took our colleagues relationships for granted as we saw then every day

**20:17 Digitisation has made us more effective, more record keeping more acco.....
(8687:8974) - D 20: Participant 8**

Digitisation has made us more effective, more record keeping more accountability, smarter and faster ways of getting things done. It has definitely increased collaboration as everyone participates and contributes to ideas and finding solutions of making things better in the workplace.

● Interpersonal factors: Relationship with line manager and other colleagues

Participants mentioned the importance of their line manager as a form of support while working remotely. Some participants appreciated the leadership/management style by their manager, where they felt that their manager provides them with information and the support to execute their work. Participants mentioned that the manager was accountable and transparent in their work, and as such they valued their relationship with their manager. The relationship with the manager is important since participants report to their manager and require feedback to keep track of their performance while working from home. One of the findings in this study, was that working remotely improved the relationship that participants have with their manager. This can be attributed to the notion that unlike working in the office, participants are expected to communicate regularly with their manager. As such, information between participants and their manager is important to keep track of the deadlines.

**1:47 So my line manager has become a very big advocate for remote working w.....
(14695:15010) - D 1: Participant 1**

So my line manager has become a very big advocate for remote working which has completely changed the way we work we are more connected, whereas previously he was disconnected and did not believe in remote working, so remote working and accelerated digitalisation has changed certain behaviours as well positively.

**2:35 Peoples diaries are mostly full, so it takes a bit longer at times to.....
(13503:13594) - D 2: Participant 2**

Peoples diaries are mostly full, so it takes a bit longer at times to get a hold of someone

**3:24 Gotten closer to my line manager, the use of emails were responded to.....
(9573:9657) - D 3: Participant 3**

Gotten closer to my line manager, the use of emails were responded to much quicker

**4:32 Outstanding the communication has been phenomenal all the way from
our..... (8893:9130) - D 4: Participant 4**

Outstanding the communication has been phenomenal all the way from our CEO to the people manager. Bank X also won an award for their corporate strategy communication, I was always kept in the loop and what to expect and what not to expect.

4:34 Have become closer to the line manager, he knows much more now as opp..... (9538:9717) - D 4: Participant 4

Have become closer to the line manager, he knows much more now as opposed to the office
A lot of relationships have become closer, he even understands me from a personal capacity

4:40 supporting colleagues with additional learnings, best practices that w..... (11570:12001) - D 4: Participant 4

supporting colleagues with additional learnings, best practices that works, it is a different way of working, keeping informed they have done a good job but more around what processes can be changed more innovative. One of the focus is recognising employees on their contribution, not being able to see what's people outputs, some people are feeling that they are not being recognised. Paying more attention to be become innovative

5:18 Our executives are talking about if we have to return to the office an..... (7725:7962) - D 5: Participant 5

Our executives are talking about if we have to return to the office and why so, we are starting to understand what is digital transformation, adoption to changes, new online tools, and they are starting to lead with these various changes.

5:21 From an organisational perspective there were surveys to see or check..... (8725:8844) - D 5: Participant 5

From an organisational perspective there were surveys to see or check how we were feeling also a platform to share ideas

5:25 I must applaud our organisation for being transparent and thorough in..... (9564:9900) - D 5: Participant 5

I must applaud our organisation for being transparent and thorough in the communication of who is affected and what must be done, we were always kept up to date, the training and how to adapt to a remote working environment was evident. This is largely attributed to our new CEO and his leadership style of inclusivity and transparency

5:26 It definitely has it has improved my relationship, he now sees my hous..... (10096:10252) - D 5: Participant 5

It definitely has it has improved my relationship, he now sees my house he sees my background, we are getting to know each other, we have truly connected

5:27 he constant communication and the mere fact that our CEO considered ou..... (10643:10851) - D 5: Participant 5

he constant communication and the mere fact that our CEO considered our safety and allowed us to work from ours. This goes to show that our CEO is putting his largest assets first being the people of the bank

6:8 Gotten closer to my line manager, the use of emails were responded to..... (9799:9971) - D 6: Participant 6

Gotten closer to my line manager, the use of emails were responded to much quicker, the level of work and type of work allocated, given more accountability, I am happier

**6:18 Distributed Leadership and accountability, Managers realised that they.....
(4926:5099) - D 6: Participant 6**

Distributed Leadership and accountability, Managers realised that they need to trust employees in decision making and allowing them to make decisions

Increased Accountability

**6:26 Positive as we engaged more frequently, a lot more accountability and.....
(6951:7133) - D 6: Participant 6**

Positive as we engaged more frequently, a lot more accountability and efforts in alignment with decision making, adherence to practices and embracing the new culture and way of work.

**6:28 In the beginning we had a command and control approach, when one of
ou..... (7980:8384) - D 6: Participant 6**

In the beginning we had a command and control approach, when one of our senior leaders would make all the decisions, as we implemented technology, multiple tools and mechanisms, the opportunity allowed for employees to make their work decisions as this digital tools required this, if you had to for example make a change on a system, you could do so, it empowered people. Removed the key man dependency.

**6:29 it has made the bond stronger, massive underpinning of strong sense o.....
(9437:9767) - D 6: Participant 6**

it has made the bond stronger, massive underpinning of strong sense of trust, in some areas colleague and manger and degradation of the relationship, which is good as we noticed what we needed to change and the increased trust, though increased trust I was able to produce more, become more effective, more productive, happier

**7:19 Yes shorten our time frames in delivering as we all saw what was being.....
(6199:6397) - D 7: Participant 7**

Yes shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

**7:20 That is evident, by the town hall XXX our CEO addressing the teams.....
(6699:7393) - D 7: Participant 7**

That is evident, by the town hall XXX our CEO addressing the teams via MS Teams. This was quite unheard of, you would have to schedule a meeting with the CEO and wait weeks on end before you even had a meeting with him. We had a passing on of a staff member, With the adoption of digital tools this enabled that cultural change, having face-time with the CEO would have been impossible, but XXX was on screen; it is far more personal and much more interactive that pre-Covid-19. With the use of digital tools the efficiency in co-ordinating and getting all the leaders in one space at one time has made it much easier for us to collaborate. Our collaboration is far more effective as well.

**8:1 In my organisation there has been leadership support to be able to wor.....
(2218:2428) - D 8: Participant 9**

In my organisation there has been leadership support to be able to work efficiently from home, working from home was not adequately supported initially then the organisation enabled employees to work from home,

**8:8 VPN was not conducive we resorted to WhatsApp, challenge at the time,.....
(3806:4015) - D 8: Participant 9**

VPN was not conducive we resorted to WhatsApp, challenge at the time, leadership, the tools were failing employees, felt encourage by the leadership team in the sense that they understood our challenges.

**8:20 I have not experienced the culture, I would say is there is a Bank X Cul.....
(7992:8898) - D 8: Participant 9**

I have not experienced the culture, I would say is there is a Bank X Culture in Group Change, it is 2 years old, maybe we are trying to define the culture, would not know what culture is, so for example, in my previous role, culture was defined as open door policy at Bank X. I am not sure if there is one. I could speak to whoever I wanted to without being afraid.

Culture to me is a way of working and associating with the common goals, sometimes I feel afraid of reaching out to leadership, in my previous role I reached out to the CEO of Accenture, speaking to each other, no barriers no hierarchy. Collaboration started with separation did not have the right skills in SA executives were, lacking within an Bank X I feel afraid to call Willie Corporate is different this person is senior authority I have to respect the line, Again in other roles that I have occupied I could have open honest discussions

**8:25 Yes have from The CEO office to Engineering Services to team
communica..... (11054:11159) - D 8: Participant 9**

Yes have from The CEO office to Engineering Services to team communication there is definitely alignment

**8:26 He checks on me personally from time to time as opposed to previously.....
(11356:11689) - D 8: Participant 9**

He checks on me personally from time to time as opposed to previously when we were in the office he would just greet when he passes, and there were times one week or even two weeks would go by and we would not speak, but now we have one-on-one, we have frequent conversations the relationship has defiantly improved and is improving.

9:4 Support other colleagues (11788:11812) - D 9: Participant 10

Support other colleagues

**9:9 Line manager heightened sense of trust, I am not walking past Carlo,.....
(10558:10714) - D 9: Participant 10**

Line manager heightened sense of trust, I am not walking past Carlo, I can pick up the phone and have a robust discussion because I trust him impeccably

**11:13 Increased collaboration and communication The remote working
environme..... (5324:5833) - D 11: Participant 12**

Increased collaboration and communication

The remote working environment should be about the employees' ability to do their job by collaborating, communicating and connecting with others. Our goal was to create a digital work environment that forges productive business relationships within and beyond natural work groups and to enable knowledge sharing across the organisation so with the use of MS Teams and virtual Kanban e.g. Ms planner we are heading in the right direct to achieve sustainable interaction

**11:19 Our head of Engineering Services Jen, always seeks my input, she is an.....
(7946:8144) - D 11: Participant 12**

Our head of Engineering Services Jen, always seeks my input, she is an exceptional leader, she engages and at the same time she provides really valuable feedback and input into my journey as a Lead

11:21 4 Daniel our CEO is definitely making a positive impact leading from..... (8815:8893) - D 11: Participant 12

4 Daniel our CEO is definitely making a positive impact leading from the top

11:22 We always had a strong relationship, we still engage frequently, we ar..... (9093:9245) - D 11: Participant 12

We always had a strong relationship, we still engage frequently, we are always on a call every day, brainstorming, sharing ideas, receiving feedback

12:20 The changes and enhancements in the project management tool, allowed m..... (5342:5558) - D 12: Participant 13

The changes and enhancements in the project management tool, allowed me to embed learning sessions quicker, obtain feedback and be able to make changes quicker in the system so that it supported the remote way of work

12:24 Definitely, it changed the culture with leadership, they feel the need..... (6302:6929) - D 12: Participant 13

Definitely, it changed the culture with leadership, they feel the need to meet and communicate with us more often in comparison to what we experienced in the office.

Improved overall communication but not transparency

I am not sure if I was at work, I would have been sitting in these senior meetings, may be it was a trust issues from leadership. During remote working I have been given the opportunities to sit and contribute in senior meetings. Remote working forced the leadership team to trust employees. Prior to COVID-19, remote working was Taboo to the business unit, but now they were forced to embrace remote working

12:26 Leadership Style, even if you were micromanaged in the office, workin..... (7075:7210) - D 12: Participant 13

Leadership Style, even if you were micromanaged in the office, working remotely you were forced to let employees to be self-managed

12:31 Outstanding Communication increased. Leadership is closer to us signif..... (8436:8546) - D 12: Participant 13

Outstanding Communication increased. Leadership is closer to us significant improvement from Daniel and Kerry

12:32 Yes, it did now my manager has to trust me more than ever (8708:8766) - D 12: Participant 13

Yes, it did now my manager has to trust me more than ever

12:33 Yes they do, they is always feedback request on how to automate process..... (9186:9287) - D 12: Participant 13

Yes they do, they is always feedback request on how to automate processes and use predictive analysis

**13:4 By virtue of my jobs putting myself in the show of other colleagues, I.....
(3359:3656) - D 13: Participant 14**

By virtue of my jobs putting myself in the show of other colleagues, It was not just pure feeling, fully comprehending and understanding what people were going through, biggest adjustment appreciate as many people as possible and how they were experiencing remote working, lack of social contact

**13:11 Yes, New way of work, I noticed whilst you were not visibility present.....
(5406:5849) - D 13: Participant 14**

Yes, New way of work, I noticed whilst you were not visibility present there was less place to hide, if you were in a 20 seater room, you can't hide there, but you could you could still get away with being physically present. The digital environment heightened your senses, people became more connected to the topic disconnected from the social settings, and I never caught people sleeping on teams meetings, so they were much more attentive.

**13:17 I felt pre remote working it was less democratic during remote working.....
(8742:8928) - D 13: Participant 14**

I felt pre remote working it was less democratic during remote working it is more democratic, my leader asks for my opinion much more, Jen, Chris, Colin, Kerry, I was consulted much more

**13:18 Brought us closer, pre lockdown subordinate boss, now I feel it is.....
(9321:9418) - D 13: Participant 14**

Brought us closer, pre lockdown subordinate boss, now I feel it is much more of a partnership

14:5 I have enjoyed having my family around (3779:3818) - D 14: Participant 15

I have enjoyed having my family around

**16:21 but there was one challenging issue around leave, this was not effect.....
(9248:9476) - D 16: Participant 17**

But there was one challenging issue around leave, this was not effectively communicated people were forced to take leave with the this was when Paul O F was around, but then we got a new CEO and this was decision was overruled.

16:22 It has improved the relationship, I think (9639:9682) - D 16: Participant 17

It has improved the relationship, I think

**17:7 People living so closely together husband and wife, the divorce stats.....
(4146:4555) - D 17: Participant 18**

People living so closely together husband and wife, the divorce stats have increased. The gender based violence stats have increased, children not having a safe space as they were not allowed to go to school

Team level, human element do a personal check, it was shocking to notice what people was going through

Try and reach the person, I am with my kid doing this and that, occupied with personal stuff

**17:22 I am still excluded, my manager is quite inclusive set up a session.....
(9078:9305) - D 17: Participant 18**

I am still excluded, my manager is quite inclusive set up a session and ask for feedback, but there is project that started and submitted, everyone forgot to tell me, but if I was in the office this would have not happened

**17:24 Good stats tips training on Covid regularly feedback from Daniel, som.....
(9855:9997) - D 17: Participant 18**

Good stats tips training on Covid regularly feedback from Daniel, some areas went to engagement session on how to navigate through the change

**17:25 I am still excluded, my manager is quite inclusive set up a session.....
(9078:9308) - D 17: Participant 18**

I am still excluded, my manager is quite inclusive set up a session and ask for feedback, but there is project that started and submitted, everyone forgot to tell me, but if I was in the office this would have not happened

**17:26 think it has improved it is easy to set up time with someone Share yo.....
(8660:8950) - D 17: Participant 18**

think it has improved it is easy to set up time with someone

Share your screen on teams and collaborate irrespective of the location you are in e.g. Pretoria, Ransburg, the documents can be shared and everyone has the opportunity on working on the is, providing feedback and contributing.

**19:2 I felt that leaders are more accessible, I could reach out to my dire.....
(2443:2565) - D 19: Participant 20**

I felt that leaders are more accessible, I could reach out to my director and he was always available to chat and help me

**19:4 One of our colleagues was pregnant, the other one is getting divorced,.....
(2829:3074) - D 19: Participant 20**

One of our colleagues was pregnant, the other one is getting divorced, if you were in the office you would see each other to support your colleagues and also you don't see people's body language on MS Teams so you really don't know what to assume

**19:32 Definitely I met him only once before lockdown, I got ton to know him,.....
(9921:10153) - D 19: Participant 20**

Definitely I met him only once before lockdown, I got ton to know him, he is real introvert. He makes an effort to get to know me, what I do, how I am progressing in my work, what are my challenges so it has been really been good.

**19:33 Yes, The way they have responded in a positive way especially for coll.....
(10408:10661) - D 19: Participant 20**

Yes, The way they have responded in a positive way especially for colleagues in the call centre that had to work remotely they issued laptops to many colleagues in a very short period of time. The roll out of the new technology to support connectivity

**20:1 From a work context, I would rate Dr Lesego and her team, we were very.....
(2037:2398) - D 20: Participant 8**

From a work context, I would rate Dr Lesego and her team, we were very well informed. We received communication as to what was happening, the decisions that the organisation was making relating to COVID-19. This really put my mind at ease and despite what we were

facing as colleagues, I was able to focus on my work. The support that was provided really assisted

20:14 Remote working was a concept that Bank X was toying with. Line managers f..... (7556:7898) - D 20: Participant 8

Remote working was a concept that Bank X was toying with. Line managers felt that if people worked remotely they could not control their workforce. There has been a fundamental shift a massive one, it has changed behaviours of line managers to one where your outputs really match to productivity. Levels of trust have increased from line managers

20:20 Official Communication 5, internal leadership communication 3. Head of..... (10058:10281) - D 20: Participant 8

Official Communication 5, internal leadership communication 3. Head of leadership not much at all no welcome back for 2021, pre Covid times we had town halls to welcome everybody back. Zero communication since we got back.

Organisational Practices

- **Organisational Practices: Business system and operational processes**

This code refers to the business systems and operational processes which have changed as result of COVID-19 and working remotely. Participants mentioned that the integration of technological tools, has had an impact on the business systems and operational processes in the bank. It appears that the integrations of ICT tools have had an impact on the effectiveness of business systems and operational processes. Business system is a procedure, process, method, or course of action designed to achieve a specific result. Its component parts and interrelated steps work together for the good of the whole. Creating effective business systems is the only way to attain results that are consistent, measurable, and ultimately benefit customers. Business systems include customer Service, purchasing, Sales Conversion, Hiring, Inventory Management, Website, Pricing, Accounting, Information Systems, Operations, Payroll, Safety Order Fulfillment and Collections. An example of a change in business system in the bank includes the introduction of self-services which is accessible to clients.

1:18 Processes: update the spreadsheet, go into the systems and manually a..... (7733:7892) - D 1: Participant 1

Processes: update the spreadsheet, go into the systems and manually add performance ratings, with the use of workday, it is digitised, and much easier to use.

2:9 if there are any challenges, this is being addressed with me and I att..... (5432:5631) - D 2: Participant 2

if there are any challenges, this is being addressed with me and I attempt to resolve this, no manual spreadsheet this is automated – unlike a year ago there was data issues with the manual process.

**2:14 Positively Being able to have some efficient processes, some informati.....
(7321:7485) - D 2: Participant 2**

Positively Being able to have some efficient processes, some information readily available due to remote working as this was much needed to equip you to do your job.

**2:22 t has I feel that decisions were made on the spot due to the pandemi.....
(9912:10200) - D 2: Participant 2**

t has I feel that decisions were made on the spot due to the pandemic, mix of technology which allowed us not to stall in our decision making processes, because of MS Teams and the collaboration platforms allowed us to record and add notes see the chats so we could decide and move on

**2:23 It has I feel that decisions were made on the spot due to the pandem.....
(9911:10201) - D 2: Participant 2**

It has I feel that decisions were made on the spot due to the pandemic, mix of technology which allowed us not to stall in our decision making processes, because of MS Teams and the collaboration platforms allowed us to record and add notes see the chats so we could decide and move on

**3:12 Yes, we had a project called Project digenics, it was built adjust wh.....
(5628:5798) - D 3: Participant 3**

Yes, we had a project called Project digenics, it was built adjust what the is the new way of work how do I access, enable colleagues to work more effectively and change

**3:19 The way people work most processes changed, virtual offering to learni.....
(7309:7459) - D 3: Participant 3**

The way people work most processes changed, virtual offering to learning changed, self-services, online offerings, the use of work day increased

4:15 Data Privacy documents have changed to accommodate remote working, lea..... (5393:5533) - D 4: Participant 4

Data Privacy documents have changed to accommodate remote working, learning practices, knowledge sharing platforms have become more digital

**5:34 Yes definitely they should be aligned, we can't we stuck in the way we.....
(12663:13053) - D 5: Participant 5**

Yes definitely they should be aligned, we can't we stuck in the way we did, with AI, big Data we need to automate more a lot of our operations to increase productivity to focus strategic thinking jobs,

Operations needs to align to the digital ways especially the branches there is the old traditional ways, transformation should be in the entire organisation

The integration of systems

**5:35 Nothing much MS Teams is a very user friendly tool, we learnt quickly,.....
(13436:13690) - D 5: Participant 5**

Nothing much MS Teams is a very user friendly tool, we learnt quickly, in terms of using your physical phone to MS Teams, PlanEx (The project management tool) This is in-house built and you have to always wait on how changes are made or even advancements.

**5:37 As a top South African bank one should consider a more advanced proj.....
(13760:13897) - D 5: Participant 5**

As a top South African bank one should consider a more advanced project management digital tool to be aligned to digital transformation

**6:2 Yes we can liberate in the tech space online agile tools like MIRO for.....
(11887:12199) - D 6: Participant 6**

Yes we can liberate in the tech space online agile tools like MIRO for Kanban being more deliberate around collaboration tools if we are going to go full agile, white boards to increase collaboration and understand what employees are working on, this can also increase the trust in what employees are working on.

**6:20 Also the way we engage with our clients, we started engaging more ofte.....
(5373:5644) - D 6: Participant 6**

Also the way we engage with our clients, we started engaging more often

Process, definitely something that we do not pass a piece of paper anymore, workday is a digital people platform we started trusted digital online tools that has definitely accelerated digitalisation

**7:13 Yes absolutely we used web ex calls, conference calls, we now have MS.....
(4789:4967) - D 7: Participant 7**

Yes absolutely we used web ex calls, conference calls, we now have MS Teams which has truly enabled us all too effectively work and also embrace, adapt and adopt a new digital too

**7:14 Yes, Practices e.g. updating of all documents, procurement processes t.....
(5075:5169) - D 7: Participant 7**

Yes, Practices e.g. updating of all documents, procurement processes to reflect remote working.

**8:6 I could be equipped with other tools e.g. analytical tools e.g. SAS,.....
(2902:3298) - D 8: Participant 9**

I could be equipped with other tools e.g. analytical tools e.g. SAS, Click View, the work that I do has a great deal of analysis, SAS is an analytical tool, where Excel is failing SAS can support this. Working from home and working on major spreadsheets can be tiresome and sometimes slows down my machine, if I had access to other tools this could really assist me to become more efficient.

**8:15 This is within my team, the manager would reach out his direct reports.....
(6126:6239) - D 8: Participant 9**

This is within my team, the manager would reach out his direct reports, whereas previously this did not take place

**8:24 Yes this has accelerated the decision making process (Digitalisation.....
(10366:10845) - D 8: Participant 9**

Yes this has accelerated the decision making process (Digitalisation looking at business processes, you would take time to go to market, the digital era quick to mark quick to do things and make decisions as well.

Collaboration and as well as enablement, only 1 tool PlanEx has enhanced reporting click a refresh, and you are able to view reports instantaneously previous tool would have not been to do so, so from a project management side there has been an improvement

**8:29 To a certain extent there are so many tools that we could be leveragi.....
(12399:12633) - D 8: Participant 9**

To a certain extent there are so many tools that we could be leveraging, Z Scaler has been rolled out for the entire bank however there are tools that can be used for accelerating productivity which is not currently being pursued

**8:34 Performance Management, The current tool is not set up for remote wo.....
(13580:13655) - D 8: Participant 9**

Performance Management,

The current tool is not set up for remote working

9:2 Automation of processes (12460:12484) - D 9: Participant 10

Automation of processes

9:6 The bank needs to automate (12120:12147) - D 9: Participant 10

The bank needs to automate

**10:17 Printing is no longer done, I don't know when last I printed, Almost a.....
(6990:7348) - D 10: Participant 11**

Printing is no longer done, I don't know when last I printed, Almost a year

Performance Management, not bums on seats, we are looking at productivity practices

The way we sign documents, before we had to wait for multiple signatures, docu sign has been implemented Facilitate and augment digital processes to align to remote working employment contracts

**10:20 We use teams to collaborate so if we need to make a design, everyone g.....
(8165:8547) - D 10: Participant 11**

We use teams to collaborate so if we need to make a design, everyone gives input and very quickly one can round robin and make a decision, in the office we had various meetings, and some would attend, some not so we had to wait for all stakeholders to be in a room to reach a decision. Approvals are now done on docu sign so quicker signage and decision making on approvals as well.

**10:21 4, it is quicker we get no red tapes sign of forums all digitised, de.....
(8732:8826) - D 10: Participant 11**

4, it is quicker we get no red tapes sign of forums all digitised, decision making is online

**11:10 There are various processes that enable the digital workplace. The Ba.....
(4450:4725) - D 11: Participant 12**

There are various processes that enable the digital workplace. The Bank already has a digital workplace toolbox with different tools. The key is to augment the toolsets with other fit-for-purpose tools for our employees to do their jobs in the most efficient way possible

**11:12 The effective use of technology in the digital workplace is underpinne.....
(4834:5140) - D 11: Participant 12**

The effective use of technology in the digital workplace is underpinned by appropriate controls. This means that the digital workplace must be supported by appropriate governance structures and management processes. Information flow and use must also comply with the organisational policies and regulations

11:24 Online Processes have now become more accessible to avoid the gap (9657:9722) - D 11: Participant 12

Online Processes have now become more accessible to avoid the gap

11:25 Sometimes we could do with more e.g. whiteboards (9803:9853) - D 11: Participant 12

Sometimes we could do with more e.g. whiteboards

12:14 Automation of processes from a project management perspective. (4376:4439) - D 12: Participant 13

Automation of processes from a project management perspective.

12:20 The changes and enhancements in the project management tool, allowed m..... (5342:5558) - D 12: Participant 13

The changes and enhancements in the project management tool, allowed me to embed learning sessions quicker, obtain feedback and be able to make changes quicker in the system so that it supported the remote way of work

12:23 Positively they have managed to use the digital tool (Project Manageme..... (5950:6090) - D 12: Participant 13

Positively they have managed to use the digital tool (Project Management) to improve governance, resourcing, and planning on their projects.

12:33 Yes they do, they is always feedback request on how to automate process..... (9186:9287) - D 12: Participant 13

Yes they do, they is always feedback request on how to automate processes and use predictive analysis

13:10 Yes, Lots of changes and adjustments responses to what was in front of..... (4721:5301) - D 13: Participant 14

Yes, Lots of changes and adjustments responses to what was in front of you, we changed our production line to be more formal, our production line whatever we do became more organised, working remotely forced us to be more structured, at the office it was more fluid, the work flowed into each other.

Compartmentalised

As change Manager practitioners we had to initiate the usage of digitising tools, methods, processed, they were published and available to people, the distribute of work was accelerated digital change management, tools templates had to be made available online

13:24 Yes definitely the one tool that we took for granted a white board was..... (10991:11296) - D 13: Participant 14

Yes definitely the one tool that we took for granted a white board was integral how we planned, designed solutions, integrated, that has gone and being replaced digitally ideation, planning and solutioning, planning and designing is done on a book not very collaborative, it is not visible to everyone

14:16 Hardly at all we used these tools, I used slack to slack, Kanban, Tr..... (6246:6342) - D 14: Participant 15

Hardly at all we used these tools, I used slack to slack, Kanban, Trello, digitised documents

**16:16 I am more embracing towards digitisation, I am trying to automate.....
(7167:7311) - D 16: Participant 17**

I am more embracing towards digitisation, I am trying to automate a lot of processes in my area, I am more enthusiastic about digitisation

**19:9 Ms Planner ability to use a digital tool and then adapt and adopt at a.....
(4403:4540) - D 19: Participant 20**

Ms Planner ability to use a digital tool and then adapt and adopt at a rapid pace

The new way of working and checking that takes place

**19:22 Makes me more productive less taking notes as we can record the meetin.....
(6932:7108) - D 19: Participant 20**

Makes me more productive less taking notes as we can record the meetings in MS Teams so it is easier to reference, allocate tasks, contribute, collaborate and get things done

**19:27 Yes, new practices the morning checks, meetings new ways of work, v.....
(8378:8558) - D 19: Participant 20**

Yes, new practices the morning checks, meetings new ways of work, virtual lunches, to keep the momentum of the staff and ensure that we all still remain relevant and productive

**19:38 Interactive tools, integration tools for our customers, (11811:11867) - D 19:
Participant 20**

Interactive tools, integration tools for our customers,

**20:8 Yes it had changed, we had conference tools and then, MS Teams was
mad..... (4720:5163) - D 20: Participant 8**

Yes it had changed, we had conference tools and then, MS Teams was made available to accommodate the remote working.

Process – Very interesting that we could now record meetings on MS Teams to keep track of deliverables, there was no excuse of people running late for a meeting. We could record meetings when we were in the office as well, but this process was far more collaborative, people were somewhat open and they gave feedback regularly

**20:16 When I co-ordinated the PGDIP with compliance we had to factor in accomo.....
(8215:8534) - D 20: Participant 8**

When I co-ordinated the PGDIP with compliance we had to factor in accommodation for 4 modules, 10 days flights, living allowance, human factor, so much meetings, all the manual forms that needed to be completed. During remote working, now with the PGDIP at Wits running this module virtually. All electronically done.

● **Organisational Practices: Organisational Culture**

This code relates to the organisational culture. The organisational culture has an impact on the organizational practices and the employee engagement. Organisational culture can be defined in many ways including it being understood as underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organisation. Participants mentioned a

number of aspects regarding the organisational culture; participants mentioned that remote working as a result of COVID-19 has had an impact on the organisations culture in terms the value, beliefs, transparency, relationship, communication practices, and employee engagement. The integration of technological tools ensured that individuals felt more valued in the organization's decision-making process and as such were motivated to contribute meaningfully to the organisations. Collaborating online instilled as sense of unity amongst the employees and increased the level of trust between employees and employers. One of the participants mentioned: 'this has also opened many doors in the future and changed our culture in the way to adapt and embrace new ideas and digitisation. There is less resistance, compared to previously our resistance was the golden thread for everything. This has now forced to us to change our mind-set which is a huge shift in behaviour and culture. Rethink our mind-set.'"

**1:6 Thought leadership driven discussions, it is not as frenetic and purel.....
(3978:4203) - D 1: Participant 1**

Thought leadership driven discussions, it is not as frenetic and purely operational, you have time to think, ability to have structured conversations, more strategically aligned and come up with innovative and creative ideas.

**1:9 I am a chairperson for a very large programme, when I first had a meet.....
(4608:5198) - D 1: Participant 1**

I am a chairperson for a very large programme, when I first had a meeting, we had about 20 stakeholders in the room, all very important and crucial decision makers, with the use of MS Teams, this took place in one meeting, we had our cameras on, so we could connect and the discussions were valuable, had it not being for this digital tool I would have had to have a number of meetings to get this audience together, because of the number of meetings, I probably would have just discussed what needed to be and that was it, now we far more collaborative and purposeful in our discussions.

**1:19 Culture, I am not sure we have changed culturally though, our digita.....
(7894:8193) - D 1: Participant 1**

Culture, I am not sure we have changed culturally though, our digital offering, collaboration and communication changed but this is largely attributed to because our CEO Daniel refined and more human elements more support

Daniel is driving from a leadership perspective the ability to connect

**1:29 peoples absolutely embraced the change, new applications critical as.....
(10230:10437) - D 1: Participant 1**

peoples absolutely embraced the change, new applications critical as so we became as an organisational digital development, single driven strategic goal for the first time separation (Barclays Separation)

1:31 Views are requested, collaborative (11005:11040) - D 1: Participant 1

Views are requested, collaborative

**1:33 – Attributed to Daniels leadership and the flow of information that wa.....
(11491:11690) - D 1: Participant 1**

- Attributed to Daniels leadership and the flow of information that was shared, we felt included, we felt that we truly belonged to an organisation that cared and that supported us because of Daniel.

**2:11 Yes, collaboration on teams, collaborative tools changed the we engage.....
(6127:6548) - D 2: Participant 2**

Yes, collaboration on teams, collaborative tools changed the we engaged in the organisation, with regards to the culture people have become more responsible in the way they respond, they are no more excuses, this year when someone was tasked with something, there is not much place for a person to hide, with a digital platform you can also hold people responsible as you are able to track what has been allocated to who.

**2:18 With having so many different generations in the bank it is quite diff.....
(8373:8540) - D 2: Participant 2**

With having so many different generations in the bank it is quite difficult in getting people to see, experience new ideas or getting them to adopt to new technologies.

**2:19 Coved 19 forced people to adjust to the new technology and this was ph.....
(8542:9041) - D 2: Participant 2**

Coved 19 forced people to adjust to the new technology and this was phenomenal. It converted people to embrace new ideas and adopt new technologies. This has also opened many doors in the future and changed our culture in the way to adapt and embrace new ideas and digitisation. There is less resistance, compared to previously our resistance was the golden thread for everything. This has now forced to us to change our mind-set which is a huge shift in behaviours and culture. Rethink our mind-set.

**3:4 Whilst we needed to deal with the impact of Covid-19 from, we had to l.....
(2910:3075) - D 3: Participant 3**

Whilst we needed to deal with the impact of Covid-19 from, we had to look at the productivity angles, from a team perspective, keeping the team motivated and engaged.

**3:20 With having so many different generations of people working in the in.....
(7544:8222) - D 3: Participant 3**

With having so many different generations of people working in the in the bank it is quite difficult in getting people to adjust or experience new ideas or getting them to adopt to new technologies. COVID-19 forced people to adjust to the new technology and this was phenomenal. It converted people to embrace new ideas and adopt new technologies. This has also opened many doors in the future and changed our culture in the way we adapt and embrace new ideas. There is less resistance, compared to previously, resistance was the golden thread for everything. This has now forced to us to change our mind-set which is a huge shift in behaviours and culture. Rethink our mind-set.

**3:21 The way we collaborated agile sessions using digital platforms, regula.....
(8378:8552) - D 3: Participant 3**

The way we collaborated agile sessions using digital platforms, regular engagements was lost and replaced with online tools for better use of collaboration and communication.

**3:22 We are quite fortunate we have a leader that is open to suggestion tha.....
(8675:8826) - D 3: Participant 3**

We are quite fortunate we have a leader that is open to suggestion that is open to exploring ideas that is inclusive, consultative and values our input

**4:31 I can share my opinions and views, they are respected and taken into c.....
(8380:8484) - D 4: Participant 4**

I can share my opinions and views, they are respected and taken into consideration for decision making

**4:33 Yes, Just communication, you have to be open, you need to be more inte.....
(9293:9507) - D 4: Participant 4**

Yes, Just communication, you have to be open, you need to be more intentional and proactive, and you need to have that transparency. The dynamic has changed you need to be more aware and proactive in your outreach

**4:43 Through this new way of working, how do you create a culture of colla.....
(12656:12879) - D 4: Participant 4**

Through this new way of working, how do you create a culture of collaboration, an office was centre for this, especially for new employees that joins the organisation, we need to rethink our collaboration across the bank

**5:16 It did, look personally I am a very emotional I get attached to people.....
(6421:6862) - D 5: Participant 5**

It did, look personally I am a very emotional I get attached to people, the human interaction was the biggest, we are able to experience in the office, it was easy to talk to someone this is only disadvantage that is fading with digital transformation, also we used to do a lot of things e.g. biggest looser building team morale and motivation in the office, at home the use of digital tools has tremendously affected the social interaction.

**5:22 In my own team as well I am included in the decision making process es.....
(8847:9074) - D 5: Participant 5**

In my own team as well I am included in the decision making process especially after we work a document or presentation the ability to contribute and know that our ideas is taken into consideration for effective decision making

**5:24, I must applaud our organisation for being transparent and thorough i.....
(9563:9900) - D 5: Participant 5**

, I must applaud our organisation for being transparent and thorough in the communication of who is affected and what must be done, we were always kept up to date, the training and how to adapt to a remote working environment was evident. This is largely attributed to our new CEO and his leadership style of inclusivity and transparency

**6:17 Organisational Culture – Major shift low trust in employees to high tr.....
(4671:4924) - D 6: Participant 6**

Organisational Culture – Major shift low trust in employees to high trust in employees, leaders are moving from seeing people that were in the office on a day-to-day basis to now not seeing them physically and the need and ability to trust their outputs.

**6:26 Positive as we engaged more frequently, a lot more accountability and.....
(6951:7133) - D 6: Participant 6**

Positive as we engaged more frequently, a lot more accountability and efforts in alignment with decision making, adherence to practices and embracing the new culture and way of work.

**6:27 Positive, We have been forced to embrace the new online tools as this.....
(7626:7858) - D 6: Participant 6**

Positive, We have been forced to embrace the new online tools as this was our new way of working. It also allowed for people and colleagues to learn and become advanced, learn new skills, have an open mind-set, be open to changes.

6:28 In the beginning we had a command and control approach, when one of ou..... (7980:8384) - D 6: Participant 6

In the beginning we had a command and control approach, when one of our senior leaders would make all the decisions, as we implemented technology, multiple tools and mechanisms, the opportunity allowed for employees to make their work decisions as this digital tools required this, if you had to for example make a change on a system, you could do so, it empowered people. Removed the key man dependency.

7:15 Organisational culture in adapting to change. (5171:5215) - D 7: Participant 7

Organisational culture in adapting to change.

7:20 That is evident, by the town hall XXX our CEO addressing the teams..... (6699:7393) - D 7: Participant 7

That is evident, by the town hall XXX our CEO addressing the teams via MS Teams. This was quite unheard of, you would have to schedule a meeting with the CEO and wait weeks on end before you even had a meeting with him. We had a passing on of a staff member, With the adoption of digital tools this enabled that cultural change, having face-time with the CEO would have been impossible, but XXX was on screen; it is far more personal and much more interactive that pre-Covid-19. With the use of digital tools the efficiency in co-ordinating and getting all the leaders in one space at one time has made it much easier for us to collaborate. Our collaboration is far more effective as well.

7:22 It is far more collaborative, inclusive and the ability that your sugg..... (7822:7931) - D 7: Participant 7

It is far more collaborative, inclusive and the ability that your suggestions are taken into consideration

7:23 Collaboration and the ability to get everyone in one meeting to make a..... (8143:8225) - D 7: Participant 7

Collaboration and the ability to get everyone in one meeting to make a decision

7:24 Positive impact we talk more, we are far more engaged (8615:8668) - D 7: Participant 7

Positive impact we talk more, we are far more engaged

8:19 I have not experienced the culture, I would say is there is a Bank X Cul..... (7992:8900) - D 8: Participant 9

I have not experienced the culture, I would say is there is a Bank X Culture in Group Change, it is 2 years old, maybe we are trying to define the culture, would not know what culture is, so for example, in my previous role, culture was defined as open door policy at Bank X. I am not sure if there is one. I could speak to whoever I wanted to without being afraid.

Culture to me is a way of working and associating with the common goals, sometimes I feel afraid of reaching out to leadership, in my previous role I reached out to the CEO of Accenture, speaking to each other, no barriers no hierarchy. Collaboration started with separation did not have the right skills in SA executives were, lacking within an Bank X I feel afraid to call Willie Corporate is different this person is senior authority I have to respect the line, Again in other roles that I have occupied I could have open honest discussions.

**8:20 I have not experienced the culture, I would say is there is a Bank X Cul.....
(7992:8898) - D 8: Participant 9**

I have not experienced the culture, I would say is there is a Bank X Culture in Group Change, it is 2 years old, maybe we are trying to define the culture, would not know what culture is, so for example, in my previous role, culture was defined as open door policy at Bank X. I am not sure if there is one. I could speak to whoever I wanted to without being afraid.

Culture to me is a way of working and associating with the common goals, sometimes I feel afraid of reaching out to leadership, in my previous role I reached out to the CEO of Accenture, speaking to each other, no barriers no hierarchy. Collaboration started with separation did not have the right skills in SA executives were, lacking within an Bank X I feel afraid to call Willie Corporate is different this person is senior authority I have to respect the line, Again in other roles that I have occupied I could have open honest discussions

**8:23 Decision is what level, iterations of target operating model yes there.....
(9565:10170) - D 8: Participant 9**

Decision is what level, iterations of target operating model yes there are pockets of decisions making they might be justifiable just too long. Haraka recommendations asked to report on this but did have any idea of what this was closer to the details where the process is no communication, decision is taking too long Haraka was born out of COVID-19 to reimagine the strategy and in the digital world decisions, needs to be made quicker, loose competitive advantage evolving digital transformation and the journey.

This is my perspective, but I have not seen anything else that would tell me otherwise.

**8:24 Yes this has accelerated the decision making process (Digitalisation.....
(10366:10845) - D 8: Participant 9**

Yes this has accelerated the decision making process (Digitalisation looking at business processes, you would take time to go to market, the digital era quick to mark quick to do things and make decisions as well.

Collaboration and as well as enablement, only 1 tool PlanEx has enhanced reporting click a refresh, and you are able to view reports instantaneously previous tool would have not been to do so, so from a project management side there has been an improvement

**8:37 Making sure that I feel like I still belong and I am part of the bigge.....
(13952:14187) - D 8: Participant 9**

Making sure that I feel like I still belong and I am part of the bigger community, still delivering in the same goals, training growing individually, my growth is part of the bigger scheme of things, For example the Haraka Strategy

**9:10 Accelerating the decision making process, when we were in the office.....
(9860:10134) - D 9: Participant 10**

Accelerating the decision making process, when we were in the office it was a very difficult process, the ability to get everyone in one room to make a decision, with MS Teams calls facilitate the conversation and decisions are reach rapidly and they are effective as well

**9:13 To a certain extent, we have been able to adopt change at a much rapid.....
(9088:9257) - D 9: Participant 10**

To a certain extent, we have been able to adopt change at a much rapid pace, accelerated digital transformation, processes mapped and aligned to support remote working

**9:17 Culture slight a higher sense of trust and positive rallying around a.....
(7992:8114) - D 9: Participant 10**

Culture slight a higher sense of trust and positive rallying around a common cause, managers trust their employees more

**10:15 It is changing the culture, we are battling and grappling how to bala.....
(6679:6906) - D 10: Participant 11**

It is changing the culture, we are battling and grappling how to balance and manage remote teams, we went through a first performance management cycle remotely, there are good signs

We have not changed the culture as yet

**10:19 We all play different roles, I am an advisory board in the group, exec.....
(7788:7898) - D 10: Participant 11**

We all play different roles, I am an advisory board in the group, executive team making, opportunities, so ye

**10:20 We use teams to collaborate so if we need to make a design, everyone g.....
(8165:8547) - D 10: Participant 11**

We use teams to collaborate so if we need to make a design, everyone gives input and very quickly one can round robin and make a decision, in the office we had various meetings, and some would attend, some not so we had to wait for all stakeholders to be in a room to reach a decision. Approvals are now done on docu sign so quicker signage and decision making on approvals as well.

**11:16 To a certain extent, it has made people embrace change, but the cultur.....
(6813:7300) - D 11: Participant 12**

To a certain extent, it has made people embrace change, but the culture still remains a question. There are many facets to culture:

How we dress

How we engage

How we treat people

How we behave, our leaders included

How we react, are people treated fairly and equally

These are still to be changed

It is increasingly clear that the traditional ways of work may no longer be sufficient to meet evolving employee needs and drive the bank's need for efficiency and competitive advantage.

**11:20 It has accelerated the decision making process, it is much easier to g.....
(8360:8630) - D 11: Participant 12**

It has accelerated the decision making process, it is much easier to get all the stakeholders on a team's call to discuss, debate and get to a decision much quicker as opposed to in the office, it was really difficult to co-ordinate and get all stakeholders in one room

**12:18 Yes it accelerated the change, in terms of how people learnt, adapted.....
(4957:5075) - D 12: Participant 13**

Yes it accelerated the change, in terms of how people learnt, adapted new digital tools.

Behaviours change was positive

12:22 Positively by embracing change much quicker (5819:5863) - D 12: Participant 13

Positively by embracing change much quicker

12:24 Definitely, it changed the culture with leadership, they feel the need..... (6302:6929) - D 12: Participant 13

Definitely, it changed the culture with leadership, they feel the need to meet and communicate with us more often in comparison to what we experienced in the office.

Improved overall communication but not transparency

I am not sure if I was at work, I would have been sitting in these senior meetings, may be it was a trust issues from leadership. During remote working I have been given the opportunities to sit and contribute in senior meetings. Remote working forced the leadership team to trust employees. Prior to COVID-19, remote working was Taboo to the business unit, but now they were forced to embrace remote working

12:29 Where I am involved in the tooling and embedment part, in the wider or..... (7940:8028) - D 12: Participant 13

Where I am involved in the tooling and embedment part, in the wider organisation not so

12:30 Yes, depends on my work yes (7855:7883) - D 12: Participant 13

Yes, depends on my work yes

13:14 In my view organisational culture is a very complex construct, it is..... (6987:7854) - D 13: Participant 14

In my view organisational culture is a very complex construct, it is made up of language, feelings, emotions and thoughts beliefs, assumption, policies, processes and technologies, collection of what we do as business, ways of work literally changed overnight, ways of work impacted the homeostatics, almost as a bomb has hit us, positive and negative, ways of work going from a social construct to a digital construct is a massive blow that construct of culture, without question it has impacted the culture.

What has impacted the by virtue of the uncertainties, societal uncertainties, the political behaviour of government is part of the work has affected so many people disbelief, with nothing to show for, nobody is impervious to what is happening in the SA the external environment has made people paranoid, systemic nature as impacted the culture

13:16 I was always consulted and my input was taken into consideration (8442:8508) - D 13: Participant 14

I was always consulted and my input was taken into consideration

13:17 I felt pre remote working it was less democratic during remote working..... (8742:8928) - D 13: Participant 14

I felt pre remote working it was less democratic during remote working it is more democratic, my leader asks for my opinion much more, Jen, Chris, Colin, Kerry, I was consulted much more

**14:8 Culture people coming in for the first time, sustain and grow our cult.....
(4602:4705) - D 14: Participant 15**

Culture people coming in for the first time, sustain and grow our culture, watch and see (new hires)

**14:12 The organisational culture, meetings start on time, people are not d.....
(5543:5649) - D 14: Participant 15**

The organisational culture, meetings start on time, people are not dashing from one building to another

14:18 We communicated much more (6620:6646) - D 14: Participant 15

We communicated much more

**14:19 I do think so the culture has shifted across in the bank, personally.....
(6946:7881) - D 14: Participant 15**

I do think so the culture has shifted across in the bank, personally working digitally there has been a lot of tools that we were aware of, however only used that suite now which as accelerated digitisation across the bank, this had a quite a radical shift, one of the major things, we have spoken about digitisation prior to Covid, when this COVID-19 came to reality, we had to get to it here and people made it work, There has been a significant change,

One of the big things when I was working onsite because the culture was it was bums on seat, one of the shifts leaders felt if you were in the office you worked, managers needed to trust their employees with what they say and what they do. This should be measured through outcomes based, giving a role on a project and check if they have delivered, in the CSO depends on your project and what you do and how this managed

Trust based and Outcomes base measurement system

**14:22 I do feel included in the decision making process, in my area concern.....
(9060:9142) - D 14: Participant 15**

I do feel included in the decision making process, in my area concerning my role

14:34 Communication Approaches and access to people (13113:13159) - D 14: Participant 15

Communication Approaches and access to people

15:7 Lack of motivation (3445:3464) - D 15: Participant 16

Lack of motivation

15:11 Behavioural changes to accommodate the digital tools (4051:4104) - D 15: Participant 16

Behavioural changes to accommodate the digital tools

15:17 We engage more (5185:5200) - D 15: Participant 16

We engage more

**15:18 Yes I think so, people have been able to adopt digital tools at a much.....
(5412:5636) - D 15: Participant 16**

Yes I think so, people have been able to adopt digital tools at a much more quicker pace, the behaviours have changed in some areas e.g. the call centres where people were actually given laptops to be able to work from home

15:21 I am consulted where my input is required (6385:6427) - D 15: Participant 16

I am consulted where my input is required

**16:17 The rate of change has been embraced, new skills have and the learning.....
(7468:7565) - D 16: Participant 17**

The rate of change has been embraced, new skills have and the learning of these has been fostered

**16:20 If it is plans that are related to me, then I am included in the decis.....
(8725:8814) - D 16: Participant 17**

If it is plans that are related to me, then I am included in the decision making process.

**16:28 Helping employees design their organisational objectives, manage the.....
(11394:11485) - D 16: Participant 17**

Helping employees design their organisational objectives, manage the security constraints

17:20 Behavioural people have changed (8472:8504) - D 17: Participant 18

Behavioural people have changed

**17:22 I am still excluded, my manager is quite inclusive set up a session.....
(9078:9305) - D 17: Participant 18**

I am still excluded, my manager is quite inclusive set up a session and ask for feedback, but there is project that started and submitted, everyone forgot to tell me, but if I was in the office this would have not happened

**17:23 Possibly accelerated this due to the collaboration tool, everyone is a.....
(9537:9652) - D 17: Participant 18**

Possibly accelerated this due to the collaboration tool, everyone is able to collaborate and make decisions quicker

18:16 he organisational culture appears to be the same. (5477:5525) - D 18: Participant 19

he organisational culture appears to be the same.

18:17 I have not experienced any change in culture (5610:5654) - D 18: Participant 19

I have not experienced any change in culture

**18:18 More difficult to collaborate. i.e. it's difficult to assess the mood.....
(5806:5937) - D 18: Participant 19**

More difficult to collaborate. i.e. it's difficult to assess the mood in meetings and adapt appropriately over the Digital channels

19:18 How we communicate has changed which is very positive I think we embra..... (5922:6257) - D 19: Participant 20

How we communicate has changed which is very positive I think we embraced technology which is defiantly very positive, as a bank how we have managed to digitise and the ability to become a digitally led bank overnight. We have been forced to engaged with our customer forced into a corner, digitalisation has helped us to innovate

**19:29 For me personally no, Where I sit a lot of governance structures need.....
(8956:9084) - D 19: Participant 20**

For me personally no, Where I sit a lot of governance structures need to be relooked at, round robin for decision making

19:30 At an organisational level this needs to be re looked at (9141:9198) - D 19: Participant 20

At an organisational level this needs to be re looked at

**19:31 so it has expedited decision making in certain areas, due to the online.....
(9411:9536) - D 19: Participant 20**

so it has expedited decision making in certain areas, due to the online collaboration decision making has been accelerated

**20:9 Yes definitely, in the wider organisational context, behaviours of employees.....
(5272:5888) - D 20: Participant 8**

Yes definitely, in the wider organisational context, behaviours of employees have changed, the productivity levels are much higher. From a learning and development perspective the use and adoption of learning platforms are embraced. Prior to remote working the organisational practice for learning was classroom based and some online learning, now the organisation has pivoted to a full digitised suite of online learning channels. Employees are far more receptive to learning in this manner, they have truly embraced change, what would have taken the organisation years to implement has now taken us a few months.

**20:15 Organisational procedures had to change and some are in the process of.....
(7902:8213) - D 20: Participant 8**

Organisational procedures had to change and some are in the process of changing e.g. a job role profile has things like self-starter, self-managed teams, now working remotely, are you the type of individual that has to wait for instructions, so these role profiles need to change to accommodate remote working.

**20:18 At my level not so much. In the absence of my line manager, I had to make.....
(9104:9375) - D 20: Participant 8**

At my level not so much. In the absence of my line manager, I had to make a decision of what to do with the text books at Wits, so I made a decision that we could courier it to the students, instead of them placing themselves at risk by collecting it at the Bank X Offices.

● **Organisational Practices: Policy, performance and appraisal management**

Although working remotely has had an impact on the performance of the participants, it can be noted that some participants mentioned that the performance and appraisal practices need to be aligned to working remotely. Participants felt strongly about this notion, by stating that performance management policies need to be aligned to remote working. Some of the recommendations made by participants include flexibility in terms of the working hours. Performance Management should be more aligned, or the matrix needs to be changed to accommodate remote working.

**1:50 The ways of work if my internet went down, if I had to home prep what.....
(2412:2765) - D 1: Participant 1**

The ways of work if my internet went down, if I had to home prep what every personally I was doing, I did not feel pressurised I could get things done and done effectively.

Huge pressure in the first five months of remote working, Bow reset was significant, a global impact of Covid no matter what organisation you work for this would have taken place,

**2:31 Performance Management or only pick up in the end of year this should.....
(12698:12832) - D 2: Participant 2**

Performance Management or only pick up in the end of year this should be more aligned to the employees and how we are being assessed.

**3:5 I also had to look at a formulating a remote capability framework, ass.....
(3077:3287) - D 3: Participant 3**

I also had to look at a formulating a remote capability framework, assess what skills are required to thrive in the new work environment and look for solutions and learning initiatives that can assist with this.

**3:29 Performance Management should be more aligned or the matrix needs to.....
(11087:11199) - D 3: Participant 3**

Performance Management should be more aligned or the matrix needs to be changed to accommodate remote working

**3:31 Communication I felt or some team members felt like they were left beh.....
(11629:11898) - D 3: Participant 3**

Communication I felt or some team members felt like they were left behind, Using MS Teams forced us to be in contact more often, this would have hampered my performance, if I did not collaborate continuously and consistently. I felt the need to engage frequently.

**4:35 Bank X has enabled people digitally to work remotely within a short time.....
(9991:10265) - D 4: Participant 4**

Bank X has enabled people digitally to work remotely within a short time frame it is a tremendous achievements, have the tools to work remotely, from when we started there has been continuous improvement with connections, greater levels of security. We have Gotten better from

**4:42 Performance Management, become more output focused and adding value
T..... (12402:12655) - D 4: Participant 4**

Performance Management, become more output focused and adding value

This should be key and how people are evaluated and what the impact of this should be

This will lead to more focused work and things that will have a bigger impact on the organisation

**5:3 Yes, I did, I don't remember a day where I struggled. In the beginning.....
(2665:2897) - D 5: Participant 5**

Yes, I did, I don't remember a day where I struggled. In the beginning of the lockdown there was a lot of pressure we had a lot of time constraints so with the tight deadlines and pressure, connectivity did pose a slight challenge.

**5:33 I don't know much tools the organisation has access to tools, policy r.....
(12064:12519) - D 5: Participant 5**

I don't know much tools the organisation has access to tools, policy rules should be implemented to support these devices and usage

Performance Management should be looked at

Processes and practices including the online learning modules should be aligned to remote working

From an HR perspective possibility employment contracts should be revisited to be aligned to remote working and especially the work from anywhere that is currently being promoted

**6:1 Yes definitely, performance management we need to get better in managi.....
(12342:12610) - D 6: Participant 6**

Yes definitely, performance management we need to get better in managing performance everything from how we set objectives against how we assess performance.

The mentorship and coaching and talent management we do not have a standard or practice to manage this as yet

**7:35 Not much, the ability to brainstorm, high levels of engagement higher.....
(12049:12150) - D 7: Participant 7**

Not much, the ability to brainstorm, high levels of engagement higher levels of employee interaction

**8:35 They should also adopt more of a consulting model when doing performan.....
(13657:13762) - D 8: Participant 9**

They should also adopt more of a consulting model when doing performance management to remove the biases

9:3 Performance Management (12436:12459) - D 9: Participant 10

Performance Management

**10:16 Almost a year Performance Management, not bums on seats, we are look.....
(7052:7150) - D 10: Participant 11**

Almost a year

Performance Management, not bums on seats, we are looking at productivity practices

10:27 Yes, they should be, performance management, employment contracts shou..... (11051:11202) - D 10: Participant 11

Yes, they should be, performance management, employment contracts should be flexible and improved infrastructure for employees that don't have this

**11:28 We look at the performance system and get to a more fair and sustainabl.....
(10656:10752) - D 11: Participant 12**

We look at the performance system and get to a more fair and sustainable way to track performance

**12:27 In the office, you were expected to be present and that was adequate y.....
(7211:7431) - D 12: Participant 13**

In the office, you were expected to be present and that was adequate you still got your performance rating and salary, working remotely, you are required to be show what you have delivered and show up, and be productive.

**12:28 Increased Collaboration Increased trust After a meeting, you all ha.....
(7613:7791) - D 12: Participant 13**

Increased Collaboration

Increased trust

After a meeting, you all have confirmed deliverables, time lines and as a team each person is held accountable for their deliverables

12:39 Performance Management to relate to remote working (10587:10639) - D 12: Participant 13

Performance Management to relate to remote working

19:40 The flexible policy communicate hours for remote working (12235:12292) - D 19: Participant 20

The flexible policy communicate hours for remote working

20:27 Yes, definitely performance management to accommodate remote working,..... (12776:13131) - D 20: Participant 8

Yes, definitely performance management to accommodate remote working, how employees are being assessed

Objectives should be aligned to remote working

If tools are digitised, the use and compliance of these tools should be set in one's performance objectives

Cyber Security Risk Policies should be updated and made available to staff for remote working

● Organisational Practices: Reliance on digital tools for communication

One of the organisational practices mentioned by participants included the notion that participants relied more on digital tools for communication. participants alluded to the notion that such communication tools have increased collaboration. Participants mentioned that communication has become more deliberate and purposeful. Furthermore, the relying on the digital tools for communication has increases transparency and regular communication. Participants mentioned that that digital tools such as MS Teams allowed them not to make decision in an efficient manner, record and add notes during meetings. lastly, the digital tools have increased responsiveness from other staff members.

**1:8 work from home now remote ways of work could be very different we coul.....
(4206:4607) - D 1: Participant 1**

work from home now remote ways of work could be very different we could work from multiple CoLab spaces

On a positive side open of the one of things that I have loved is it is has personalised the Cameras on personalised our colleagues more

Human face deeper connections haven been created a concerted effort, I have to put people are far more aware, I need to connect we need to accept that we need

**1:9 I am a chairperson for a very large programme, when I first had a meet.....
(4608:5198) - D 1: Participant 1**

I am a chairperson for a very large programme, when I first had a meeting, we had about 20 stakeholders in the room, all very important and crucial decision makers, with the use of MS Teams, this took place in one meeting, we had our cameras on, so we could connect and the discussions were valuable, had it not being for this digital tool I would have had to have a number of meetings to get this audience together, because of the number of meetings, I probably would have just discussed what needed to be and that was it, now we far more collaborative and purposeful in our discussions.

**1:17 Utilisation of workday (HR tool) PlanEx, (Project Management tool) are.....
(7283:7732) - D 1: Participant 1**

Utilisation of workday (HR tool) PlanEx, (Project Management tool) are far most accessible, training and maturing our digital services has been fundamental in the remote working ways of work.

For our day-to-day PlanEx has been in the reset in the book of work, benefits all of these aspects, if we did not have a digital tool, I am not sure what we have done and then for communication and collaboration with MS Teams, which has been phenomenal.

**1:20 I am not sure we have changed culturally though, our digital offering.....
(7904:8119) - D 1: Participant 1**

I am not sure we have changed culturally though, our digital offering, collaboration and communication changed but this is largely attributed to because our CEO Daniel refined and more human elements more support

**1:21 Yes, The increased use of the project management tool the use of workd.....
(8298:8442) - D 1: Participant 1**

Yes, The increased use of the project management tool the use of workday and definitely MS Teams from a communication perspective with our teams

**1:22 Positively it has increased collaboration, our conversations are more.....
(8622:8717) - D 1: Participant 1**

Positively it has incresed collaboration, our conversations are more deliberate and purposeful

**1:26 100% we have accelerated Z Scaler (connectivity tool for remote worki.....
(9847:10195) - D 1: Participant 1**

100% we have accelerated Z Scaler (connectivity tool for remote working) what would have taken the bank 2 years, we did roll it out in 3 months, necessity is the mother of inventions we had to go to the necessity Remote working has been in discussions since I have joined the bank, access of platforms data was a concern previously, suddenly

**1:27 Remote working has been in discussions since I have joined the bank, a.....
(10065:10193) - D 1: Participant 1**

Remote working has been in discussions since I have joined the bank, access of platforms data was a concern previously, suddenly

**1:28 access of platforms data was a concern previously, suddenly, this w.....
(10134:10286) - D 1: Participant 1**

access of platforms data was a concern previously, suddenly, this was a cultural change that peoples absolutely embraced the change, new applications

**1:30 Improved it for many reasons deliberate and structured in their appoa.....
(10744:10872) - D 1: Participant 1**

Improved it for many reasons deliberate and structured in their approach people are more successful

Single conversation

1:34 Not really, we still communicate the same (11852:11893) - D 1: Participant 1

Not really, we still communicate the same

**1:48 I have found the COVID-19 response from an organisational communicatio.....
(2052:2215) - D 1: Participant 1**

I have found the COVID-19 response from an organisational communication, very quick, very professional very supportive, very effective and most of all very human.

**2:8 When you look at bank a year ago in the change control environment, Pl.....
(5169:5430) - D 2: Participant 2**

When you look at bank a year ago in the change control environment, PlanEx, (project management tools) but now due to the process being digitised the change control process my community has adapted to this and through the digital process this is being adhered to

**2:17 Yes shorten our time frames in delivering as we all saw what was being.....
(7859:8054) - D 2: Participant 2**

Yes shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

**2:21 When meetings took place face to face in the boardroom, one person spo.....
(9473:9694) - D 2: Participant 2**

When meetings took place face to face in the boardroom, one person spoke and everyone listened. Whereas now when we have a meeting on teams, everyone has an opportunity to speak and have an opportunity to make a decision.

**2:22 t has I feel that decisions were made on the spot due to the pandemi.....
(9912:10200) - D 2: Participant 2**

t has I feel that decisions were made on the spot due to the pandemic, mix of technology which allowed us not to stall in our decision making processes, because of MS Teams and the collaboration platforms allowed us to record and add notes see the chats so we could decide and move on

**2:23 It has I feel that decisions were made on the spot due to the pandem.....
(9911:10201) - D 2: Participant 2**

It has I feel that decisions were made on the spot due to the pandemic, mix of technology which allowed us not to stall in our decision making processes, because of MS Teams and the collaboration platforms allowed us to record and add notes see the chats so we could decide and move on

**2:24 Because I feel that we could do things a little bit better, because.....
(10394:10617) - D 2: Participant 2**

Because I feel that we could do things a little bit better, because I saw my partners organisation and how they communicated, communication with us at Bank X, it was workplace or written email there is room for improvement

**2:26 Yes the tools that in place VPN, Fort client and now the latest Z sca.....
(11258:11412) - D 2: Participant 2**

Yes the tools that in place VPN, Fort client and now the latest Z Scaler, all tools that enables remote working and the ability to connect and just work

**2:36 The digital platform has definitely pushed everyone to accelerate, ent.....
(13708:13990) - D 2: Participant 2**

The digital platform has definitely pushed everyone to accelerate, entrepreneurship is the way we're going the now we have the opportunity to say what we need to do, the leadership has offered creative thinking remote working and technology has contributed the way Bank X is positioning

**3:2 Yes we always had the right tools, although we did not always utilise.....
(2452:2583) - D 3: Participant 3**

Yes we always had the right tools, although we did not always utilise the, laptop mobile phone, remote 3 g card for remote working.

**3:21 The way we collaborated agile sessions using digital platforms, regula.....
(8378:8552) - D 3: Participant 3**

The way we collaborated agile sessions using digital platforms, regular engagements was lost and replaced with online tools for better use of collaboration and communication.

**3:23 Outstanding 5 attributed to level of responsiveness, quickly informati.....
(9235:9354) - D 3: Participant 3**

Outstanding 5 attributed to level of responsiveness, quickly information got around transparency regular communication

**3:24 Gotten closer to my line manager, the use of emails were responded to.....
(9573:9657) - D 3: Participant 3**

Gotten closer to my line manager, the use of emails were responded to much quicker

**4:6 Learning to communicate remotely, you have to interact more and how y.....
(3221:3507) - D 4: Participant 4**

Learning to communicate remotely, you have to interact more and how you communicate remotely, not having to see one's body language, your communications needs to be on point, this was the focal point that I needed to work on and intentionally keeping in touch with my colleagues

**4:14 Yes, communication and collaboration we became more digitally enabled.....
(5007:5288) - D 4: Participant 4**

Yes, communication and collaboration we became more digitally enabled, we have now started to work remotely and working from home, we have become heavily reliant on MS Teams, email, These digital platforms have forced us to resort to a new way of communicating and collaborating.

4:21 Use these platforms to interact (6384:6416) - D 4: Participant 4

Use these platforms to interact

**4:22 Only the physical interaction has been minimised, which we have initia.....
(5860:6063) - D 4: Participant 4**

Only the physical interaction has been minimised, which we have initially seen as the key way to build relationships, however we were forced to be intentional and collaborate via the digital platforms.

**4:30 We have become more productive, it's not as easy as it used to be when.....
(7934:8218) - D 4: Participant 4**

We have become more productive, it's not as easy as it used to be when we were in the office, your interactions are more intentional you know your purpose and what is expected of you, you have an agenda, you know what you need to achieve in what timeframe

Collaboration has increased

**5:1 I think for us, in our organisation, it was a smooth transition the te.....
(2082:2478) - D 5: Participant 5**

I think for us, in our organisation, it was a smooth transition, the technicalities in terms of what we had, a 3G card, our laptops to use the internet, they were extended to accommodate remote working. We have been provided with the relevant digital tools, MS Teams, Infrastructure chairs, headphones, the only issue was VPN, we use Z Scaler in terms of connectivity which has been helpful...

**5:13 Yes it has changed, collaboration has changed due to MS Teams, stakeho.....
(5264:5524) - D 5: Participant 5**

Yes it has changed, collaboration has changed due to MS Teams, stakeholder holder collaboration and engagement has changed, no longer physical meets, the chat facility on MS Teams are often used to communicate, resolve queries and come up with proposed solution

**5:14 Yes they did, The organisation had to shift a lot, we were used to c.....
(5633:6240) - D 5: Participant 5**

Yes they did, The organisation had to shift a lot, we were used to come in the office, working from the office, the organisation adapted to the fact that we don't need to be in one place to work, cultural and mind-set change to allow people to work from anywhere, productivity does not depend on one central point.

So there has been a huge behaviour shift. Practices have also changed. We have even become a self-managed team which illustrates that we have the ability to be disciplined and work independently and still produce a very high level of work and productivity, another mind-set and behaviour change.

**5:15 Yes it has changed, collaboration has changed due to MS Teams, stakeho.....
(5264:5528) - D 5: Participant 5**

Yes it has changed, collaboration has changed due to MS Teams, stakeholder holder collaboration and engagement has changed, no longer physical meets, the chat facility on MS Teams are often used to communicate, resolve queries and come up with proposed solutions.

**5:29 it does, what would be interesting to see how we integrate this to oth.....
(10935:11043) - D 5: Participant 5**

it does, what would be interesting to see how we integrate this to other devices to mobile and other laptops

**5:35 Nothing much MS Teams is a very user friendly tool, we learnt quickly,.....
(13436:13690) - D 5: Participant 5**

Nothing much MS Teams is a very user friendly tool, we learnt quickly, in terms of using your physical phone to MS Teams, PlanEx (The project management tool) This is in-house built and you have to always wait on how changes are made or even advancements.

**6:9 The whole idea of working from home is brilliant it felt right, but I.....
(2191:2695) - D 6: Participant 6**

The whole idea of working from home is brilliant it felt right, but I quickly realised I was not enabled to work from home e.g. VPN, all technology at that point we did not have MS Teams, we used the old Barclays conference calls. I was on board with the idea of working from home, however the realised we did not have the technology to make it happen, but within a week or two, plans to have this course corrected was underway, by the 4th week everything was sorted just like any other technology app.

**6:21 Yes it improved, my interaction with my colleagues, It increased my ai.....
(5880:5976) - D 6: Participant 6**

Yes it improved, my interaction with my colleagues, It increased my airtime with my colleagues.

**7:2 The learning has been phenomenal it has propelled us to a way of digi.....
(2257:2392) - D 7: Participant 7**

The learning has been phenomenal it has propelled us to a way of digital working or using software that promotes a digital way of work

**7:4 Connectivity and Communication. Battling with various technologies swi.....
(2711:3088) - D 7: Participant 7**

Connectivity and Communication. Battling with various technologies switching between various technologies between zoom and MS Teams. Other technologies were overloaded. Fort client (A VPN tool) only once we got the capacity in place, and we unified a communication tools like MS Teams we were good to go and start functioning to fully adapt and accommodate remote working.

**7:6 Professionally being more deliberate understand people, someone's desk.....
(3317:3425) - D 7: Participant 7**

Professionally being more deliberate understand people, someone's desk, get what you require and off you go

**7:13 Yes absolutely we used web ex calls, conference calls, we now have MS.....
(4789:4967) - D 7: Participant 7**

Yes absolutely we used web ex calls, conference calls, we now have MS Teams which has truly enabled us all too effectively work and also embrace, adapt and adopt a new digital too

**7:16 Positively for the team a lot more deliberate, negative in the sense.....
(5405:5507) - D 7: Participant 7**

Positively for the team a lot more deliberate, negative in the sense that the human element is absent

**8:8 VPN was not conducive we resorted to WhatsApp, challenge at the time,.....
(3806:4015) - D 8: Participant 9**

VPN was not conducive we resorted to WhatsApp, challenge at the time, leadership, the tools were failing employees, felt encourage by the leadership team in the sense that they understood our challenges.

**8:34 Performance Management, The current tool is not set up for remote wo.....
(13580:13655) - D 8: Participant 9**

Performance Management

The current tool is not set up for remote working

**9:5 Better and improved digital tools Integration of digital tools on mor.....
(11858:11946) - D 9: Participant 10**

Better and improved digital tools

Integration of digital tools on more than one device

**9:12 The quick conversations has been the biggest getting things done (9411:9476)
- D 9: Participant 10**

The quick conversations has been the biggest getting things done

11:11 MS Teams became the new collaboration tool (4406:4448) - D 11: Participant 12

MS Teams became the new collaboration tool

**12:5 When you are at home, it was very easy for me to do virtual presentati.....
(2970:3134) - D 12: Participant 13**

When you are at home, it was very easy for me to do virtual presentations, in comparison to the office, this is something I did battle with, presenting face to face

**12:7 so I could come up with innovate ways to embed the digital offerings t.....
(3274:3358) - D 12: Participant 13**

so I could come up with innovate ways to embed the digital offerings that we provided

**12:31 Outstanding Communication increased. Leadership is closer to us signif.....
(8436:8546) - D 12: Participant 13**

Outstanding Communication increased. Leadership is closer to us significant improvement from Daniel and Kerry

13:7 Lack of social interaction and still is a negative as we speak (3946:4010) - D 13: Participant 14

Lack of social interaction and still is a negative as we speak

**13:15 I think it has forced one to get to a point to collaborate quicker, ma.....
(8008:8265) - D 13: Participant 14**

I think it has forced one to get to a point to collaborate quicker, made collaboration faster without the social dimension trust in collaboration takes a bit longer. Relationship in collaboration are transactional

Collaborations has become one dimensional

**14:3 Yes, Mostly right at the beginning we changed from CISCO, Forti clien.....
(2998:3251) - D 14: Participant 15**

Yes, Mostly right at the beginning we changed from CISCO, Forti client and Z Scaler, I understand that we had not done that at scale, I really don't mind using my workplace(Digital Tool for communication), I was used to slack, but workplace works

**14:11 To a small extent yes, there was a lot of practices which was moved.....
(5426:5531) - D 14: Participant 15**

To a small extent yes, there was a lot of practices which was moved online, moved to teams e.g. Kan Ban

**14:13 Yes, the way we communicated has moved to digital, no ad hoc collabora.....
(5756:5831) - D 14: Participant 15**

Yes, the way we communicated has moved to digital, no ad hoc collaboration

**14:24 The communication strategy is very much a Covid, as an organisation.....
(9760:9859) - D 14: Participant 15**

The communication strategy is very much a Covid, as an organisation as a whole needs improvement

**14:25 Yes I go for weeks speaking without speaking to my line manager
(10058:10121) - D 14: Participant 15**

Yes I go for weeks speaking without speaking to my line manager

**14:31 Yes Get to a continue working remotely even post Covid, and willing an.....
(12058:12296) - D 14: Participant 15**

Yes Get to a continue working remotely even post Covid, and willing and able to maintain certain purposes, where there is collaboration required the use of office space i.e. Reges would be effective. Having a blended approach post Covid

**14:33 small thing I suppose not being physically in the office cuts off one.....
(12592:13019) - D 14: Participant 15**

small thing I suppose not being physically in the office cuts off one or two avenues of communication from a change management point of view we have workplace and newflash this is way of communicating with the organisation and go to the risk offices to communicate, I can't get to open someone's office or door desk drops, my communication approach and ways to target the employees are hampered slightly, limited avenues

15:15 The work that is now allocated is meaningful, (4967:5013) - D 15: Participant 16

The work that is now allocated is meaningful,

15:23 We communicate much more frequently every day in fact (7072:7125) - D 15: Participant 16

We communicate much more frequently every day in fact

**16:13 he informal processes has changed e.g. Meetings, white board, and cat.....
(6134:6326) - D 16: Participant 17**

he informal processes has changed e.g. Meetings, white board, and catches have changed including the way workshops which are now all virtual. Celebrations are virtual. I lost a direct report,

**16:19 Yes positively we have been forced to digitise, The nature of collabo.....
(8265:8593) - D 16: Participant 17**

Yes positively we have been forced to digitise, The nature of collaboration has changed, it is a good thing to have a footprint on collaboration, by recording on MS Teams there is a level of transparency and the information is not water down version if minutes are typed out there is some level of removing some information.

17:19 Communication needs to be much stronger (8283:8323) - D 17: Participant 18

Communication needs to be much stronger

**17:27 To a certain extent, there needs to be more integration and interdicti.....
(10559:10660) - D 17: Participant 18**

To a certain extent, there needs to be more integration and interdiction of additional digital tools

17:28 Better connectivity, the use of a good collaborative tool (10750:10808) - D 17: Participant 18

Better connectivity, the use of a good collaborative tool

17:30 Introduction of other digital tools for easier integration (11174:11232) - D 17: Participant 18

Introduction of other digital tools for easier integration

**18:10 Yes, more formal meetings now being put in place to be to talk to some.....
(4301:4376) - D 18: Participant 19**

Yes, more formal meetings now being put in place to be to talk to someone.

**18:11 1.2 In your experience, did any of the organisational practices chan.....
(4377:4558) - D 18: Participant 19**

1.2 In your experience, did any of the organisational practices change as a result of remote working?

Yes, more formal meetings now being put in place to be to talk to someone.

19:7 Benefits embrace technology (4323:4351) - D 19: Participant 20

Benefits embrace technology

19:39 Interactive tools, integration tools for our customers, (11810:11867) - D 19: Participant 20

Interactive tools, integration tools for our customers,

20:8 Yes it had changed, we had conference tools and then, MS Teams was mad..... (4720:5163) - D 20: Participant 8

Yes it had changed, we had conference tools and then, MS Teams was made available to accommodate the remote working.

Process – Very interesting that we could now record meetings on MS Teams to keep track of deliverables, there was no excuse of people running late for a meeting. We could record meetings when we were in the office as well, but this process was far more collaborative, people were somewhat open and they gave feedback regularly

**20:13 It also creates the platform for me to interact and train much more.....
(6718:6930) - D 20: Participant 8**

- . It also creates the platform for me to interact and train much more colleagues online. We have delivered 34 interventions, bigger numbers, teams could take up to 250 we had numbers of 120 in a class virtually.

Remote Working

● **Remote working: Productivity and managing distractions**

This code refers to the productivity and the ability to manage distractions. Participants mentioned that working from home has increased their level of productivity. From the participants experience it appears that even though working from home has many challenges, participants mentioned that they appreciated working from home since they were able to be more productive in their work. However, participants also lamented on their experiences of the managing distractions. Therefore, although participants were productive working remotely, they also had to manage distractions.

1:3 Control in your day more autonomy to plan and structure (3718:3773) - D 1: Participant 1

Control in your day more autonomy to plan and structure

1:14 More productive at home from an operational perspective, I think I was..... (5763:5902) - D 1: Participant 1

More productive at home from an operational perspective, I think I was more valuable in the office though, I could strategies in the office,

1:24 Positively more productive, effective and efficient (9222:9274) - D 1: Participant 1

Positively more productive, effective and efficient

1:25 Positively, we collaborate more often, we have purposeful and meaningful..... (9360:9502) - D 1: Participant 1

Positively, we collaborate more often, we have purposeful and meaningful discussions, our outputs are reached and they are highly productive

1:32 Quicker turnaround times (11235:11261) - D 1: Participant 1

Quicker turnaround times

1:49 The ways of work if my internet went down, if I had to home prep what..... (2412:2583) - D 1: Participant 1

The ways of work if my internet went down, if I had to home prep what every personally I was doing, I did not feel pressurised I could get things done and done effectively.

2:4 The work load being increased both good and quite bad, good in the sen..... (3374:3721) - D 2: Participant 2

The work load being increased both good and quite bad, good in the sense a lot of the work got done from the backlog, working from home required for the processes to be aligned and in

place, the other advantage is that I really enjoyed working from home I could multitask even visit the doctor whilst you were waiting at the waiting room.

2:6 I think it is a little bit hard, this year had been really difficult b..... (4100:4460) - D 2: Participant 2

I think it is a little bit hard, this year had been really difficult because it is the first time I am working from home, I think working from has less interruptions, you take a quick break and then it is back to work, you are self-managed and then you have the responsibility to finish what is required of you, but I was also productive at the office as well.

2:7 I don't really have much distractions, I am quite disciplined, I don't..... (4541:4899) - D 2: Participant 2

I don't really have much distractions, I am quite disciplined, I don't work in front of the TV, if I was distracted at a particular time relating to school and the stress that this came along with, the day has ended but I have school work to do as well work related tasks. Other than that I don't have kids so I don't have much distractions it is me alone.

2:15 Collaboration increased sometimes all 5 team members could work on a d..... (7487:7670) - D 2: Participant 2

Collaboration increased sometimes all 5 team members could work on a document together on teams, make changes, review and we were able to get things done in a much shorter time frame.

2:17 Yes shorten our time frames in delivering as we all saw what was being..... (7859:8054) - D 2: Participant 2

Yes shorten our time frames in delivering as we all saw what was being done a team presentation, we also could see each person's contribution, this allowed for us to help each other where required

3:1 I think it has been quite challenging, how do we set up a sustainable..... (2227:2390) - D 3: Participant 3

I think it has been quite challenging, how do we set up a sustainable work environment, whilst working at home, we had to think differently from an HR perspective.

3:9 More productive at home, personally the nature of my character, I enjo..... (3986:4313) - D 3: Participant 3

More productive at home, personally the nature of my character, I enjoy the time that I can focus on my work. In the office when you are trying to focus on your emails for e.g., you feel obliged to give people attention loose time in being productive not, you almost have to book a boardroom some days just to get things done.

3:10 Yes it is a challenge, I think it is from a little things the barking..... (4395:4898) - D 3: Participant 3

Yes it is a challenge, I think it is from a little things the barking dogs, the little noises from outside, because the number of communication platforms are increasing. WhatsApp, MS Teams, people try to reach you from all angles, I have a specific time for specific platforms to address, if it is an emergency then my private cell phone for calls, calls from others I can answer them, random calls I tend to avoid, schedule a meeting, scheduling of meetings and attending to that is much easier.

3:30 Distractions balance the noise levels, infrastructure Wi-Fi signal no..... (11456:11537) - D 3: Participant 3

Distractions balance the noise levels, infrastructure Wi-Fi signal not the same

**4:2 we became highly productive during the lockdown, we got more we got.....
(2194:2325) - D 4: Participant 4**

we became highly productive during the lockdown, we got more we got more things done and including on the personal front as well.

**4:12 I am definitely more productive at home, I have more energy, and I am.....
(4062:4221) - D 4: Participant 4**

I am definitely more productive at home, I have more energy, and I am more focused. I have more freedom with my time. I have the ability to manage my own time.

**4:13 Yes I do have distractions, living with other people at home, we don't.....
(4302:4737) - D 4: Participant 4**

Yes I do have distractions, living with other people at home, we don't have office space or a designated area for me to sit and work, sometimes for me I just zone in, sometimes it's a bit challenging when you have people around. I would find a quiet spot in my room, close the door or I would say I am busy from this period, keep the noise levels down so I could just work. You also need to be considerate of everyone working from home.

**4:18 Being great get more done more productive, better way, embracing the.....
(6173:6259) - D 4: Participant 4**

Being great get more done more productive, better way, embracing the new way of work

4:19 Easier to get your work done (6302:6330) - D 4: Participant 4

Easier to get your work done

**4:30 We have become more productive, it's not as easy as it used to be when.....
(7934:8218) - D 4: Participant 4**

We have become more productive, it's not as easy as it used to be when we were in the office, your interactions are more intentional you know your purpose and what is expected of you, you have an agenda, you know what you need to achieve in what timeframe

Collaboration has increased

**4:45 Managing stress, not having a proper work space and distractions of p.....
(13355:13431) - D 4: Participant 4**

Managing stress, not having a proper work space and distractions of people

4:48 Just a different set of distraction the people you live with (13652:13714) - D 4: Participant 4

Just a different set of distraction the people you live with

**5:6 Personal space at home it is your home there are were distractions (3685:3752)
- D 5: Participant 5**

Personal space at home it is your home there are were distractions

**5:10 More productive definitely at home, as soon as I wake up I start work.....
(4417:4764) - D 5: Participant 5**

More productive definitely at home, as soon as I wake up I start working

At the office you first need to drive get to the office, have lots of meeting, lots of social interaction
At home, meetings are on MS Teams, you can still work whilst these meetings are taking place,
and you save time even if you are walking from one building to another.

**5:11 Initially yes, but I have Gotten used to this, I now have a schedule,.....
(4848:4994) - D 5: Participant 5**

Initially yes, but I have Gotten used to this, I now have a schedule, and when my kids are at school
I try to get most of meetings done and admin.

**5:14 Yes they did, The organisation had to shift a lot, we were used to c.....
(5633:6240) - D 5: Participant 5**

Yes they did, The organisation had to shift a lot, we were used to come in the office, working from
the office, the organisation adapted to the fact that we don't need to be in one place to
work, cultural and mind-set change to allow people to work from anywhere, productivity
does not depend on one central point.

So there has been a huge behaviour shift. Practices have also changed. We have even become a
self-managed team which illustrates that we have the ability to be disciplined and work
independently and still produce a very high level of work and productivity, another mind-
set and behaviour change.

**6:15 Definitely more productive at home, very few distractions, I manage my.....
(4037:4212) - D 6: Participant 6**

Definitely more productive at home, very few distractions, I manage my own time, I am more
productive, I manage my own time, I don't mind the long hours as I can manage this.

6:16 No, I don't have distractions (4293:4324) - D 6: Participant 6

No, I don't have distractions

**6:23 Positive, It has allowed me to become more productive, more efficient
(6331:6402) - D 6: Participant 6**

Positive, It has allowed me to become more productive, more efficient

7:9 A sustainable work-life balance (3557:3589) - D 7: Participant 7

A sustainable work-life balance

**7:11 More productive at home less distractions, interactions are more delib.....
(3928:4203) - D 7: Participant 7**

More productive at home less distractions, interactions are more deliberate and purposeful,
productivity has increased. In the office I was productive but a lot of time spent on
meetings or grab a coffee or grab lunch. At home there is speed and efficiency in all that I
do.

**7:12 Only during the school holidays, but the normal course of year I don't.....
(4282:4519) - D 7: Participant 7**

Only during the school holidays, but the normal course of year I don't have any distractions I do
have a space and a little office space to concentrate. I suppose if I did not have a dedicated
workspace it would have been challenging.

**7:36 Just the minor distractions during holidays as opposed to the office w.....
(12368:12480) - D 7: Participant 7**

Just the minor distractions during holidays as opposed to the office when everyone constantly came to your desk

**8:13 More very productive at home, I have my own space, my own time, I can.....
(5055:5408) - D 8: Participant 9**

More very productive at home, I have my own space, my own time, I can focus e.g. if I want to zone in, I can concentrate, I can amend my profile if I am on an offline task. In the office a task that would take me 30 minutes with all the interruptions can take me 2 hours, at home at home, I am extremely efficient and able to do this in 30 minutes

**8:14 Collaborative I don't see this as a disturbance since Covid we have be.....
(5489:5853) - D 8: Participant 9**

Collaborative I don't see this as a disturbance since Covid we have been really Working collaboratively, most of the calls of the work I have been getting is from colleagues that seek assistance or bouncing off ideas, but there has been a few disturbances that is approx. 1% non-work related. I see this as an opportunity for people to engage more frequently.

8:36 Different ways of work to enable productivity (13763:13809) - D 8: Participant 9

Different ways of work to enable productivity

9:14 Increased levels of productivity (8749:8782) - D 9: Participant 10

Increased levels of productivity

9:15 Increased collaboration and higher levels of productivity (8296:8353) - D 9: Participant 10

Increased collaboration and higher levels of productivity

9:19 Not much as I have a designated office space (7229:7274) - D 9: Participant 10

Not much as I have a designated office space

**9:20 I would say yes at home I am more productive, I would rather flick.....
(6257:7147) - D 9: Participant 10**

I would say yes at home I am more productive, I would rather flick an email as opposed to switching the two on

Are you more productive

Are you more fatigued, diminished return, society has not evolved when does the fatigue set in, the less productive you are we have the people are more tired than productive, very hard to stop that Sustained stress frustration anxiety

Trauma

Economy

Added pressures from remote working

How tired are you now before you went on leave I did come as tired not because I did not rest, fatigue

Physiological question I would say constantly refer to the email, productive meaningful conversation but why, I want to sense to have a sense of belonging, why Maslow's hierarchy, unsaid fear that we would become redundant, I will become forgot on, overtime I would become irrelevant, insurance policy, irrational fear hard work protect them

**9:27 I am fortunate enough to have a study that is considered a highly prac.....
(3548:3726) - D 9: Participant 10**

I am fortunate enough to have a study that is considered a highly practical one that opens to the house and garden, I have teenagers, I don't have toddlers, that distracts me.

**10:3 The child care, the interruptions, space to work and domestic issues.....
(2796:2953) - D 10: Participant 11**

The child care, the interruptions, space to work and domestic issues e.g. gender based violence and this is the difference in understanding our employees

**10:6 I am at home, no stress of traffic, at home my son is doing distant l.....
(3914:4191) - D 10: Participant 11**

I am at home, no stress of traffic, at home my son is doing distant leaning, I am at home all the time, from a safety perspective, my life expectancy has increased

I control what I can eat

I can exercise, before hours and after hours

Higher productivity, juggle my diary

**10:8 Defiantly more productive at home, I manage my own time, I don't need.....
(4476:4657) - D 10: Participant 11**

Defiantly more productive at home, I manage my own time, I don't need to commute for 2 hours, so that time is spent on getting things done, ability to interact with my colleagues

**10:13 Positively more collaborative, higher productivity (6303:6352) - D 10:
Participant 11**

Positively more collaborative, higher productivity

10:14 Higher productivity (6441:6459) - D 10: Participant 11

Higher productivity

**11:8 I am more productive at home, in the office everything wanted you to.....
(3700:3864) - D 11: Participant 12**

I am more productive at home, in the office everything wanted you to assist all the time so, there was often distractions and lack of focus time to get things done

**12:10 Definitely at home, at home your performance is driven by delivery and.....
(3555:3779) - D 12: Participant 13**

Definitely at home, at home your performance is driven by delivery and in the office it is driven by presence.

Boost your confidence, get time to do a lot of things, start doing research on ways to improve your capability.

**12:11 It depends, I do have some distractions, my kids, but I do have my own.....
(3860:4006) - D 12: Participant 13**

It depends, I do have some distractions, my kids, but I do have my own space so that gives me privacy and a way to get away from the distractions.

12:21 Helps me, I am more productive, It is a science (5710:5757) - D 12: Participant 13

Helps me, I am more productive, It is a science

12:28 Increased Collaboration Increased trust After a meeting, you all ha..... (7613:7791) - D 12: Participant 13

Increased Collaboration

Increased trust

After a meeting, you all have confirmed deliverables, time lines and as a team each person is held accountable for their deliverables

12:41 Just the minor distractions, this working remotely really works for me (11126:11196) - D 12: Participant 13

Just the minor distractions, this working remotely really works for me

13:2 I don't have distractions at home, (2734:2767) - D 13: Participant 14

I don't have distractions at home,

13:6 I would say I was more productive, less time in traffic, walking in b..... (3844:3931) - D 13: Participant 14

I would say I was more productive, less time in traffic, walking in between buildings

13:8 More productive at home, I would say that I am more effective, the na..... (4091:4314) - D 13: Participant 14

More productive at home, I would say that I am more effective, the nature of my work by nature and design has a huge social component, however in comparison to the office, I was more effective physically engaging people

13:9 I don't have any distractions, so not a challenge for me (4395:4451) - D 13: Participant 14

I don't have any distractions, so not a challenge for me

13:13 Re think how you order your days, structure your day, how you communic..... (6312:6423) - D 13: Participant 14

Re think how you order your days, structure your day, how you communicate, everything was materially impacted

14:9 Yes at home, I am more productive, ideation on which we could be toget..... (4790:4925) - D 14: Participant 15

Yes at home, I am more productive, ideation on which we could be together is the missing element that requires you to be in the office

14:10 I don't have much distractions, I have a lot of integrity so that the..... (5007:5155) - D 14: Participant 15

I don't have much distractions, I have a lot of integrity so that the hours that are required of me are definitely given back to the organisation

15:8 I am more productive at home, even with no electricity for 3 months (3561:3630) - D 15: Participant 16

I am more productive at home, even with no electricity for 3 months

**15:9 I don't have any distractions at home, it is just me and my daughter
(3711:3781) - D 15: Participant 16**

I don't have any distractions at home, it is just me and my daughter

**15:14 Reduced repetitive tasks, higher levels of productivity (4867:4924) - D 15:
Participant 16**

Reduced repetitive tasks, higher levels of productivity

15:16 I am much more productive (5072:5098) - D 15: Participant 16

I am much more productive

**16:4 I was also concerned that productivity would decline, but it actual.....
(3769:3879) - D 16: Participant 17**

I was also concerned that productivity would decline, but it actually improved so I was pleasantly surprised

**16:7 The volume of distractions are less, but harder to avoid distractions.....
(4452:4711) - D 16: Participant 17**

The volume of distractions are less, but harder to avoid distractions at home or in the street, I can't block that

We have enough space, but your home is not your office

Data Leakage because of everyone working at home so people can hear your conversations

**16:11 At home, I am more focused. I can plan more appropriately, if I have a.....
(5363:5601) - D 16: Participant 17**

At home, I am more focused. I can plan more appropriately, if I have a meeting at 8am, then I can immediately start with it as opposed to driving, then walking to another building and then in-between offices, so I am much more productive

**16:12 It is a distraction, I have two babies, terrible 2 stage and I have a.....
(5682:5859) - D 16: Participant 17**

It is a distraction, I have two babies, terrible 2 stage and I have a 4 month baby, the baby I lock my study door, and close my windows, so I able to manage this accordingly

**16:32 Just the work, home boundaries, but this did not hamper my productiv.....
(12331:12405) - D 16: Participant 17**

Just the work, home boundaries, but this did not hamper my productivity

**16:34 Not much except for having limited distractions as opposed to the offi.....
(12927:13064) - D 16: Participant 17**

Not much except for having limited distractions as opposed to the office, where everyone wants to speak to you, if in unplanned meetings

**17:8 Personally I am more productive at home, I am more introverted, I ge.....
(4638:5186) - D 17: Participant 18**

Personally I am more productive at home, I am more introverted, I get my energy from silence, at work you often get involved in small talk, working remotely our relationships are less stronger losing relationship a little bit

I am more focused on actual work, teams is great collaboration tool, when you have a question share a screen

I am more productive I am very diligent I am not the type of person that wants to go watch a movie or go to the shops

People that are very extroverted, less productive as they need people with them

**17:9 I don't really have distractions my nanny is back, very quickly for m.....
(5268:5557) - D 17: Participant 18**

I don't really have distractions my nanny is back, very quickly for my child to adapt, I have a routine odd distraction cutting trees in the complex, working on the pipes, then obviously load shedding is the biggest distraction, if you were in the office the generator would switch in

17:15 I have become more productive (7441:7472) - D 17: Participant 18

I have become more productive

17:17 Increased Productivity - (7707:7732) - D 17: Participant 18

Increased Productivity -

17:33 Not much apart from the slight distractions mentioned (11954:12008) - D 17: Participant 18

Not much apart from the slight distractions mentioned

**18:6 The Frustration home and work is in the space cannot switch from office.....
(3405:3564) - D 18: Participant 19**

The Frustration home and work is in the space cannot switch from office mode to home mode, trying to work the distractions of my daughter who is really small

**18:7 I really can't tell when I am working myself I am more productive at h.....
(3647:3720) - D 18: Participant 19**

I really can't tell when I am working myself I am more productive at home

**18:9 Yes, I have 2 small daughters a 4 months, baby so I close of my study.....
(3873:4031) - D 18: Participant 19**

Yes, I have 2 small daughters a 4 months, baby so I close of my study door, my ear phones are on and this keeps the noise levels down so I can stay focused

18:24 home distractions e.g. kids (8466:8493) - D 18: Participant 19

home distractions e.g. kids

**19:13 I am more productive at home, I am lucky I don't have to home-school.....
(4943:5099) - D 19: Participant 20**

I am more productive at home, I am lucky I don't have to home-school kids I am more focused, I am also not wasting time driving I have more working hours

**20:4 High levels of productivity I saved at least 2 hours in commuting whi.....
(3346:3445) - D 20: Participant 8**

High levels of productivity

I saved at least 2 hours in commuting which was an absolute pleasure

**20:7 I hardly have distractions, I have a designated office space. There is.....
(4305:4448) - D 20: Participant 8**

I hardly have distractions, I have a designated office space. There is occasional time to time when people come knocking at your door for food.

20:31 Not much, it does require self-discipline (13926:13971) - D 20: Participant 8

Not much, it does require self-discipline

● **Remote Working: Sense of control on daily schedule and flexibility**

Working remotely provided participants with a sense of control in managing their daily schedule. Participants shared their experiences of how they scheduled their daily events. Working remotely allowed participants to be flexible in performing other activities in the house. Participants also appreciated the notion that they can now save travelling time, fuel and avoid traffic since they are working from home, As result, participants were able to save more time and be more productive in their work.

**1:2 Flexibility The ability to save significant amounts of time in your d.....
(3427:3717) - D 1: Participant 1**

Flexibility

The ability to save significant amounts of time in your day, commute time.

Ability to able to be more relaxed, I don't been not working, I don't mean slack, I mean you can have a quick coffee or quickly put in a load of washing and in terms of what you need to do at home.

1:4 No need to find meeting rooms (3870:3898) - D 1: Participant 1

No need to find meeting rooms

**1:7 work from home now remote ways of work could be very different we coul.....
(4206:4445) - D 1: Participant 1**

work from home now remote ways of work could be very different we could work from multiple CoLab spaces

On a positive side open of the one of things that I have loved is it is has personalised the Cameras on personalised our colleagues more

**2:4 The work load being increased both good and quite bad, good in the sen.....
(3374:3721) - D 2: Participant 2**

The work load being increased both good and quite bad, good in the sense a lot of the work got done from the backlog, working from home required for the processes to be aligned and in

place, the other advantage is that I really enjoyed working from home I could multitask even visit the doctor working whilst you were waiting at the waiting room.

2:27 Allowing me to have more flexibility (11683:11720) - D 2: Participant 2

Allowing me to have more flexibility

3:7 Flexibility (3688:3700) - D 3: Participant 3

Flexibility

**4:7 No traffic So easy to wake up and just start working Time saved Be.....
(3646:3792) - D 4: Participant 4**

No traffic

So easy to wake up and just start working

Time saved

Be able to have the flexibility

Having your personal life integrated with work

**5:7 Flexible, more agile Full control of your tasks and day, manage your.....
(3891:4208) - D 5: Participant 5**

Flexible, more agile

Full control of your tasks and day, manage your own time

On a personal time you are able to juggle your personal life and work, I can even cook now because I am no longer stuck in traffic, I can even take my kids to school, I can even exercise. I am extremely productive and I have the freedom.

**6:12 I have a family, my personal time, I have lot of more time for myself.....
(3486:3766) - D 6: Participant 6**

I have a family, my personal time, I have lot of more time for myself and family, I am not spending time in traffic, I am not in the office for long hours, I have gained a better quality of my personal life, I have had financial gains as well, saving on petrol and insurance.

**7:7 More family time because of the saving on the commute The ability to.....
(3426:3514) - D 7: Participant 7**

More family time because of the saving on the commute

The ability to work from anywhere

7:8 Staff can re locate from expensive areas (3516:3556) - D 7: Participant 7

Staff can re locate from expensive areas

**7:31 Preference if you are mother get more time morning to get things don.....
(10600:10688) - D 7: Participant 7**

Preference if you are mother get more time morning to get things done more flexibility

**8:9 Not being stuck for 2 hours in the traffic, the ability to continue wi.....
(4156:4344) - D 8: Participant 9**

Not being stuck for 2 hours in the traffic, the ability to continue with my personal life, and still be able to meet all my deliverables, as opposed to being in the office from 9 am to 5 pm.

**9:21 Allow the employee to choose a lifestyle whilst getting the job done f.....
(5202:5638) - D 9: Participant 10**

Allow the employee to choose a lifestyle whilst getting the job done flexible hours, compared to the office early start and then be at home at 3 or 4

You would have a colleague to leave at 3, but he would start at 6.30, but your meetings would start at 4 and then this person would need to dial in sound fair

Freedom to live your life

Work from anywhere, it is not inconceivable Mauritius, CT and George, Kerry is a good example

**9:32 I think it has been liberating, it certainly has been tough, and bumpi.....
(2095:2899) - D 9: Participant 10**

I think it has been liberating, it certainly has been tough, and bumping into someone to talk about something relevant in the office is completely absent. Working remotely you need to be more present, no more quick cups of coffee, It has been challenging a lot of the stuff is solved outside of the meeting rooms. I can manage my own diary the, commute has been more of a challenge

At home I can stay focused, on content and reading material

Able to block out time

Your diary does become congestion, 15 minutes, more days where go, Kerry used to sit one office from mine used to see her in the office say hello when we were in the office. At home everything things need to be planned, it is hard to have rapid conversations, conversations needs to be very structured

Increased in productivity

**10:1 I look at it in two fronts from a skills acceleration point of view an.....
(2134:2313) - D 10: Participant 11**

I look at it in two fronts from a skills acceleration point of view and the work practices that we have had to change and the flexibility in how we contributed to the organisation

**10:6 I am at home, no stress of traffic, at home my son is doing distant l.....
(3914:4191) - D 10: Participant 11**

I am at home, no stress of traffic, at home my son is doing distant leaning, I am at home all the time, from a safety perspective, my life expectancy has increased

I control what I can eat

I can exercise, before hours and after hours

Higher productivity, juggle my diary

**11:6 Increased levels of productivity Reduces the travel time To some ex.....
(3176:3295) - D 11: Participant 12**

Increased levels of productivity

Reduces the travel time

To some extent there you can do things on a personal level

**12:6 Not being able to drive, so huge time and cost saving on the commuting.....
(3136:3272) - D 12: Participant 13**

Not being able to drive, so huge time and cost saving on the commuting

Having the time and space to think, in my role that was required,

**13:6 I would say I was more productive, less time in traffic, walking in b.....
(3844:3931) - D 13: Participant 14**

I would say I was more productive, less time in traffic, walking in between buildings

14:28 Allowing me to have more flexibility (11249:11286) - D 14: Participant 15

Allowing me to have more flexibility

**15:1 I could say on my side, I am very appreciate of what I have, I do not.....
(2187:2348) - D 15: Participant 16**

I could say on my side, I am very appreciate of what I have, I do not have a car, I use public transport staying at home at working remotely is very beneficial.

**15:6 It allowed me to have my own space I could say save, as I was not usi.....
(3240:3430) - D 15: Participant 16**

It allowed me to have my own space

I could say save, as I was not using public transport

Having time to even relax and multitask, not going to the taxi rank and wait for hours for a taxi

**16:6 Freedom of my time, I am not bound to my seat and being in the office.....
(4137:4437) - D 16: Participant 17**

Freedom of my time, I am not bound to my seat and being in the office

Because I am more productive I can focus more

Save on commuting from home to the office, this would generally take me about 1 hour

Save on food, I can eat healthy, my meals are prepared at home

I can watch my children grown

**17:5 Defiantly it is the commute from home to work and then back, spend bet.....
(3251:3809) - D 17: Participant 18**

Defiantly it is the commute from home to work and then back, spend between an hour and 2 hours in traffic

Commuting a big plus

I don't have to search for meeting rooms, the executive PA's books all the rooms, searching for meeting rooms was ineffective

A meeting room not being available delays a project meeting to host a session

Collaborating on teams is more effective, you are able to manage your own hours

I can start at 8am, walk to my desk 7.50 not a lot of time to get ready, don't blow dry my hair, make up getting ready is very simple

**18:4 I can exercise as I more time instead of commuting to work I use this.....
(2998:3267) - D 18: Participant 19**

I can exercise as I more time instead of commuting to work I use this to exercise

Family time, I can work longer hours so the commute time and being at home and working remotely gives me the flexibility and spending time with my daughters

Commuting saving on petrol

**19:13 I am more productive at home, I am lucky I don't have to home-school.....
(4943:5099) - D 19: Participant 20**

I am more productive at home, I am lucky I don't have to home-school kids I am more focused, I am also not wasting time driving I have more working hours

● **Remote Working: Work-life balance**

Working remotely posed a number of challenges for participants in terms of work-life balance. Participants mentioned that since they are working from home, the working hours are blurry, in other words, they would find themselves working more hours than they are required on a daily basis. The inability to draw boundaries in terms of working hours as had an impact on their health and wellness. Participants mentioned that they also had to manage social roles such as parenting and while in normal situations they were able to handle this; this has become extremely challenging for them to have achieve work-life balance. Another finding in this code relates to the workload and pressure from managers. Participants mentioned that since they are working from home, they are experience a high workload and as result are forced to work after working hours.

1:12 Your personal life sometimes interferes (5504:5542) - D 1: Participant 1

Your personal life sometimes interferes

**1:13 I know a lot of people that are potentially sided tracked, domestics.....
(5575:5680) - D 1: Participant 1**

I know a lot of people that are potentially sided tracked, domestics things that you need to prioritise

**1:16 I think we have become all seasoned, bin day Wednesday so the dogs are.....
(6176:6985) - D 1: Participant 1**

I think we have become all seasoned, bin day Wednesday so the dogs are much noisier that usual, the dogs are most of the day inside, when I have big meetings, I also bring them inside so they do not bark often. My kids know when the camera is on they do not come into the study. I share my schedule with the family, when I have big meetings, even my helper knows when I am busy, also distractions at home has been minimised, as we have matured these ways of working managing these distraction are easier, I am fortunate my helper is around 5 days a week, I have a full time helper, I don't walk in the office I have become very sedentary, wireless headphones to walk around or the garden, positive and negative you can become very voxend, the concept of core hours have fallen, blurred office hours.

1:46 Just minor family distractions (14554:14587) - D 1: Participant 1

Just minor family distractions

**2:5 the blurred working hours, after you finished one thing, there was so.....
(3738:4018) - D 2: Participant 2**

the blurred working hours, after you finished one thing, there was something else to do I found it challenging as I need to focus on something else, I managed to prioritise, but most of the things I pushed to get things done the same day, as I knew people were dependant on me.

**3:8 Being able to have meetings at 7am, as a people function and as part o.....
(3715:3903) - D 3: Participant 3**

Being able to have meetings at 7am, as a people function and as part of thriving remotely, not being able to have that respect or blurred boundaries and respect of privacy for after hours.

**3:32 I had to have regular meetings, round robin, check in with people, ar.....
(3372:3549) - D 3: Participant 3**

I had to have regular meetings, round robin, check in with people, are they doing well socially and mentally, do they have they have the right tools to enable them from working.

**4:5 the negative is not having a proper space or designated area, have tha.....
(2663:2903) - D 4: Participant 4**

the negative is not having a proper space or designated area, have that office space, mainly physical health it is not healthy I have started complaining about back aches and neck issues so my physical health has been compromised slightly.

4:9 Blurred office lines Working until 9pm (3830:3869) - D 4: Participant 4

Blurred office lines

Working until 9 pm

**4:10 Blurred office lines Working until 9pm Loose the work-life balance N.....
(3830:3979) - D 4: Participant 4**

Blurred office lines

Working until 9 pm

Loose the work-life balance

No official communication relating to working hours especially working from home

**4:11 Advantages No traffic So easy to wake up and just start working Tim.....
(3634:3981) - D 4: Participant 4**

Advantages

No traffic

So easy to wake up and just start working

Time saved

Be able to have the flexibility

Having your personal life integrated with work

Being more efficient

Disadvantage

Blurred office lines

Working until 9 pm

Loose the work-life balance

No official communication relating to working hours especially working from home

4:46 Managing stress (13355:13369) - D 4: Participant 4

Managing stress

**5:3 Yes, I did, I don't remember a day where I struggled. In the beginning.....
(2665:2897) - D 5: Participant 5**

Yes, I did, I don't remember a day where I struggled. In the beginning of the lockdown there was a lot of pressure we had a lot of time constraints so with the tight deadlines and pressure, connectivity did pose a slight challenge.

**5:10 More productive definitely at home, as soon as I wake up I start work.....
(4417:4764) - D 5: Participant 5**

More productive definitely at home, as soon as I wake up I start working

At the office you first need to drive get to the office, have lots of meeting, lots of social interaction

At home, meetings are on MS Teams, you can still work whilst these meetings are taking place, and you save time even if you are walking from one building to another.

**6:13 Working longer hours, at the of 2020 Fatigue had set in and we did not.....
(3781:3877) - D 6: Participant 6**

Working longer hours, at the of 2020 Fatigue had set in and we did not know when to switch off.

7:5 On a personal level more time at home (3227:3265) - D 7: Participant 7

On a personal level more time at home

8:3 there has been a high level of counselling support to employees (2511:2575) - D 8: Participant 9

there has been a high level of counselling support to employees

**8:4 somewhere the office working hours haven blurred, however it is understandable.....
(2621:2718) - D 8: Participant 9**

somewhere the office working hours haven blurred, however it is understandable in some instances.

**8:7 Unfortunately for our team, the bank did a COVID reset on the book of.....
(3470:3805) - D 8: Participant 9**

Unfortunately for our team, the bank did a COVID reset on the book of work, ensuring projects are re purposed, there was not enough people to assist, worked long hours 12 midnight, seeing the leadership having the same pressure send an iteration working on the clock slept, around 2pm, at 6am, changes, critical piece of delivery,

8:10 Much lower levels of stress, positive impact on my health, (4345:4405) - D 8: Participant 9

Much lower levels of stress, positive impact on my health,

8:11 blurred office hours, (4423:4444) - D 8: Participant 9

blurred office hours,

**8:12 I found myself calling a colleague at 8pm, improved hours has not been.....
(4460:4972) - D 8: Participant 9**

I found myself calling a colleague at 8pm, improved hours has not been articulated, within my team the manager said that we should start at 9am, but no formal communication from the organisation, or could it be discretionary when one joins the organisation before the Working hours is after hours still feel the pressure, if I was at work close my laptop, but at home I am, feel a sense of obligation, even with sick leave because I am working from home, I feel obliged to work from because you are at home

**8:16 This is within my team, the manager would reach out his direct reports.....
(6126:6530) - D 8: Participant 9**

This is within my team, the manager would reach out his direct reports, whereas previously this did not take place, he would only check in if he needed something or if we were well, even with other colleagues as well, we check up on each other, there is a sense of belonging that was not there prior to Covid, organisational as a whole, lots of assistance from counselling partner with wellness sessions.

**8:33 blurred office hours is a major problem clearer communication and a pl.....
(13303:13404) - D 8: Participant 9**

blurred office hours is a major problem clearer communication and a plan to create work-life balance

**9:20 I would say yes at home I am more productive, I would rather flick.....
(6257:7147) - D 9: Participant 10**

I would say yes at home I am more productive, I would rather flick an email as opposed to switching the two on

Are you more productive

Are you more fatigued, diminished return, society has not evolved when does the fatigue set in, the less productive you are we have the people are more tired than productive, very hard to stop that Sustained stress frustration anxiety

Trauma

Economy

Added pressures from remote working

How tired are you now before you went on leave I did come as tired not because I did not rest, fatigue

Physiological question I would say constantly refer to the email, productive meaningful conversation but why, I want to sense to have a sense of belonging, why Maslow's hierarchy, unsaid fear that we would become redundant, I will become forgot on, overtime I would become irrelevant, insurance policy, irrational fear hard work protect them

**9:34 The concept of mental health, isolation for such long periods in time.....
(2947:3449) - D 9: Participant 10**

The concept of mental health, isolation for such long periods in time, extraverts and introverts become low in appetite

The mental strain not being able to have a beer, in the back of your mind constant nagging though process, when you are chronically ill assisting in virtual work, instead of planning your next holiday you find your thoughts of Covid, all this weights on the mental health of a person, at face value the organisation thinks that we are doing well and what about the mental stress?

**10:2 It gave us glimpses on the environment and the factor of how employees.....
(2551:2794) - D 10: Participant 11**

It gave us glimpses on the environment and the factor of how employees show up, and what they do, the need to do have social interaction, and the psychological impact, some people can work from home and have any social issues, whilst others do.

**10:3 The child care, the interruptions, space to work and domestic issues.....
(2796:2953) - D 10: Participant 11**

The child care, the interruptions, space to work and domestic issues e.g. gender based violence and this is the difference in understanding our employees

**11:5 Work-life balance, I don't have a problem working long hours having su.....
(2679:3035) - D 11: Participant 12**

Work-life balance, I don't have a problem working long hours having supper with my family is very important but I could not do that,(due to extended work hours) you would find that some colleagues that was working there was not a balance of workload as a result of this we had to put in extra hours to ensure that there was productivity across the board

**11:7 Not being to greet and your family (because you are all at home, ther.....
(3312:3617) - D 11: Participant 12**

Not being to greet and your family (because you are all at home, there is no sense of separation as to when you were going to the office, you had a routine,) taken for granted no interaction sitting in your study and no differentiation in some places no break sit in your kitchen and working and eating.

**11:9 Sometimes my kids require me to assist them or they would talk to you.....
(3947:4131) - D 11: Participant 12**

Sometimes my kids require me to assist them or they would talk to you whilst working, but we have all come to understand the home environment is now used for work so we have all adapted

**12:2 The ability to balance being a mum and having to home-school you child.....
(2641:2746) - D 12: Participant 13**

The ability to balance being a mum and having to home-school you children and also work at the same time.

**12:8 Blurred office lines You laptop is always on Overworking (3378:3438) - D 12:
Participant 13**

Blurred office lines

You laptop is always on

Overworking

**13:19 Yes, I think initially the bank was caught a bit of guard we have pivo.....
(9673:9831) - D 13: Participant 14**

Yes, I think initially the bank was caught a bit of guard we have pivoted to quickly, emotional state of people empathy and care, is it enough possibly not

**13:25 No, I just find the one bug bear, I get it is a natural consequence o.....
(11740:11963) - D 13: Participant 14**

No, I just find the one bug bear, I get it is a natural consequence of working remotely email communication has amplified and become exponentially more, previously too much now it is overwhelming, it is a pain in the A.

**14:2 As a mother, I don't have to juggle my day so much, make lunch finish.....
(2729:2936) - D 14: Participant 15**

As a mother, I don't have to juggle my day so much, make lunch finish late, make sure that things get done

I like having that integrity so the hours defiantly get done as far as productivity is concerned

**14:23 people feel you have this half hour people do make a decision make qu.....
(9358:9563) - D 14: Participant 15**

people feel you have this half hour people do make a decision make quicker to certain extent, people accelerated decision making processes

Easier to get people in a room, much quicker to make decisions

**16:3 Just creating boundaries from my home and at being at work, my eldest.....
(3516:3768) - D 16: Participant 17**

Just creating boundaries from my home and at being at work, my eldest was 2.5 years, she would want to come into the stud so, balancing that home, work set up was crucial.

Creating boundaries that although I am working remotely, I am stills at home

**16:9 People don't take leave People started complaining of burn out The o.....
(4914:5252) - D 16: Participant 17**

People don't take leave

People started complaining of burn out

The organisation was suffering on the balance sheet when the people don't take annual leave,

Exhausted workforce

Loss of spontaneous ideation at home outweighed by higher productivity

Face listeners, you can't see peoples body language or their emotions and well being

**16:12 It is a distraction, I have two babies, terrible 2 stage and I have a.....
(5682:5859) - D 16: Participant 17**

It is a distraction, I have two babies, terrible 2 stage and I have a 4 month baby, the baby I lock my study door, and close my windows, so I able to manage this accordingly

**16:14 Yes but not a formal change, The number of meetings have increased ex.....
(6600:6717) - D 16: Participant 17**

Yes but not a formal change, The number of meetings have increased exponentially our diaries are a lot more fuller

**16:32 Just the work, home boundaries, but this did not hamper my productiv.....
(12331:12405) - D 16: Participant 17**

Just the work, home boundaries, but this did not hamper my productivity

**16:34 Not much except for having limited distractions as opposed to the offi.....
(12927:13064) - D 16: Participant 17**

Not much except for having limited distractions as opposed to the office, where everyone wants to speak to you, if in unplanned meetings

**17:4 Not work related but due to the hard lockdown our nanny could not com.....
(2865:3109) - D 17: Participant 18**

Not work related but due to the hard lockdown our nanny could not come to work, but we being essential staff both my husband and I had to work during lockdown so managing a one year toddler during working and taking turns was quite a challenge

**17:7 People living so closely together husband and wife, the divorce stats.....
(4146:4555) - D 17: Participant 18**

People living so closely together husband and wife, the divorce stats have increased. The gender based violence stats have increased, children not having a safe space as they were not allowed to go to school

Team level, human element do a personal check, it was shocking to notice what people was going through

Try and reach the person, I am with my kid doing this and that, occupied with personal stuff

**17:14 What is funny it feels like I have more meetings now than in the offic.....
(7023:7243) - D 17: Participant 18**

What is funny it feels like I have more meetings now than in the office

I don't know it would be Microsoft analytics how much last week I was on phone calls 80-90%, only 10% more collaboration but virtually it is less

**18:6 The Frustration home and work is in the space cannot switch from offic.....
(3405:3564) - D 18: Participant 19**

The Frustration home and work is in the space cannot switch from office mode to home mode, trying to work the distractions of my daughter who is really small

18:14 Feels more strenuous (4969:4989) - D 18: Participant 19

Feels more strenuous

18:24 home distractions e.g. kids (8466:8493) - D 18: Participant 19

home distractions e.g. kids

**19:3 I work more hours, which is more exhausting we work too much too muc.....
(2566:2769) - D 19: Participant 20**

I work more hours, which is more exhausting we work too much too much meetings no breaks

From a health perspective it is really not good

I get up earlier and work late hours which is not sustainable

19:11 Hours that we are working blurred office hours (4730:4777) - D 19: Participant 20

Hours that we are working blurred office hours

19:15 I am quite lucky I don't have children (5354:5392) - D 19: Participant 20

I am quite lucky I don't have children

19:28 Very positive greater visibility easier to assign tasks, mange workloa..... (8710:8895) - D 19: Participant 20

Very positive greater visibility easier to assign tasks, mange workload, someone is swamped you would know about it as we have a virtual Kanban so clearer visibility and transparency.

20:5 Your home is now your office and your office is now your home Blurred..... (3463:3757) - D 20: Participant 8

Your home is now your office and your office is now your home

Blurred office lines

We try as a family to make adjustments, at least when you were in the office, and when you came home you knew it your time to spend with the family, which was quality time, now it feels like it is all round work

APPENDIX H: CODEBOOK 2 OF 2

**EMPLOYEE EXPERIENCES OF THE ORGANISATIONAL SUPPORT DURING
ACCELERATED DIGITALISATION AND REMOTE WORKING OF A LOCAL
SOUTH AFRICAN BANK**

CODEBOOK 2 OF 2 (VISUAL ILLUSTRATION)

