AHMED GMAWULUE

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID

MASTER THESIS 2023

NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID

MASTER THESIS

AHMED GMAWULUE

Nicosia

January, 2023

NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID

MASTER THESIS

AHMED GMAWULUE

Supervisor

Prof. Dr. Serife EYUPOGLU

Nicosia

January, 2023

Approval

We certify that we have read the thesis submitted by **Ahmed Gmawulue** titled **"Examining the Challenges in Organizations Transitioning to a Hybrid Work Model in Post-COVID"** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

Examining Committee	Name-Surname	Signature
Head of the Committee	Assoc. Prof. Dr. Ahmet Ertugan	.....
Committee Member	Assoc. Prof. Dr. Nesrin Menemenci	.....
Supervisor:	Prof. Dr. Serife EYUPOGLU	.....

Approved by the Head of the Department

20/01/2023

Prof. Dr. Serife EYUPOGLU

Approved by the Institute of Graduate Studies

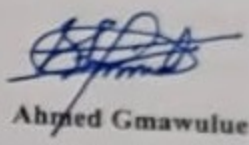
...../2023

Prof. Dr. Kemal Hüsnü Can Baser

Head of the Institute

Declaration

I hereby declare that all information, documents, analysis, and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of the Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.



Ahmed Gmawulue

03/03/2023

Day/Month/Year

Acknowledgments

First, I give thanks to God Almighty for the gift of life and the opportunity to conduct this study in good health and sound mind.

I would like to thank Prof. Dr. Serife Eyupoglu – Chairperson of the Department of Business Administration and Dean of the Faculty of Economics and Administrative Sciences, Near East University for her invaluable role as supervisor, and for the comments and pieces of advice she provided in improving the quality of this thesis. I could not have done this without her.

My heartfelt appreciation goes to my father, Mr. Chesiwolo Cherolson Arthur Gmawulue, and mother, Mrs. Susan Gbalee Weah Suah for their financial and moral support throughout my studies at Near East University, and stay in the Turkish Republic of Northern Cyprus (TRNC). With a grateful heart, I dedicate this thesis to both of them.

Special thanks to ArcelorMittal – Liberia (AML) for the privilege to use the company as a case study, and to the employees for participating in my survey; this study could not have been completed without your participation. As part of the many challenges encountered while preparing this thesis, my application to use a company in the TRNC as a case study was denied, therefore I had to think of a suitable company in a very short period of time. That was how I reached out to AML.

Finally, I acknowledge Mr. Abraham Julian Wennah for the level of encouragement as well as the pieces of advice he provided throughout this thesis.

May God reward all of you individually accordingly. Amen!

Ahmed Gmawulue

Abstract

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID

Gmawulue, Ahmed

Supervisor, Prof. Dr. Serife Eyupoglu

MBA, Department of Business Administration

January, 2023, 92 pages

The effect of COVID on the world cannot be underemphasized as it has also disrupted organizational cultures as well as operations, and productions. After a systematic research into organizations, especially the ones within the Production Working Arena (PWA), to figure out the extent to which COVID has affected organizational cultures and operations which have caused organizations to transition from their normal way of work which is the traditional work model to a hybrid work model, those challenges associated with their transitional endeavours, and whether there are viable means of return to the traditional work model in post-COVID, this paper provides findings that will not only strengthen the change management processes of organizations within the PWA to adequately mitigate COVID-related challenges as they face the "new normal" of work, maintaining their organizational cultures in post-COVID but will also help inform some strategic long-term decisions these organizations would take regarding the future of work for their companies.

A qualitative research approach was used in this study. The population was employees of ArcelorMittal – Liberia, which was gathered that the overall number of employees and contractors at the company is approximately 3,000 as of 2022, of which 65% work in the mines department while 35% work in administrative and other departments. Participants were selected using a purposive sampling methodology. The survey was conducted only among workers within the administrative and other departments which constitute 35% (1,050) of the overall number of workers, excluding those in the mines department because remote work cannot be done in the mines department. Therefore, the population of the study was 1,050. Based on the qualitative

research approach, interview questions were distributed to 200 workers within those departments. 165 of the 200 workers participated, giving the study an 82.5% response rate, and 100 of the 165 participants attempted all the interview questions, giving the study a full response rate of 61%. Therefore, only responses from those 100 participants were considered for analysis, making the ideal sample size of the study 100. The survey was remotely conducted via Google Forms, using semi-structured qualitative interview questions that were open and close-ended. The collected data were presented in two ways: Data from Section 1 of the questions which are demographic information of the participants were analyzed in Excel 2013 and presented in pie charts while data from Sections 2, 3, and 4 which are responses to the open-ended questions were presented in tables using the Structural Coding methodology to account for every response provided. Finally, the findings of the study were analyzed using "Narrative Analysis".

***Keywords**:* production working arena, transitional endeavours, traditional work models, hybrid work model, post-COVID

ÖZ

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID

Gmawulue, Ahmed

Supervisor, Prof. Dr. Serife Eyupoglu

MBA, Department of Business Administration

January, 2023, 92 pages

COVID'in dünya üzerindeki etkisi, operasyonları ve üretimi ve ayrıca organizasyon kültürlerini sekteye uğrattığı için hafife alınamaz. Üretim Çalışma Alanı içindeki kuruluşlar için sistematik bir aramanın ardından, COVID'in, kuruluşların geleneksel çalışma modeli olan normal çalışma biçimlerinden hibrit bir çalışma modeline geçişine neden olan kurumsal kültürleri ve operasyonları ne ölçüde etkilediğini anlamak, geçiş çabalarıyla ilgili zorluklar ve COVID sonrası geleneksel çalışma modeline geri dönmenin geçerli yollarının olup olmadığı, Bu makale, COVID sonrası kurumsal kültürlerini korurken işin "yeni normali" ile karşı karşıya kalırken, yalnızca bu kuruluşların COVID ile ilgili zorlukları yeterince hafifletmek için değişiklik yönetimi süreçlerini güçlendirmeyecek bulgular sunmaktadır ama aynı zamanda şirketleri için işin geleceğine ilişkin alacakları bazı stratejik uzun vadeli kararları bilgilendirmeye de yardımcı olacaktır.

Bu çalışmada nitel araştırma yaklaşımı kullanılmıştır. Nüfus, ArcelorMittal - Liberya çalışanlarıydı ve şirketteki toplam çalışan ve yüklenici sayısının 2022 itibariyle yaklaşık 3.000 olduğu ve bunun %65'inin maden departmanında, %35'inin idari ve diğer departmanlarda çalıştığı toplandı. Katılımcılar, amaçlı örnekleme yöntemi kullanılarak seçilmiştir. Anket, maden dairesinde uzaktan çalışma yapılamadığından maden dairesindekiler hariç, toplam işçi sayısının %35'ini (1.050) oluşturan idari ve diğer bölümlerdeki işçiler arasında yapılmıştır. Bu nedenle, çalışmanın popülasyonu 1.050 idi. Nitel araştırma yaklaşımına dayalı olarak, bu departmanlarda çalışan 200 kişiye görüşme soruları dağıtılmıştır. 200 çalışandan 165'i çalışmaya katılarak araştırmaya %82,5 yanıt oranı verdi ve 165 katılımcıdan 100'ü tüm görüşme sorularını denedi ve araştırmaya

%61'lik tam yanıt oranı sağladı. Bu nedenle, analiz için yalnızca bu 100 katılımcıdan alınan yanıtlar dikkate alındı ve bu da çalışmanın ideal örneklem büyüklüğünü 100 yaptı. Anket, açık ve kapalı uçlu yarı yapılandırılmış nitel görüşme soruları kullanılarak Google Formlar aracılığıyla uzaktan gerçekleştirildi. Toplanan veriler iki şekilde sunulmuştur: Katılımcıların demografik bilgileri olan soruların 1. Bölümünden elde edilen veriler Excel 2013'te analiz edilmiş ve pasta grafiklerde sunulmuştur. Açık uçlu soruların yanıtları olan Bölüm 2, 3 ve 4'ten elde edilen veriler, verilen her yanıtı açıklamak için Yapısal Kodlama metodolojisi kullanılarak tablolarda sunuldu. Son olarak çalışmanın bulguları "Anlatı Analizi" kullanılarak analiz edilmiştir.

Anahtar kelimeler: üretim çalışma alanı, geçiş çabaları, geleneksel çalışma modelleri, hibrit çalışma modeli, COVID sonrası.

Table of Contents

Approval....3

Declaration....4

Acknowledgments....5

Abstract....6

ÖZ....8

Table of Contents....10

List of Figures....14

List of Tables....14

List of Abbreviations....15

CHAPTER I

Introduction....16

Background....16

The Case Study: ArcelorMittal – Liberia....18

Research Problem....20

Research Significance....21

Research Questions....21

Definition of Terms....22

CHAPTER II

Literature Review....23

Related Research....23

Work Model 23
Traditional Work Model 24
Hybrid Work Model 26
Organizational Culture 30
Production Working Arena 31
COVID and its Disruptions 32
Theoretical Framework 35
Job Performance Theory 35
Concept 35

CHAPTER III

Research Methodology 37
Research Design 37
Population and Sampling 37
Data Collection Materials 38
Data Collection Procedures 39
Data Analysis Procedures 40
Study Plan 41

CHAPTER IV

Research Results 42
SECTION 1: Demographic Information 42
Gender 42
Age Range 43
Educational Level 44

Years Spent at AML 44
Department at AML 45
Position at AML 46
SECTION 2: The Impact of the Pandemic on Firms 46
Effect of the Pandemic on Production and Operations 47
Operating Pressure 48
Situation Regarding Supply 49
Impact of the Pandemic on Technology 51
Positive Impact of the Pandemic 52
SECTION 3: Firms' Actions 54
Measures against the Pandemic 54
Challenges on the Measures 55
Willingness to Transition to Remote Work 57
SECTION 4: Firms' Perceptions 58
Organizations Returning to the Traditional Work Model 58
Organizations' Expectations from Government in Post-COVID 60
Any Comment on the Topic 61

CHAPTER V

Discussion and Conclusion 64
Demographic Profile 64
The Impact of the Pandemic on Firms 65
Firms' Actions 67
Firms' Perceptions 68
Theoretical Implications 70

Practical Implications 71
Findings based on the the Theoretical Framework 71
Conclusion 72
Limitation and Future Research 73
REFERENCES 74
APPENDICES 87
Appendix A: Data Collection Material 87
Appendix B: Ethical Committee Approval 92
Appendix C: Turnitin Similarity Report 93

List of Figures

Figure 1 Sample Distribution by Gender 43
Figure 2 Sample Distribution by Age Range 43
Figure 3 Sample Distribution by Educational Level 44
Figure 4 Sample Distribution by Years spent at AML 45
Figure 5 Sample Distribution by Department at AML 45
Figure 6 Sample Distribution by Position at AML 46

List of Tables

Table 1 Distribution of Responses to Q1. 47
Table 2 Distribution of Responses to Q2. 48
Table 3 Distribution of Responses to Q3. 50
Table 4 Distribution of Responses to Q4. 51
Table 5 Distribution of Responses to Q5. 52
Table 6 Distribution of Responses to Q6 54
Table 7 Distribution of Responses to Q7 56
Table 8 Distribution of Responses to Q8 57
Table 9 Distribution of Responses to Q9 58
Table 10 Distribution of Responses to Q10 60
Table 11 Distribution of Responses to Q11 61

List of Abbreviations

AML. ..... ArcelorMittal – Liberia

CDC. ..... Centers for Disease Control

COVID. ..... Coronavirus Disease

ILO. ..... International Labour Organization

PWA. ..... Production Working Arena

SARS. ..... Severe Acute Respiratory Syndrome

TOR. ..... Term of Reference

VUCA. ..... Volatility, Uncertainty, Complexity, and Ambiguity

WFH. ..... Work(ing) From Home

WHO. ..... World Health Organization

WLB. ..... Work-Life Balance

CHAPTER I

Introduction

This chapter includes the background of the study, the statement of the problem, the significance of the study, and the research questions, as well as definitions of key terms used in this paper.

Background

We can trace the origin of work as far back as the late 18th and 19th Centuries before the Industrial Revolution when most people worked as farmers (Hopkins, 1982) to get their basic human needs: food, child care, clothing, and shelter (Sparks, 2009). The Industrial Revolution accelerated work and influenced workers' (labourers) work models, workplaces, and living environments. People did not prefer working as farmers of their own any longer but sought employment in mining and manufacturing industries; some began to work in cash economies for the first time and some in fast-growing urban centers (Seccombe, 1995). Although the earliest human groupings did not provide any record of separation of labour (Durkheim, 2019), Washburn (1959) argued that the "Organization of Work" may have started prior to the evolution of Homo sapiens, and Meyer and Rowan (1977) noted that it was used during the Industrial Revolution to structure work activities and assign to them the necessary labour. And, because many individuals performed well and showed proficiency in certain tasks (Lamm & Trommsdorff, 1973), division of labour was introduced.

The world of work (Dubin, 2017) comprises all relationships between employees and organizations, as well as those within the workplace (Mandhanya, 2015) and is characterized by ongoing adjustment to environmental changes in technological, cultural, political, and economic spheres (Lam, 2004). Industries developed and adapted cultures that would be commensurate with numerous interactions with workmates and maintaining work schedules (Haythornthwaite & Wellman, 1998) at workplaces that include the face-to-face nine-to-five (9-5) work schedule which was clarified by Beers (2000) and Zhao et

al. (2013) amongst others. Meyer III (1981) argued that the 9-5 work schedule was introduced by the Ford Motor Company in the 1920s and became standardized by the Fair Labour Standards Act in 1938 (DeChiara, 1993) as a way of stopping factory employees from being exploited. The 9-5 work schedule simply means that employees should work eight (8) hours per day (8 o'clock AM to 5 o'clock PM), Mondays to Fridays (Breedveld, 1998). From the 1880s, workers enjoyed regular day-offs until the 1940s when two (2) day-offs became so common (Holt, 1990). The increase in productivity, the adoption of rules that restrict hours of work, and a rise in vacation, holiday, sick, and personal leave all contributed to further reductions in standard working hours, which have since trended toward fewer than eight hours a day (Costa, 2000). And then started hourly shifts (shift work) – a work schedule designed to enable workers to utilize or provide services 24/7 (Lambert, 2008).

The Coronavirus Disease 2019 (COVID-19) pandemic is one of the most unheard-of medical catastrophes of the twenty-first century. The disease, which began in December 2019 in the Chinese city of Wuhan (World Health Organization – WHO), became a VUCA (volatility, uncertainty, complexity, and ambiguity) event that shocked and alarmed every aspect of human society (Murugan, et al., 2020). By July 2021, the virus had already killed over 4.7 million people and infected over 233 million people around the world (Worldometer, 2021). In order to preserve lives and maintain the continuity of vital services, governments around the world have instituted rigorous lockdowns, contact tracking procedures, and digitization (Murugan, et al., 2020). Organizations and personnel in all industries were strongly influenced by the scope and length of mobility limitations (Kniffin, et al., 2021). Before the COVID-19 outbreak in 2019, Lund et al. (2021) mentioned in their report on "The Future of Work after COVID-19", citing A.C. Edmondson et al. (2001) that the most anticipated disruption of the traditional (face-to-face 9-5 work schedule) work model was the modernization of technology, although other unforeseen factors have interplayed, like the Ebola virus which plagued West Africa and other parts of Europe and the United States of America (USA) in 2014 according to information from the Centers for Disease Control and Prevention (CDC), and shifted the living conditions as well as disrupted the traditional work model in those affected regions. Unlike Ebola, the COVID pandemic struck the entire world and, for the first time, shifted

not just the living conditions but also affected the traditional work model worldwide (Mikolai, et. al., 2020). Lee et al. (2020) reported that COVID disrupted the labour markets globally during 2020 and would continue till organizations transition from the traditional work model to digital. The first effects were frequently severe and unanticipated: Many individuals lost their occupations following the closure of workplaces, while others had difficult time adjusting to working from their homes (Lund, et. al., 2020). Other working institutions, organizations, or businesses mandated few workers they deemed essential to continue working at their various workplaces but under COVID-related health protocols (Lund, et. al., 2020). Despite interventions of international health organizations including the WHO and CDC in tackling the pandemic, COVID, along with its consequences, continues. As a result, based on empirical observations, organizations anticipate a digital shift in the traditional work model in post-COVID (Rönkä, 2021).

In light of the attempt to adopt the hybrid work model, this study has examined the challenges affecting this transitional endeavour and made requisite recommendations that would equip organizations, especially those within the PWA, for said endeavours and to transition smoothly (Krishnakumar, 2020). A survey to complete the study was conducted at one of the companies within the PWA considering the company's organizational culture along with its inherent change control processes.

The Case Study: ArcelorMittal – Liberia

ArcelorMittal Liberia is a subsidiary of ArcelorMittal, the world's largest steel and mining corporation and the market leader in all major steel markets, including construction, household appliances, packaging, and automobiles. The corporation has a presence in over 22 countries across four continents and operates in all of the important steel markets, from emerging to mature. ArcelorMittal has a production capacity of 119 million tons of steel per year and employs 245,000 people in 60 countries. Currently, ArcelorMittal has mining activities in ten nations: Algeria, Bosnia and Herzegovina,

Brazil, Canada, Kazakhstan, Liberia, Mexico, Russia, Ukraine, and the United States of America.

The government of Liberia and ArcelorMittal signed a 25-year Mineral Development Agreement (MDA) in 2006, allowing the business to start mining operations in the concessions in Yekepa, Nimba County, and Buchanan, Grand Bassa County. This led to the establishment of ArcelorMittal Liberia (AML) Ltd. The 2018 iron ore output goal for AML, which is presently the fifth-largest mining operation among the ArcelorMittal mining sites, was 4.5 million tons. The AML operation, which is separated into two sections, is the company's first Greenfield mining project since Arcelor and Mittal Steel merged. Iron ore was mined and transported during phase one, which ran from 2011 to 2015, to the company's steel mills in Europe or to the open market in Asia. Phase two, which started in 2015 and is anticipated to last through 2030, would boost our iron ore mine's capacity to 15 million tons annually. The company also plans to invest in and build a concentrator at the Yekepa concession in Liberia to create iron ore pellets, as well as a new ship loader at the Buchanan Sea Port. Since the MDA was signed in 2006, AML has made significant contributions to the growth of Liberia and the welfare of its people by, among other things, creating job opportunities, supporting land and agriculture, assisting vulnerable households with their livelihoods, developing skills, and advancing education. (ArcelorMittal Liberia). AML is one of Liberia's major employers. As of 2022, it has a rapid growing workforce of approximately 3,000 employees and contractors of which over 95% are Liberians. The company takes pride in being one of the highest-paying companies in Liberia and continues to engage in programs that improve its employees' working environments. AML maintains a collaboration with Liberia that is beneficial on many fronts, including employment, income creation, social and economic growth, etc. The company considers investing in Liberia and sharing the benefit of its operations with the country and communities in which it works to be a key business goal.

The ArcelorMittal group reported in their most recent update regarding the impact of COVID-19 that the spread of COVID-19 across the world and the actions taken by governments everywhere to restrict the virus are having a negative impact on commercial activity and industrial supply chains in many regions around the world. Specifically, the

ArcelorMittal group stated that this impact is being felt in both the United States and Europe. They are experiencing or anticipating a considerable decline in industrial activity throughout most, if not all, of the regions and markets in which they operate as a direct result of the pandemic, which is having a detrimental effect on their operations. Consequently, their operations are being negatively impacted. As a result, the business is cutting production and temporarily idling assets used for steelmaking and finishing. Prior to the coronavirus outbreak, the company upheld the traditional work model and was dedicated to its unique culture, but now, they are adopting new models on a country-by-country basis so that they are in line with regional demand as well as the requirements of governments regarding the coronavirus pandemic.

Research Problem

As part of the global disruptions of COVID, organizational cultures have been greatly affected in a way that the traditional work model has been interrupted (Mikolai et al., 2020), causing many organizations to transition to a hybrid work model. Organizations anticipated new technologies as the most disruptive factor of the traditional work model before COVID although larger organizations or industries possessed the requisite technologies for operations. Today, instead of new technologies, it has been demonstrated that the adoption of the present hybrid work model was expedited due to the pandemic, especially considering the current trend in the world of work. Despite the many efforts and interventions from health organizations around the world like WHO, CDC, etc., the effects of COVID persist and do not seem to end anytime soon. Because the traditional work model which affects organizational cultures, productions, and operations is mostly affected in this transitional endeavour, this study was carried out at a large-scale organization within the PWA – AML, to figure out what are those specific challenges organizations' change management would have to address in transitioning to hybrid work model in post-COVID.

Research Significance

The study focused on companies that are engaged in production, like AML, for example, and sought to examine three cardinal aspects of the COVID-19 pandemic on those companies. The first cardinal aspect is the COVID-related challenges those companies are faced with in adapting to remote work amid the pandemic, which gave rise to a hybrid work model. The second cardinal aspect is the mitigating measures those companies have employed so far against the pandemic. The third cardinal aspect is the perceptions of those companies about the future of work. Following the examination of these cardinal aspects, the study used the findings to draw an insightful conclusion and provide meaningful recommendations that will help inform some strategic long-term decisions that AML and other companies within the PWA will take regarding the future of work for their companies. It will also strengthen their change management processes to adequately mitigate COVID-related challenges as they face the "new normal" of work and maintain their organizational cultures post-COVID. Additionally, the findings of this study will serve as an eye-opener to organizations within the PWA regarding their employees' perceptions of remote or hybrid work models. Nevertheless, this study will contribute to future research works by providing necessary pieces of information regarding the world of work in post-COVID.

Research Questions

The study solicited answers to the below critical questions. They gave specificity to and guided the research process.

1. To what extent has COVID affected the traditional work model of organizations?
2. What have been some mitigating measures employed by organizations in addressing the effect of COVID on the traditional work model?
3. Are there viable means for organizations to return to the traditional work model post-COVID?

Definition of Terms

The usage-based denotative and connotative definitions of key words used in this study are provided below:

Organization: An organization is defined as an organized group of people with a particular purpose (Needle & Burns, 2010). Within the scope of this study, it is used to describe any business entity, company, or industry.

Organizational Cultures: Cooke and Rousseau (1988) defined organizational culture as the standards, guidelines, and procedures that direct and influence all team members' actions within an organization. It is used in the context of this paper as the bedrock of an organization's production and operation.

Production Working Arena: According to Stark (2017), the "Production Working Arena" is primarily comprised of industries that use either physical labour or machinery to produce items out of raw materials, which is typically done in a methodical manner with a division of labour. On a larger scale, they manufacture or assemble components into finished products.

Traditional Work Models: A traditional work model as used in this study is the manner in which employees worked on a 9-5 work schedule at workplaces or offices with physical locations, usually in the headquarters or building owned by the company.

Hybrid Work Model: A hybrid work model is a manner in which workers work not or partly at workplaces or offices with physical locations, and strictly or partly remotely –online or from the comfort of their homes (Grzegorczyk, 2021).

Transitional Endeavours: "Transitional endeavours", as enshrined in this paper, describes the act of organizations involuntarily leaving the traditional work model due to COVID and going to a hybrid work model.

Post-COVID: Post-COVID is an era referring to the time after COVID.

CHAPTER II

Literature Review

This chapter begins by outlining theoretical and conceptual definitions, descriptions, and information of pre-existing pieces of reviewed literature that are related to the study and concludes with a theoretical framework that supports the main purpose of the study.

Related Research

The Related Research gives credibility and legitimacy to the problem statement that talks about how COVID has disrupted organizational cultures and all its components, that is, the traditional work model which affects operations and productions, causing organizations, especially those within the PWA, to transition to a hybrid work model, based on recent peer-reviewed pieces of literature. It aims to identify challenges affecting those organizations' transitional endeavours specifically from the perspectives of corporate culture and change management, by leveraging both the results of recent studies and employees' experiences in large-scale production industries like AML.

Work Model

Guillén (1994) defined the term "Work Model" as techniques for setting up a workplace and deciding where, when, and how employees carry out their daily responsibilities in accordance with their Tern of References (TOR). He added that it affects how responsibility for certain tasks is delegated and that it helps identify power structures that might make delegating tasks easier. This makes it possible for employees to execute tasks independently of any one person or group of people. It also aids in defining roles and responsibilities so that employees can carry out their tasks more successfully. Organizations use a variety of work models that affect how and where employees carry out their everyday responsibilities (Scott & Bruce, 1994). Based on the

nature of this study, these work models were classified according to two eras; the Traditional Work Model which dominantly happened before the COVID pandemic and the Hybrid Work Model which was greatly influenced by the COVID pandemic.

Traditional Work Model

According to Göçer et al. (2018), the traditional Work Model describes the time period prior to COVID-19 when companies operated exclusively in physical workspaces. Physical workspaces are the private offices or facilities owned by organizations all employees execute their daily activities on a 9-5, "five days a week" schedule. If a corporation has many branches, for example, it may have various physical workspaces located in other locations. Everything linked to work is done in these physical workspaces, which house the many teams or departments that work for the organization. Physical workspaces are where interactions between employees, meetings, appointments, regular work activities, etc. take place (Göçer, et. al., 2018). The Traditional Work Model creates a productive environment because it typically exudes professionalism and a laser-like focus on work (Becker, 2005). It sets motivation for employees' work performance because it allows employees get to interact with one another and supports physical interaction. It provides privacy and lets everyone focus on their work in the company –for instance, companies often give their employees cubicles to enable them to work comfortably.

According to the conventional view, the traditional office serves as a place where employees' health, safety, and comfort are supported, as well as their ability to work effectively and efficiently. The needs of the real estate sector today and the tenants' demands indicate that in the twenty-first century, quality standards for office work environments have increased dramatically (Vischer, 2008). One of the factors is that, in the increasingly unstable economic climate and fiercely competitive market, employees' job happiness has become crucial to organizations' success (Rothe, et. al., 2011). Prior to COVID-19, the interactive work environment dominated organizations. Companies relied heavily on traditional work practices because human interactions at

workplaces facilitated the flow of information and boosted production (Haynes, 2011). Naim and Lenka (2017) claims that interaction is centered on communicating, building connections, and exchanging information. The three elements of interactive work are now simply no longer on the basis of geography because of the quick growth of information technology, which has completely changed how work is done. “NWoW”, which stands for non-traditional working conditions that allow for flexibility in time and place, has become a widely accepted idea in recent decades. Examples include activity-based workplaces and flex offices (Blok, et. al., 2011; Brunia, et. al., 2016). Improved communication and cooperation were one goal of NWoW practices development, but another goal was to satisfy Generation Y's expectations for the workplace, which place a premium on flexible schedules, diverse work cultures, and interactive surroundings (Brown, et. al., 2009; Brunia, et. al., 2016). The idea of a workplace that is activity-based is built on the idea of mobile job within an office. The numerous sorts of spaces allow individuals to carry out various tasks (both solo and collaborative work) while switching between different types of work environments during the day (Veldhoen, 2004).

Co-working spaces offer a different alternative for where people can do their work and draw people and start-ups with the chance to be a part of a community, collaborate with other professionals, and share expertise (Orel & Alonso, 2019). However, even large organizations can stand to benefit from this new level of collaboration by creating their own co-working spaces or assigning staff to off-site co-working spaces (Rief & Stiefel, 2016). Co-working spaces promote contact and communication while also advancing research and innovation (Rief & Stiefel, 2016; Bouncken, et. al., 2020). Innovative office layouts (inspired by Google's ground-breaking workspaces) demonstrate how visual elements in the workplace can help foster creativity and innovation. Employee behavior in socially-encouraged workplaces resembles a bunch of pals having fun together on the playground (Serrano-Martnez, 2016). Although it's seen as a trend in office design, this strategy works best in the creative sector, where fresh concepts and inventions are generated (Thanem, et. al., 2011; Vandeloo, 2014). To ensure that the employee-organization fit is satisfied, each organization should be aware that the physical framework of the workplace needs to match its own corporate culture (Fairs, 2016).

New communication technologies have made it possible for teleworkers to collaborate as well. In the past ten years, the number of companies in the European Union that permit remote work or offer flexible work schedules for employees has gradually increased (Milasi, et. al., 2020). Due to the coronavirus pandemic, all industries (that could) switched to remote work, resulting in 40% of workers being forced to work from their home full-time (Boland, et. al., 2020). This established the question of how the workplace will function in the post-COVID future. Organizations are advised to re-evaluate their work models, taking into account their organizational culture, the talent required, the key jobs, the level of collaboration required for excellence, and the current location of offices (Boland, et. al., 2020).

Organizations were cautious to employ remote work prior to COVID-19 because they were unsure of its advantages or disadvantages (Smit, 2020). Prior to now, technological limitations and lack of readiness were the main obstacles to acceptance of the hybrid work model (Green, et. al., 2020). The employment relationship and psychological agreement between employers and workers have also been changed by remote work (Jackson & Kallaste, 2010). They were therefore warned that it might affect staff effectiveness (Eckhardt, et. al., 2019). It was not entirely in favour of telework, though, as several research also emphasized its potential advantages (Martin & MacDonnell, 2012) and found that it can lead to advantageous organizational outcomes like increased productivity, retention, turnover intent, commitment, and performance.

Hybrid Work Model. A hybrid model incorporates a variety of distinct work models (Chamseddine & Rejniak, 2020). This is a working model in which employees work partly at workplaces or offices with physical locations, and partly remotely –online or from the comfort of their homes (Grzegorczyk, 2021). Employees working within the Hybrid Work Model do not work on-site or in office environments every day, instead, they perform their jobs remotely using mobile phones, computers, and perhaps other electronic gadgets. They do not often require daily tasks; instead, they execute certain tasks within specified deadlines.

In the years after the coronavirus, it is anticipated that there would be a considerable move toward digital work, with hybrid work eventually being the "new normal" in workplaces (Ro, 2020). For individuals who are well skilled and compensated in every industry, this is most certainly the case. The likelihood of businesses implementing a hybrid work model is mostly influenced by whether a job may be completed by employees remotely or off-site (Lund, et. al., 2020). Companies that are involved in manufacturing, whose jobs require in-person involvement, as well as those that operate restaurants, and hotel services, are likely to face many challenges in adopting the hybrid work model (Dingel & Neiman, 2020). In other words, although not all occupations can be performed virtually, the acceptance of "new normal" working conditions such as working remotely will depend on the type of work; hence, a reevaluation of which occupations would be suitable for remote work would be necessary. Long-term hybrid work would demand considerable study and precise planning (Vyas, 2022).

After COVID, there will unavoidably be changes in the workplace, with technological adoption being the most obvious one. It has been demonstrated that enterprises adopted digital technology before the coronavirus outbreak, but the adoption of the present hybrid work model was expedited during the epidemic (Forman & Zeebroeck, 2019; Murdoch & Fichter, 2017; Vargo, et. al., 2021). A shift toward a more digital civilization has been initiated by COVID, or, to be more precise, the fast-paced digital world is increasingly displacing the previous genuine physical one. A sufficient digital infrastructure is necessary for functioning in the future, and digital transformation has become vital for organizations of all sizes worldwide (Gadhi, 2020; Melhem, et. al., 2020). Therefore, in line with the changes in the traditional work model, the world of work is moving in a new direction, that is, a hybrid work model. Thus, it might be claimed that various sorts of work have been impacted by digital and technical advancements. This improvement, for instance, would be more advantageous for non-manual work than for manual labour, which necessitates on-site work (Raghavan, et. al., 2021). Certain professions, particularly those within the PWA, might suffer as a result of the increased use of technology, robotics, and artificial intelligence (AI), coupled with the "new normal" working model in the post-COVID future (Lund, et. al., 2021).

Emergencies are typically seen as change's accelerators. This includes the latest coronavirus pandemic. In order to address the difficulties that came along with the crisis, numerous policy reforms have been implemented. While a significant number of people welcomed the labour market changes, some considered them emergency-driven developments that require attention. In many nations, working in a designated workspace has been a common pattern of work for decades prior to the COVID pandemic. In contrast, prior to the pandemic, working from home (WFH) was viewed as a privilege for some employees. Unintentionally, the current epidemic has stimulated remote work and prompted a global, unprecedented re-examination of working standards and specified workplace settings (de Lucas Ancillo, et. al., 2020; Kniffin, et. al., 2021; Ratten, 2020; Savi'c, 2020). It is important to note that many workers around the world have not worked from their homes before. Despite a modest but continuous rise in the number of remote workers prior to the coronavirus disease pandemic, the world of work has been radically transformed: WFH in pajamas has become the standard, and virtual meetings are becoming increasingly common (Raghavan, et. al., 2021).

Remote work was not an option for the majority of workers around the world during the 2003 severe acute respiratory syndrome (SARS) pandemic since they lacked access to the requisite tools and technology to work from their homes. Working in the current period of the coronavirus pandemic is considerably different from the aforementioned because technology now offers more possibilities for work practices. WFH, for instance, was not an alternative for workers during the SARS in Hong Kong (Labour Department, 2003). However, in light of the severity of the local pandemic situation during the ongoing coronavirus pandemic, such work arrangements were modified (Vyas & Butakhieo, 2021). Companies around the world are still debating the workplace policy that best matches their needs more than a year after the pandemic began, and there is little doubt that the vibrant discussion on remote working will continue. However, this experience with remote work has shed light on several issues of the future of workplace, including the economic viability of telework and public attitudes toward it. All of these factors can be attributed to the pandemic's function as the catalyst for a profound and unprecedented change. The pandemic has brought about the future of work sooner than global governments originally predicted (Raghavan, et. al., 2021).

Different sectors of the labour market and organizations have been impacted differently by the COVID-19 epidemic (ILO, 2020b). The pandemic has had a huge impact on organizations, particularly those in the PWA, which have seen considerable adjustments in their work models. Widespread WFH arrangements affect production, location, work schedule, and the traditional separation of work and home settings in a number of different ways (Caringal-Go, et. al., 2021; Wong, et. al., 2021). According to Raghavan et al. (2021), these techniques have created the "new normal," which most likely includes how labour will be structured in the post-COVID era. These new arrangements, particularly remote work arrangements, have challenged corporate cultures, the traditional work model, the idea of work-life balance (WLB), and other ideas.

Hybrid work was used as one of the measures for organizations to swiftly protect their workers from being infected with the coronavirus during the pandemic. Since it was a novel work model, many organizations encountered difficulties (Nasri, et. al., 2020). While some organizations were proactive, others were imitating them and contacting their leaders in their industries to help them with their transitional endeavours (Dzigbede, et. al., 2020). Even in underdeveloped nations, many people were able to put systems in place to increase the adoption of this novel work model within a short period of time (Metwally, et. al., 2021).

In contrast to other firms that were not ready, those that already used remote work were better off adjusting to the new working model, according to Metwally et al. (2021). They added that despite being universally acknowledged across all nations and industries due to the pandemic, organizational preparedness and resources are vital in transitioning to hybrid work.

All these indicate that remote work should be considered an essential component of a company's long-term strategy rather than a crisis reaction tool in times of crisis such as the COVID-19 pandemic. Presently, many organizations have the urge to formulate policies that would incorporate hybrid work within their operational framework (Williamson, et. al., 2020). Such policies would provide information on how to train for, implement, and manage remote work, making it easier for organizations to transition smoothly and employees to adopt rapidly (De Vries, et. al., 2019).

Due to wider cross-sectorial adoption of the new work model, pundits observe that remote work will generate long-term changes in organizations (Novianti & Roz, 2020), thus the new normal may see companies adopting hybrid work models that combine office and telework, largely dependent on the objectives to be met, the resources at hand, and the dangers associated.

Organizational Culture

According to several theories, organizational cultures include common values which collaborate with the structure of an organization to create moral standards of behavior. These moral standards are a portion of a bigger collection of artifacts, shared beliefs, and fundamental presumptions that all members of the organization have regarding appropriate behavior (Marampa, et. al., 2021). Numerous peer-reviewed studies have investigated the connections between organizational culture and its components, including teamwork or collaboration, employee effectiveness, output, and organizational effectiveness, together with operations and production, despite the fact that these studies are often self-reliant on functions and specialized roles within the domains and also the type of method used (Kosfeld & Von, 2011; Marcoulides & Heck, 1993; Petty, et al., 1995). Although there is room for future research into the connections between various cultural aspects and related output measures, this study was conducted independently for each functional area and its related set of variables and working situations (Krishnakumar, 2020). Previous research have shown that organizational culture, including its aspects of continuous improvement, contingency, meticulousness, outcome, people, and team orientations, aggression, and stability, directly affect how effectively and efficiently an organization operates and produces its products (Marampa, et. al., 2021).

How COVID has disrupted organizational cultures, by itself, is a novel but vast topic that provides lots of opportunities for future research and analysis, which is why this study was carried out. Organizations must create competencies that will enable them to smoothly transition or respond quickly to the hybrid work model during post-COVID as they stay on the path with market developments (Krishnakumar, 2020). One of the most

popular theories used in research on organizational culture is the competing values theory, which has two dimensions: one that emphasizes flexibility, transitioning (adaptation), and dynamism; the other emphasizes integration, cooperation, and cohesion (Felipe, et. al., 2017). In light of this, organizations must recognize that transitioning from the traditional work model to a hybrid work model, particularly in the PWA, is a reality in today's COVID-affected global economy, which, in fact, led to 11.1 percent unemployment in 2020 (US Bureau of Labour Statistics, 2020) as a result of many employees being furloughed or dismissed by organizations to comply with COVID-related health protocols.

Because of the possibility for a challenging adaptation process for organizations within the PWA, transitional endeavours from the traditional work model to a hybrid work model cannot be accomplished overnight (Barbosa & Saisse, 2019). It also is critical to appreciate the difficulties involved with these transitional endeavours from that of organizational culture and management viewpoint due to the aforementioned challenging adaptation process because the PWA uses fundamentally ordered and dependable methods (Kunzendorff, et. al., 2019). A comprehensive and integrated summary, which is seen in the related research of this paper, could be characterized as more of an informative outlook that relies on predetermined considerations which helped the researcher to decipher and comprehend the full meaning as intended and to reach the pertinent, scientific proof findings which have been outlined in this study.

Production Working Arena

To begin with, the following information from Red (2020) can be considered to describe the PWA: jobs within the PWA require workers on site as compared to jobs in other working arenas. The PWA is primarily comprised of industries that employ manual labour or machines to create goods from raw materials, and that are usually carried out in a systematic way with a division of labour. On a larger scale, they manufacture or assemble components into finished products (Stark, 2017). Potentially, the components could include raw materials, hardware, software, and networking components. (Red, 2020).

The description “Production Working Arena” was recently used in the report on “The Future of Work after COVID-19” as one of the 10 working arenas affected by COVID. This innovative system was created to classify more than 800 industries by dividing them into 10 working domains based on their proximity to coworkers and clients, the volume of interpersonal contacts they entail, and their on-site and indoor nature (Lund, et. al., 2021). The report also stated that occupations in working arenas with high physical proximity like the PWA are more likely to be disrupted by COVID, which will cause them to transition to and consider a hybrid work model because the future of work in post-COVID is hybrid (Kaushik & Guleria, 2020).

COVID and its Disruptions

Per the WHO, the coronavirus disease (COVID-19) is a contagious disease that is caused by the SARS–CoV-2 virus. It gives moderate respiratory illness which can be cured without any particular attention being paid to the infected person. At any age, anyone can contract COVID-19 and become gravely ill or die. When infected with the coronavirus disease, elderly people and those with underlying health issues including cancer, cardiovascular disease, diabetes, chronic respiratory disease, or any other chronic diseases need immediate medical intervention because they are more likely to develop serious illnesses. The virus spreads as tiny liquid droplets that vary in size from large airborne droplets to small aerosol particles, through the nostrils or mouth of an infected individual. This occurs whenever the host speaks, sings, sneezes, or breathes. One strategy to prevent oneself and others from being infected by the disease is to maintain a minimum distance of one meter between individuals, put on a mask that fits well, and wash your hands often with soap and water or an alcohol-based solution; another way is to get vaccinated with appropriate COVID vaccines and follow proper guidance.

The COVID outbreak, according to Raghavan et al. (2021), has negatively impacted the labour market and caused an immediate and extensive series of trials with telecommuting work models and new linkages to consolidated work environments, leading to the "new normal" which undoubtedly involves how work would

be organized in post-COVID. This new work model, that is, the hybrid work model in particular, have tested the conventional ties between workers and their employers, working schedules and hours, workers' work-life balance (WLB), and their attitudes about work.

Similar to how the Industrial Revolution fundamentally altered work, work practices, relationships between employees and their co-workers, employers, and communities, as well WLB as far back as the 18th and 19th centuries, the COVID-19 pandemic has caused similar fundamental changes in work, work relationships, and WLB. In order to minimize employee presence in the workplace environment while retaining organizational activities in a continuous attempt to stop this disease from spreading and to safeguard occupational health and safety, both private and public entities had already typically implemented teleworking adjustments, social isolating practices, shuffled work schedules, and some other techniques (ILO, 2020a; WHO, 2020).

Even though these methodologies are already widely used, however, they have been inconsistent, varying among nations on the basis of their acceptance, their level of practice, and their application to different labour markets. By instance, the health benefits of remote work alternatives have benefited white-collar office employees or those conducting cerebral labour, whilst those performing physical labour (such as those in production: manufacturing, assembly, and other related activities) have been required to remain physically present at work, frequently putting their health at greater risk (ILO, 2020b).

The post-COVID recovery process must take into account the global labour market upheavals that have given rise to countless remote work experiments, flexible work arrangements, and new linkages to centralized workspaces. Concerning the long-term prognosis, however, there is disagreement as to whether the coronavirus disease is a single catastrophic disaster which will return the workplace culture to its "old normal" which was before the COVID outbreak, or if the global society is experiencing a profound interruption which might usher in a "new normal," with research studies and government agencies hypothesizing about a wide range of "new normal" future status of the world.

These adjustments bring up issues about what the latest trend (new normal) would be and what could be envisioned in the labour market post-COVID (Raghavan, et. al, 2021).

According to Kahn et al. (2021), the COVID-19 pandemic wreaked havoc on global economies and organizations worldwide. It mostly disturbed work arenas with higher physical proximity. As workplaces were shuttered due to the epidemic, millions of individuals were suspended with pay or became unemployed. Others rapidly adapted to working from their homes. On the other hand, other workers who were deemed essential by their organizations were allowed to continue working on-site but in accordance with COVID-related health protocols to limit the spread of the coronavirus (Krishnakumar, 2020). According to ILO, working hours around the world decreased by 17.3 percent during 2020's second quarter. As a result, 495 million full-time jobs were lost. By the completion of that year, the overall losses in working hours were roughly four times more than they were in 2009 during the Great Recession (Cotofan, 2021).

In addition to the significant loss of human life, many economies around the world have seen unprecedented levels of economic ruin (Yu et. al., 2022). COVID caused an extraordinary disruption in global supply chain and has had serious operational and financial ramifications, with planners having to face concerns such as segment demand decreases and surges, supplier shortages, inventory placement challenges, and lower productivity (Notteboom, et. al, 2021). Liu et al, (2020) reported that following the global financial crisis, the international economy encountered new COVID-related challenges, which led to an economic catastrophe in response to state-imposed business closures. The pandemic disrupted social and economic activity around the world and had a significant effect on global trade and supply chain.

Before the COVID-19 pandemic, technology existed to allow remote work in many industries amid the traditional work model (Narayanamurthy, 2021). However, the pandemic disrupted this work model and prompted many companies to quickly adapt to remote work, and as such, organizational cultures were compelled to embrace the shift to remote work and transition to a hybrid work model because pundits believe that the future of work in post-COVID is hybrid (Kaushik & Guleria, 2020).

Theoretical Framework

The Theoretical Framework narrows down the related research and supports the purpose of the study by outlining three factors of job performance that have been disrupted by the coronavirus pandemic, making it clear that due to the disruption organizations are having some challenges in their traditional work model which need to be examined for adequate solutions as they transition to the new normal – the hybrid work model.

Job Performance Theory

Boyatizis (2008), the proponent of the "Action and Job Performance" theory, argued that there are three main factors that influence performance in every organization. Those factors are individual, organizational environment, and job demand. The individual factor consists of the vision, values, philosophy, knowledge, nature, competencies, career path, style, and interests of the employees. The organizational environment factor consists of the culture and climate, structure and systems, industrial maturity, organizational strategic position, core competencies, and the greater context. The job demand factor consists of the duties, functions, and roles of each member in the organization. This theory indicates that through the components of individual and organizational environment factors the best performance can be realized. Boyatizis further emphasized that when the individual and job demand factors are supported by the organizational environment factor, they push employees to complete their tasks and functions, and make them aim toward achieving their best organizational performances.

Concept. The above theory fits the context of this study. Physical interaction with co-workers and customers which explains the traditional work model was considered the individual factor, organizational culture and work environment which influence operations and productions were considered the organizational environment factor, and, TOR (duties, functions, and roles) of employees was considered the job demand factor of job performance. The upheaval set off by the COVID-19 pandemic disrupted the three

factors of job performance with the new remote work norm. As a result of the COVID disruption of the traditional work model, employees, especially those with higher task interdependence of organizations within the PWA, now face difficulties in the three factors of job performance, and because there has been no change to employees' job after the disruption was imposed, this study was done purposefully to figure out how these organizations are coping.

CHAPTER III

Research Methodology

This chapter describes the research design and explains the various procedures that were used to gather and analyze data relating to the study.

Research Design

According to Creswell and Creswell (2003), a research design is a comprehensive strategy to conducting studies that develops a concise strategy that takes into account the chosen research issue through data collection, interpretation, analysis, and presentation. Before choosing a research design, Ochieng (2009) suggested that a researcher must first decide whether to use a quantitative or qualitative approach in answering the research questions. This study was modelled based on a deductive reasoning pattern which sought to acquire a more complete understanding of the problem statement as well as strengthen the credibility of the conclusions. Therefore, as recommended by Patton (1999), the research approach used in this study was qualitative.

Population and Sampling

Rai and Thapa (2015) explained that the population in research is considered the entire group that a researcher wants to make a case of. They added that it is from within the population that a sample is drawn. Considering this, the targeted population for this research was employees at AML, which was gathered from the Front Page Africa that the overall number of employees and contractors at the company is approximately 3,000 as of 2022, out of which about 65% (1,950) work in the mines department while about 35% (1,050) work in administrative and other departments. The 1,950 workers within the mines department were not included in the population because remote work cannot be done in such department. The researcher considered only the 1,050 workers within the administrative and other departments as the population of the study because they work in

departments that have been affected by the pandemic and are required for the study. Therefore, the population of the study was 1,050.

Gill (2020) argued that selecting an appropriate sample size in research with a qualitative research approach is ultimately a matter of subjective judgment. Hennink and Kaiser (2020) added that in qualitative research, the researcher may continue the survey till insightful results can be obtained from the data collected. Considering the aforementioned information, the participants were selected through a purposive sampling methodology as recommended by Etikan et al (2016) across all levels within the administrative and other departments because the participants were specifically selected by the researcher considering that they work in departments that the study requires for the research. Interview questions were distributed to 200 workers within those departments. 165 of the 200 workers participated, giving the study an 82.5% response rate, and 100 of the 165 participants attempted all the interview questions, giving the study a full response rate of 61%, which is excellent for the study as suggested by Baruch and Holtom, (2008). Therefore, only responses from those 100 participants were considered for analysis, making the ideal sample size of the study 100 as recommended by Hennink and Kaiser (2020).

Data Collection Materials

According to Carter and Henderson (2005), data collection tools or materials are instruments or equipment used to collect data in a given study. They added that the materials could be case studies, checklists, interviews, observations, survey questionnaires, etc. As recommended by Glewwe (2005), the primary means through which data was collected for this study was a survey, using interview questions which are considered one of the most effective and reliable data-collecting methods in surveys (Carter & Henderson, 2005). They were semi-structured qualitative questions that were best-fit to answer the Research Questions (see Appendix A). The questions were divided into four sections; the first section contained closed-ended questions while the second, third, and fourth sections contained open-ended questions. There were seventeen

questions in total. The first section contained six questions that solicited the Demographic or personal information of the participants. The second section contained five questions that solicited responses regarding “The Impact of the Pandemic on Firms” which answers the first Research Question: “To what extent has COVID affected the traditional work model of organizations?” The third section contained three questions that solicited responses regarding “Firms’ Actions” against the pandemic which answers the second Research Question: “What have been some mitigating measures employed by organizations in addressing the effect of COVID on the traditional work model?” The fourth section contained three questions that solicited responses regarding “Firms’ Perceptions” about the future of work which answers the third Research Question: “Are there viable means for organizations to return to the traditional work model post-COVID?”

The reliability and validity of the interview questions used in the survey can be based on the fact that the questions were adapted from an article entitled “The Impact of the COVID-19 Pandemic on Firms: a survey in Guangdong Province, China” authored by Zou et al, (2020). The phrase “your firm” in the questions was replaced with “AML” by the researcher since the survey for this study was conducted at AML. The article has an "Open Access" that is covered by a Creative Commons Attribution 4.0 International License which permits use, sharing, adaptation, distribution, and replication in any form, considering that the researcher cites the original author(s) and source, provides a link to the License Agreement and acknowledges any modifications (copy of the license can be viewed via this link: http://creativecommons.org/licenses/by/4.0/). Additionally, before consideration for usage, the interview questions were presented to experts in the field – including the Supervisor of this study, Prof. Dr. Serife Eyupoglu: Dean, Faculty of Economics and Administrative Sciences and Chairperson, Department of Business Administration at Near East University – for review and they were approved.

Data Collection Procedures

As required by the Institute for Graduate Studies, Near East University, all data collection tools for primary research must be sent to the Research and Ethics Committee

(baek@neu.edu.tr) for evaluation and approval before proceeding with the research. As such, before the survey was conducted, the interview questions were sent to the above-mentioned committee, evaluated by same in a period of 30 days and approved with an application number NEU/SS/2022/1447. Furthermore, before the interview questions were distributed to the targeted population for the survey, the researcher did an official communication via email to one of the authorities at AML requesting permission to conduct a survey at the company. The researcher could not get physical access to AML; therefore, the interview questions were created in Google Forms and the link was distributed remotely to the participants. The researcher restricted the Google Form (interview questions) to allow a one-time submission in order to avoid more than one submission from a participant, which would have rendered the findings biased. Every Google Form had a piece of information from the researcher, informing participants that their participation was voluntary and that there would be no consequence if they declined at any point in the survey. They were also informed that their responses would be captured with anonymity and that all pieces of information they provide will be treated with complete confidentiality and used for the study only. This means that information was gathered from those that willingly agreed to participate in the survey. At the end of the survey, the researcher stopped receiving responses from the Google Forms by deactivating the link that was distributed for the survey.

Data Analysis Procedures

Out of the 200 Google Forms (interview questions) that were distributed to workers within the administrative and other departments at AML for the survey, the researcher received 165 (82.5%) that were attempted, and 100 (61%) of the 165 attempted Google Forms were attempted in full. Therefore, as recommended by Hennink and Kaiser (2020), only those 100 fully attempted Google Forms were considered for analysis. This decision was informed by Hennink and Kaiser (2020)’s argument that the researcher may continue the survey till insightful results can be obtained. Adequate data were obtained from the 100 fully attempted Google Forms to provide insightful and unbiased results for the study.

The collected data were presented in two ways: Data from Section one of the questions which are demographic information of the participants were analyzed in Excel 2013 and presented in pie charts while data from Sections two, three, and four, which are responses to the open-ended questions were presented in tables using the Structural Coding methodology, as recommended by Berg (1989), showing the frequency of participants to each category of response (Response Codes). The researcher used "Narrative Analysis", as recommended by Morse (1995) as well as Creswell and Poth (2016) to analyze and discuss the findings of the study. The researcher was methodological and mindful of the task's intricacy as advised by Burnard (1991), and as such, the analysis in this paper is unbiased.

Study Plan

The entire study was done within the course of 139 days (4 months, 2 weeks, 3 days) from September 2022 to January 2023. Within 7 days, prior readings were done on the concept of the study to establish the study's title. 14 days were used to establish the background of the study and formulate the problem statement as well as outline the significance of the study. Another 14 days were used to gather related research as well as the theoretical framework of the study. Within 30 days, the interview questions were prepared and sent to the NEU's Research and Ethics Committee for evaluation and approval, and the methodologies were formulated. Upon approval from the Ethics Committee (November 22, 2022), the survey was conducted and it lasted for 15 days (November 23, 2022 to December 7, 2022). The data were analyzed in 14 days (December 8, 2022 to December 22, 2022), and this was because the researcher needed ample time to avoid data complications and be unbiased in interpretation and analysis. In another 15 days, the study was concluded, recommendations were provided, the abstract was completed, and the limitation of the study was given. The remaining 30 days were used to complete other components of the paper and submit to the supervisor for final perusal. Additionally, the study was defended by the researcher to a jury of 3 (see Approval Page) on January 9, 2023 via Google Meet, after which final corrections per the jury's recommendations were made, and the study was finally approved.

CHAPTER IV

Research Results

This chapter presents data that were collected in response to the interview questions in the survey. As stated in the "Data Analysis Procedures" in Chapter V, The study got an 82.5% (165) response rate from the 200 workers that were selected and got a 61% (100) full response rate from the 165 participants that attempted. Therefore, only those 100 fully attempted Google Forms were considered for analysis as recommended by Baruch and Holtom, (2008). After the survey was completed, collected data were presented in two ways before the analysis. Data from Section one of the questions which are demographic information of the participants were analyzed in Excel 2013 and presented in pie charts, and are seen in Figures 1 to 6 in this chapter. Data from Sections two, three, and four, which are responses to the open-ended questions were presented in tables using the Structural Coding methodology, as recommended by Berg (1989), to account for all responses from participants showing the frequency of participants to each category of response (Response Codes), and are seen in Tables 1 to 11 in this chapter.

SECTION 1: Demographic Information

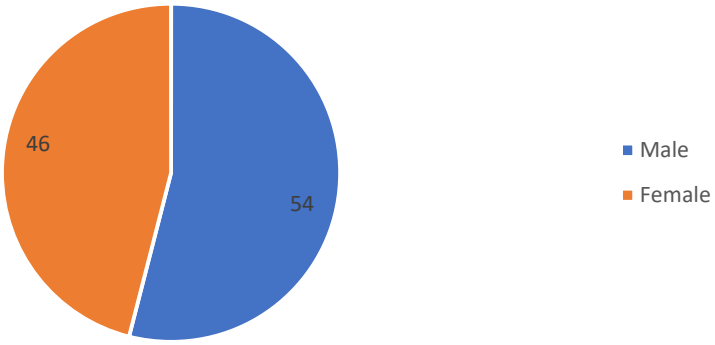
Section one has five close-ended (multiple-choice) and one open-ended demographic question. The questions asked in this section sought to solicit the demographic profile of the participants. The following figures show the pie charts which explain how the participants responded.

Gender

The Sample Distribution by Gender presented in Figure 1 shows that out of 100 respondents, 54% were males, and 46% were females.

Figure 1

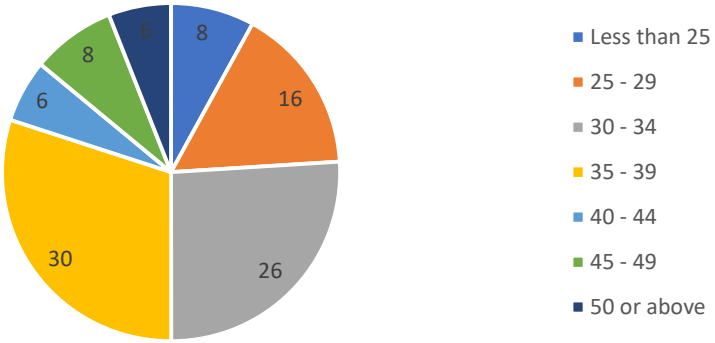
Sample Distribution by Gender



Age Range. The Sample Distribution by Age Range presented in Figure 2 shows that out of 100 respondents, 30% fall in the age range of 35 to 39 years, 26% fall in the age range of 30 to 34 years, and 16% fall in the age range of 25 to 29 years. Participants that fall in the age range of 45 to 49 years, and are less than 25 years made up 8% each, whereas participants that fall in the age range of 40 to 44 years, and are either 50 years or above made up 6% each.

Figure 2

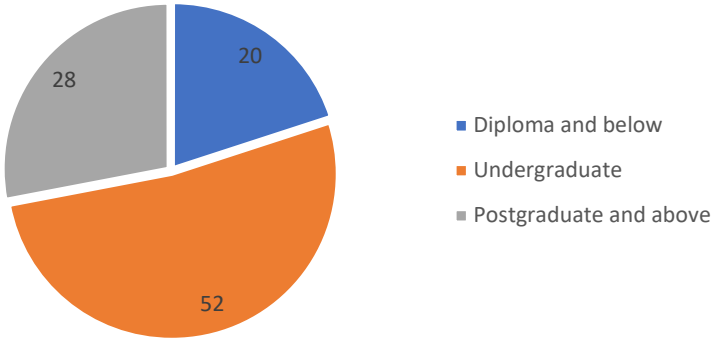
Sample Distribution by Age Range



Educational Level. The Sample Distribution by Education Level presented in Figure 3 shows that out of 100 respondents, 52% hold an undergraduate degree, 28% either hold a postgraduate degree or above, and 20% either hold a diploma or below (other certificates).

Figure 3

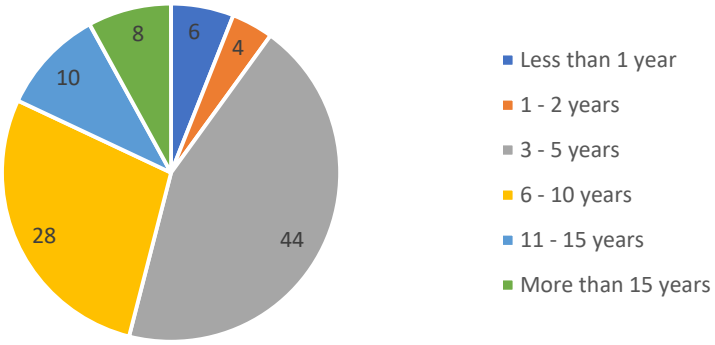
Sample Distribution by Education Level



Years Spent at AML. The Sample Distribution by Years Spent at AML presented in Figure 4 shows that out of 100 respondents, 44% have spent 3 to 5 years at AML, 28% have spent 6 to 10 years at AML, 10% have spent 11 to 15 years at AML, 8% have spent more than 15 years at AML, 6% have spent less than 1 year at AML, and 4% have spent 1 to 2 years at AML.

Figure 4

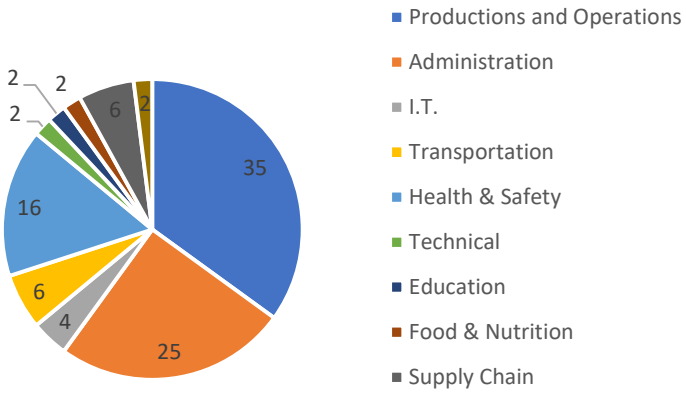
Sample Distribution by Years Spent at AML



Department at AML. The Sample Distribution by Department at AML presented in Figure 5 shows that out of 100 respondents, 35% work in Productions and Operations, 25% work in Administration, and 16% work in the Health and Safety departments. 6% each work in the Transportation and Supply Chain departments, 4% work in the I.T. department, and 2% each work in the Food and Nutrition, Education, Technical, and Maintenance departments at AML.

Figure 5

Sample Distribution by Department at AML

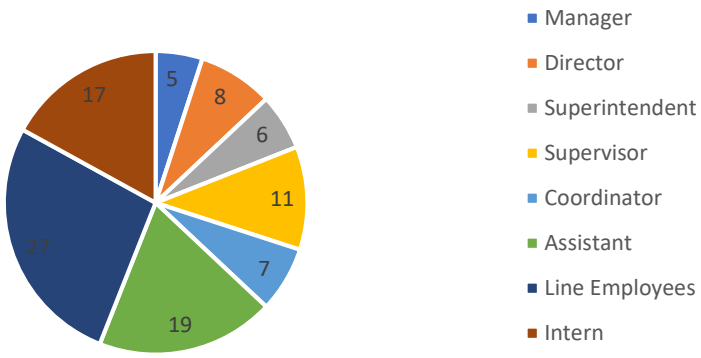


Position at AML. The question presented in this profile is an open-ended question that sought to solicit the positions of the participants at the company. The researcher categorized the responses (positions) into levels and assigned the frequency of participants to each level. The levels include Manager, Director, Superintendent, Supervisor, Coordinator, Assistant, Line Employees, and Intern.

The Sample Distribution by Position at AML presented in Figure 6 shows that out of 100 respondents, 5% hold Managerial positions, 8% hold Director positions, 6% hold Superintendent positions, 11% hold Supervisory positions, 7% are coordinators, 19% hold Assistant positions, 27% are line employees, and 17% are interns at AML.

Figure 6

Sample Distribution by Position at AML



SECTION 2: The Impact of the Pandemic on Firms

Section two has five open-ended questions (Q). All the questions asked in this section point to “The Impact of the Pandemic on Firms”, which answers the first Research Question: “To what extent has COVID affected the traditional work model of organizations?” All responses in this section were categorized into “Response Codes” to

account for every response provided by the participants. The following tables show the frequency of participants that responded to each category of response (Response Code).

Effect of the Pandemic on Production and Operations

Data regarding the effect of the pandemic on production and operations were gathered from Q1 in the survey. Five Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q1 presented in Table 1 shows how the participants responded.

Table 1

Distribution of Responses to Q1

Q1. To what extent have the production and operations of AML been affected by the pandemic?		
Response Code:	F	%
1. The pandemic affected production and operations to a larger extent	54	54
2. The pandemic caused a decline in production and operations	22	22
3. The pandemic has changed the work culture	22	22
4. Workers were redundant due to the pandemic	1	1
5. The pandemic caused difficulties in production and operations	1	1

Example of individual responses in Response Codes with high percentages to Q1

Response Code 1:

- *Participant 10: "The productions and operations of AML was hit hugely in the disruption."*
- *Participant 22: "Very serious impact."*
- *Participant 48: "To a larger extent."*

Response Code 2:

- *Participant 13: "COVID slowed operations down."*
- *Participant 21: "Production and operations are cut down due to the pandemic."*
- *Participant 88: "Caused decline in operations."*

Response Code 3:

- *Participant 15: "Changed the normal way of work at the company."*
- *Participant 19: "That the company had to create another work model."*
- *Participant 31: "Disrupted the work culture and caused serious problem for operations."*

Operating Pressure. Data regarding operating pressures organizations face due to the pandemic were gathered from Q2 in the survey. Seven Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q2 presented in Table 2 shows how the participants responded.

Table 2

Distribution of Responses to Q2

Q2. What are the main operating pressures that AML is currently facing? Response Code:	F	%
1. Difficulty in workers adapting to remote work	38	38
2. There are high workloads as a result of the reduced workforce	26	26
3. The health and safety measures that were instituted to combat the pandemic	25	25
4. Meeting up with production targets in time	3	3
5. Bad railway condition	3	3
6. Network connectivity	3	3

Table 2 (continued)

7.	Global inflation due to the pandemic and the Russia-Ukraine crisis	2	2

Example of individual responses in Response Codes with high percentages to Q2

Response Code 1:

- *Participant 16: "Not many workers understand how to work online."*
- *Participant 20: "Adjusting to the new way of working."*
- *Participant 40: "Adaptation."*

Response Code 2:

- *Participant 29: "Some of our workers were redundant and some are now working from home because of the pandemic. This is causing workload pressure on operations."*
- *Participant 41: "Many workers were laid off because of the pandemic."*
- *Participant 43: "The pressure is reduced human resource."*

Response Code 3:

- *Participant 12: "Playing along with COVID related protocols."*
- *Participant 26: "Too much health protocols."*

  Participant 51: "Impact of measures taken to respond to COVID."

Situations Regarding Supply. Data on situations regarding supply at organizations were gathered from Q3 in the survey. Five Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q3 presented in Table 3 shows how the participants responded.

Table 3

Distribution of Responses to Q3

Q3. What is the current situation regarding the supply of raw materials, spare parts, and other production and operation materials at AML?		
Response Code:	F	%
1. The pandemic had made it difficult to get supplies in time from overseas	48	48
2. Prolonged bureaucracies	32	32
3. The global inflation due to the pandemic and the Russia-Ukraine crisis affects supplies	9	9
4. Supply is on course	7	7
5. Not sure	4	4

Example of individual responses in Response Codes with high percentages to Q3

Response Code 1:

- *Participant 19: "Regarding the current Raw materials, spare parts and other, AML purchased them both locally and internationally."*
- *Participant 20: "Well, it take several weeks to months to get materials in and out of the company due to taxes, and importation procedures and requirements."*
- *Participant 21: "It takes time to get the supplies."*

Response Code 2:

- *Participant 2: "Lots of procedures."*
- *Participant 11: "Bureaucracy."*
- *Participant 14: "Too many procedures that can cause delays."*

Response Code 3:

- *Participant 17: "The global supply chain/logistics has highly been hit ranging from the pandemic to the current war between Russia and Ukraine, the disruption of the global logistics has with no doubt increase the cost related."*

Response Code 4:

- *Participant 62: "On course so far."*

Response Code 5:

- *Participant 71: "Can't tell."*

Impact of the Pandemic on Technology. Data regarding the impact of the pandemic on technology were gathered from Q4 in the survey. Three Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q4 presented in Table 4 shows how the participants responded.

Table 4

Distribution of Responses to Q4

Q4. What is the clearest impact of the pandemic on AML's technological innovation?		
Response Code:	F	%
1. The pandemic gave rise to the hybrid work model	60	60
2. The pandemic has had a very positive impact on technological innovation	34	34
3. The pandemic gave workers exposure to remote work	6	6

Example of individual responses in Response Codes with high percentages to Q4

Response Code 1:

- *Participant 29: "Initiated hybrid work."*
- *Participant 77: "Encouraged online platforms for work."*
- *Participant 83: "Some workers now have to work online."*

Response Code 2:

- *Participant 12: "Technology has improved."*

- *Participant 24: "Advancements in n technology."*
- *Participant 14: "Very positive impact."*

Response Code 3:

- *Participant 42: "Exposure to remote work."*

Positive Impact of the Pandemic. Data regarding the positive impact of the pandemic on organizations were gathered from Q5 in the survey. Eleven Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q5 presented in Table 5 shows how the participants responded.

Table 5

Distribution of Responses to Q5

Q5. What are the potential positive impacts of the pandemic in your view? Response Code:	F	%
1. Workers are more cautious about their health	29	29
2. The pandemic has enhanced digital work (technology)	14	14
3. The pandemic brought work flexibility, that is, working from home	14	14
4. Strengthened health and safety departments to ensure COVID-related health protocols	13	13
5. High employability in the health and safety departments	6	6
6. The pandemic brought new opportunities	6	6
7. The pandemic gave exposure to technology	5	5
8. The pandemic has caused more harm than good	5	5
9. Workers are allowed to work from home	4	4
10. Multitasking	2	2
11. Staying connected with loved ones	2	2

Example of individual responses in Response Codes with high percentages to Q5

Response Code 1:

- *Participant 2: "Health cautiousness."*
- *Participant 6: "Employees and expatriates are very kin on good health practices, with a bi-weekly to monthly health campaigns within the workforce."*
- *Participant 9: "Workers are being very mindful with their health."*

Response Code 2:

- *Participant 17: "Employees are learning how to work remotely."*
- *Participant 25: "Promote the establishment of remote work."*
- *Participant 90: "Working from home."*

Response Code 3:

- *Participant 79: "So far, the pandemic caused remote work, and remote work brings flexibility on work."*
- *Participant 87: "Work is flexible."*
- *Participant 89: "Positive impact could be work flexibility."*

Response Code 4:

- *Participant 10: "The pandemic has made the company to strengthen its health sector."*
- *Participant 27: "Improved health protocols."*
- *Participant 38: "Regular checkups for workers."*

Response Code 5:

- *Participant 50: "High employment in the health sector."*

Response Code 6:

- *Participant 21: "The pandemic brought other opportunities."*

SECTION 3: Firms' Actions

Section three has three open-ended questions (Q). All the questions asked in this section point to "Firms Actions" against the pandemic, which answers the second Research Question: "What have been some mitigating measures employed by organizations in addressing the effect of COVID on the traditional work model?" All responses in this section were categorized into "Response Codes" to account for every response provided by the participants. The following tables show the frequency of participants that responded to each category of response.

Measures against the Pandemic

Data regarding the measures organizations have taken against the pandemic were gathered from Q6 in the survey which. Five Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q6 presented in Table 6 shows how the participants responded.

Table 6

Distribution of Responses to Q6

Q6. What self-help measures has AML taken so far against the pandemic?		
Response Code:	F	%
1. Remote work	42	42
2. Redundancy	35	35
3. COVID-related health measures were instituted	16	16
4. COVID tests and vaccines were administered	6	6
5. Workers were trained to work remotely	1	1

Example of individual responses in Response Codes with high percentages to Q6

Response Code 1:

- *Participant 11: "Initiate remote work."*
- *Participant 28: "Introducing remote work system."*
- *Participant 32: "To ensure remote work."*

Response Code 2:

- *Participant 4: "AML reduced workers."*
- *Participant 6: "Considering the year under review, many employees were redundant."*
- *Participant 9: "The Company laid off many workers."*

Response Code 3:

- *Participant 47: "Always wearing nose mask, washing hands, social distancing, practicing of safe acts."*
- *Participant 53: "Health regulations."*
- *Participant 62: "Strong health measures."*

Response Code 4:

- *Participant 15: "Encouraging staffs to take vaccination and other tests, and protecting the health and safety of employees."*

Challenges on the Measures. Data regarding the challenges on the measures, as reported in *Table 6*, were gathered from Q7 in the survey. Four Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q7 presented in Table 7 shows how the participants responded.

Table 7

Distribution of Responses to Q7

Q7. What are the challenges on those measures? Response Code:	F	%
1. It is difficult for workers to adapt to remote work	60	60
2. As a result of the reduced workforce, workloads are high	19	19
3. Adhering to the COVID-related health measures	11	11
4. Not all professions allow remote work	10	10

Example of individual responses in Response Codes with high percentages to Q7

Response Code 1:

- *Participant 6: "For the online work, most people are finding it difficult to learn it."*
- *Participant 18: "It's taking time for workers to adapt the remote work system."*
- *Participant 22: "Difficult to adjust."*

Response Code 2:

- *Participant 4: "The redundancy caused high workloads."*
- *Participant 11: "Not many workers to get the job done."*
- *Participant 38: "Plenty work for us."*

Response Code 3:

- *Participant 83: "Adherence to health regulations."*
- *Participant 89: "Hard to obey all the rules."*
- *Participant 97: "Am not use to wearing nose mask I feel like am not breathing each time I have it on."*

Response Code 4:

- *Participant 37: "My department doesn't require remote work therefore it's a challenge for operations."*

Willingness to Transition to Remote Work. Data regarding workers willingness to transition to remote work were gathered from Q8 in the survey. Four Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q8 presented in Table 8 shows how the participants responded.

Table 8

Distribution of Responses to Q8

Q8. Are you willing to transition to remote work? Response Code:	F	%
1. Not willing	39	39
2. Not willing in my profession	29	29
3. Willing	21	21
4. Willing only in my profession	11	11

Example of individual responses in Response Codes with high percentages to Q8

Response Code 1:

- *Participant 9: "No, I'm not."*
- *Participant 17: "No, I prefer face-to-face."*
- *Participant 19: "I am not willing."*

Response Code 2:

- *Participant 8: "In my department, no I'm not willing."*
- *Participant 11: "I'm not willing to transition to remote work because of the department I work in."*
- *Participant 21: "Not for my department."*

Response Code 3:

- *Participant 6: "Yes. We are already practicing it since the pandemic started."*
- *Participant 15: "Of course yes in many key areas that are technical."*

- *Participant 25: "I am already working remotely at times, so yes."*

Response Code 4:

- *Participant 7: "In my area, yes."*
- *Participant 10: "Yes, in fact, I'm already doing so."*

SECTION 4: Firms' Perception

Section four has three open-ended questions (Q). All the questions asked in this section point to "Firms' Perceptions" about the future of work, which answers the third Research Question: "Are there viable means for organizations to return to the traditional work model post-COVID?" All responses in this section were categorized into "Response Codes" to account for every response provided by the participants. The following tables show the frequency of participants that responded to each category of response.

Organizations Returning to the Traditional Work Model

Data regarding whether organizations can return to the traditional work model were gathered from Q9 in the survey. Four Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q9 presented in Table 9 shows how the participants responded.

Table 9

Distribution of Responses to Q9

Q9. Are there viable means for AML to return to its traditional work-model in post-COVID?		
Response Code:	F	%
1. Uncertain	46	46

Table 9 (continued)

2. No viable means	32	32
3. There are	15	15
4. This is out of the company's control	7	7

Example of individual responses in Response Codes with high percentages to Q9

Response Code 1:

- *Participant 3: "I don't know."*
- *Participant 4: "I don't think so."*
- *Participant 19: "Not certain about that."*

Response Code 2:

- *Participant 11: "No, there's not."*
- *Participant 16: "I do not see that because of the new trend the world is taking."*
- *Participant 23: "No, there's no viable means. Remote work will gradually take over."*

Response Code 3:

- *Participant 31: "Yes sure we planning on expanding or production, that's why the concentrator is about to be built for Phase 2 to start. COVID has subsided and we are gradually improving in our production."*
- *Participant 35: "Yes. AML is currently rolling out the concentration plant. Where, AML will be doing its processes by washing and sorting out the ore from the earth before exportation."*
- *Participant 41: "Of course, there are viable means."*

Response Code 4:

- *Participant 75: "I can't decide that for the company."*

Organizations' Expectations from Government. Data regarding organizations' expectations from government were gathered from Q10 in the survey. Six Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q10 presented in Table 10 shows how the participants responded.

Table 10

Distribution of Responses to Q10

Q10. What policies do you expect the government to put in to place to help AML overcome the difficulties caused by the pandemic?		
Response Code:	F	%
1. Government should ensure COVID is eradicated	49	49
2. Government should provide learning opportunities for remote work	15	15
3. Government should ensure COVID-related health regulations are adhered to	13	13
4. Government should prevent the recurrence of COVID and other related diseases	13	13
5. Government should provide reliable internet services	8	8
6. Government may do whatever it can to help organizations in post-COVID	2	2

Example of individual responses in Response Codes with high percentages to Q10

Response Code 1:

- *Participant 7: "Stop COVID."*
- *Participant 17: "Make sure there's no more COVID."*
- *Participant 39: "The government should make sure to eradicate COVID."*

Response Code 2:

- *Participant 31: "The government should enforce the teaching of remote work in schools across the country so as to prepare citizens for the future of work."*
- *Participant 58: "Create programs that will train people in online work."*

Response Code 3:

- *Participant 3: "Ensure the health protocols are adhered to."*
- *Participant 9: "To have all mining companies not only AML to have a bi-yearly medical checkup, with specific medical requirements."*

Response Code 4:

- *Participant 19: "Initiate measures to prevent reoccurrence of the pandemic."*
- *Participant 23: "Help prevent other diseases from coming."*

Response Code 5:

- *Participant 64: "Bring better internet service in Liberia to strengthen remote work."*

Any Comment on the Topic. In the survey, participants were asked in Q11 to give random thoughts or opinions regarding the study which can be seen in *Table 11*. Six Response Codes were generated from the 100 responses to this question. The Distribution of Responses to Q11 presented in Table 11 shows how the participants responded.

Table 11

Distribution of Responses to Q11

Q11. You may give any comments you have regarding the subject matter.		
Response Code:	F	%
1. Remote work will dominate, we should therefore prepare for it	28	28

Table 11 (continued)

2. Not every profession requires remote work	19	19
3. Education on remote work is needed	17	17
4. It will take more time to adjust to remote work	13	13
5. It is preferable to work onsite	10	10
6. COVID measures disrupted traditional work culture	6	6
7. Many will be jobless in the future because of remote work	2	2
8. The chances that company go back to their traditional work model are slim	2	2
9. Stable electricity and reliable internet are needed for remote work	2	2
10. Remote work makes work flexible	1	1

Example of individual responses in Response Codes with high percentages to Q11

Response Code 1:

- *Participant 2: "we should prepare for the future of work, considering the current trend."*
- *Participant 9: "Pretty soon we will have majority of the work done online so we need to get used to it."*
- *Participant 10: "We should brace ourselves for the future of work."*

Response Code 2:

- *Participant 7: "In my department, remote work is a serious challenge. We are needed on-site to work effectively."*
- *Participant 17: "Not all departments should allow working from home. Some needs workers to work onsite all the time for productivity."*

Response Code 3:

- *Participant 15: "The government should enforce the teaching of remote work in schools across the country so as to prepare citizens for the future of work."*
- *Participant 27: "More education about remote work is needed."*

Response Code 4:

- *Participant 48: "It will take time for people to overcome the challenges of adopting the remote work system."*
- *Participant 60: "In my opinion, it will take a lot of time for people to adjust to online work."*

Response Code 5:

- *Participant 19: "I prefer working on-site."*
- *Participant 23: "It is preferable to work on site. It makes you efficient."*

Response Code 6:

- *Participant 84: "The pandemic changed a lot of things, including our normal transactions with one another."*

CHAPTER V

Discussion and Conclusion

This chapter discusses the findings of the study in relation to the related literature. It begins by interpreting the demographic profile of the participants from the survey which gives reasons why the findings are credible as well as an analysis linking the findings of the study to the theoretical framework and ends with the conclusion and recommendation for future research. This study was conducted at a time when the COVID-19 pandemic was to some extent minimized but employees in organizations were still experiencing major disruptions in their work and personal lives. While it is true each of the participants in this study responded differently to the interview questions, the researcher found distinct patterns in the responses that are delineated by their TORs. Within this context, the findings are significant to the study in several areas and have drawn some theoretical and practical implications.

Demographic Profile

A survey for this study was carried out at a large-scale organization within the PWA – AML. The survey got an 82.5% response rate (165/200) and a 61% full response rate (100/165) which implies that the findings are significant and can be trusted, as suggested by Baruch and Holtom (2008) that researchers should consider a response rate of 50% or more in a study, especially one that is modeled on a qualitative approach, as satisfactory. Demographic profile was gathered from participants which showed that the survey was gender sensitive considering that 54% of male and 46% of female workers participated in full (see Figure 1). Overall, 92% of the participants have lived long enough before the COVID-19 pandemic (see Figure 2), which implies that they have had hands-on experience and are therefore witnesses to the traditional working model at AML which has been disrupted by the pandemic. Over 80% of the participants have had formal secondary education or above (see Figure 3) which makes them literate and well-informed about contemporary happenings especially the COVID-19 pandemic and its disruptions. This implies that all the participants have the cognitive ability to make the right judgments.

90% of the participants started working with the company long before the coronavirus outbreak in 2019 with just 10% joining the company during or after the outbreak (see Figure 4). This implies that their responses were practical. The demographic profile also shows that the participants work in key departments within the PWA that were affected by COVID-19 (see Figure 5), which gives significance to the study, and they are actual workers that hold key positions in the company ranging from managers to interns (see Figure 6).

The Impact of the Pandemic on Firms

The first research question of this study is: "To what extent has COVID affected the traditional work model of organizations?" The study sought to answer this question from five perspectives in the survey: impact on production and operations, operational pressures, supplies, technology, and potential positive impact.

Impact on production and operation: The findings highlight the impacts the COVID-19 pandemic has had on organizations, especially those within the PWA, in relation to their productions and operations. On overall, there have been disruptions in organizations' operations as well as cultures, and a decline in their productions as a result of the pandemic. Like Caringal-Go et al. (2021)'s study which talks about the considerable adjustments in organizations due to COVID impacts, this study has revealed that COVID has disrupted organizations' cultures and their traditional work models. More than half of the respondents to Q1 (To what extent have the production and operations of AML been affected by the pandemic?) said that the pandemic has changed the work culture. For instance, Participant 6 responded by saying "it disrupted our entire working culture". Moreover, Wong et al. (2021) reported that amid the pandemic, continuing work has also had a serious impact on production capacity, which also supports our finding which revealed that the pandemic has affected production and operations to a larger extent and caused a decline in production.

Operational pressures: Most of the perceived COVID-19 disruptions in organizations resulted from measures taken by these organizations in adhering to COVID-

related health protocols, like redundancy and remote work. Kahn et al. (2021) reported that the COVID-19 pandemic wreaked havoc on organizations worldwide, and millions of individuals were suspended or became unemployed. Organizations letting go of employees can best be described as redundancy. Although this action was taken as one of the three measures revealed in this study to adhere to COVID-related health protocols, it was not favorable for operations and production. The findings revealed that the pandemic has caused higher workloads which are causing difficulties in meeting up with production targets because many workers were redundant. For instance, Participant 73 responded to Q2 (What are the main operating pressures that AML is currently facing?) and said “High workload due to reduced workers”.

Supplies: Organizations have also suffered disruptions in the supply chain due to the pandemic. Like Notteboom et al. (2021)’s study which talks about COVID’s extraordinary disruption in the global supply chain, the findings have revealed that the pandemic had made it difficult to get supplies on time since the majority of the supplies are purchased from overseas, in responses to Q3 (What is the current situation regarding the supply of raw materials, spare parts, and other production and operation materials at AML?). For instance, Participant 11 responded (Q3) by saying “since the pandemic, it takes time for supplies to get here”.

Technology: In line with the changes in the traditional work model, the world of work is moving in a new direction, that is, a hybrid work model. Thus, various sorts of work have been impacted by digital and technical advancements (Raghavan et. al., 2021). This improvement, for instance, would be more advantageous for non-manual work than for manual work. In alignment with the aforementioned, the findings, in responses to Q4 (What is the clearest impact of the pandemic on AML's technological innovation?), revealed that the pandemic has improved the company’s technological innovation – giving workers exposure to remote work and therefore giving rise to a hybrid work model. For instance, Participant 66 responded by saying “the pandemic boosted the company's technology department, to create online platforms for staff”.

Potential positive impact: Although the pandemic caused social and economic disruptions, it has also had some potential positive impacts on employees and

organizations. Responses to Q5 (What are the potential positive impacts of the pandemic in your view?) revealed that the pandemic has made workers more cautious about their health, and made companies strengthen their health and safety departments by increasing employability in those departments, and ensuring that COVID-related health protocols are adhered to. The findings also revealed that the pandemic brought about work flexibility for *some* workers by allowing them to work from home and multitask while staying connected to love-ones. This finding is supported by Krishnakumar (2020) who reported that *some* workers rapidly adopted the working from homes arrangements. It can therefore be noted from the findings that the pandemic boosted health awareness across the world and created job opportunities for health workers.

Firms' Actions

The second research question of this study is: "What have been some mitigating measures employed by organizations in addressing the effect of COVID on the traditional work model?" The study sought to answer this question in three phases. The first phase was to know the self-help measures taken by the firm. The second phase was to know the challenges of those measures. And, the third phase was to know whether the respondents are willing to transition to the hybrid work model.

Self-help measures: Nasri et al, (2020) reported that hybrid work was used as one of the measures for organizations to swiftly protect their workers from being infected with the coronavirus during the pandemic. Since it was a novel work model, many organizations encountered difficulties. Additionally, the US Bureau of Labour Statistics, 2020 also reported that the pandemic outbreak led to 11.1% unemployment in 2020 as a result of many employees being furloughed or dismissed by organizations to comply with COVID-related health protocols. These pieces of related literature support the findings of this study which revealed that the company employed three measures to mitigate the pandemic (see Q6: What self-help measures has AML taken so far against the pandemic?). The findings revealed that the company initiated remote work, carried out redundancies as a measure to reduce the human population within offices and the concession, and instituted COVID-related health measures as well as administered COVID tests and

vaccines to mitigate the pandemic. For instance, Participant 92 responded by saying “the company redundant some workers and introduced online jobs”.

Challenges on measures: Dingel and Neiman, (2020) reported that companies that are involved in manufacturing, whose jobs require in-person involvement are likely to face many challenges in adopting the hybrid work model. This supports the findings of this study in response to Q7 (What are the challenges on those measures?) which revealed that it is difficult for workers to adapt to remote work, that not all professions allow remote work, which is a serious challenge for production and operations. For instance, Participant 100 responded by saying “adaptation”. This is also supported by Ratten, (2020) who also stated that it is important to note that many workers around the world have not worked from their homes before.

Willingness to transition: Vyas (2022) reported that although not all occupations can be performed virtually, the acceptance of the "new normal" working model such as working remotely will depend on the type of work. This related research supports the findings of the study in response to Q8 (Are you willing to transition to remote work?) which revealed that more than half of the respondents are not willing to transition to the hybrid work model because of their current fields or departments. For instance, Participant 42 responded by saying “I'm not willing to transition to remote work because of the department I work in”.

Firms’ Perceptions. The third research question of this study is: “Are there viable means for organizations to return to the traditional work model post-COVID?” The study sought to answer this question in three ways in the survey. The first way was to know whether there are viable means for the company to return to its traditional work model in post-COVID. The second way was to know what policy the company expects the government to put in place that would help regarding COVID. The third way was to ask for random views on the study matter.

Viable means of returning: Gadhi (2020) reported that the fast-paced digital world is increasingly displacing the previous genuine physical one. This supports the findings of this study in response to Q9 (Are there viable means for AML to return to its traditional

work model in post-COVID?) which revealed that more than half of the respondents are uncertain. For instance, Participant 59 responded by saying “I don't think so, considering the trend of technology in our work system”.

Policies expected from governments: De Lucas Ancillo, et al, (2020) recommended that in order to address the difficulties that came along with the crisis, numerous policy reforms have to be implemented. Q10 of the study asked, “What policies do you expect the government to put in place to help AML overcome the difficulties caused by the pandemic?” Responses to this question revealed that government should provide learning opportunities for remote work and ensure the availability of reliable internet services throughout the country. For instance, Participants 33 and 43 responded by saying “the government should enforce the teaching of remote work in schools across the country so as to prepare citizens for the future of work” and “government should continue the fight against COVID by ensuring all health measures are adhered to in order to prevent the reoccurrence of COVID and other related diseases” respectively.

Random comments: The last question in the survey was Q11, which asked the participants to give random comments regarding the subject matter. The following statements are categories of comments that were given along with what they can allude to:

- Remote work will dominate, we should therefore prepare for it (This can allude to the findings regarding the expected government policies, and is also a recommendation.)
- Not every profession requires remote work (This can allude to the findings regarding challenges on the mitigating measures.)

  Education on remote work is needed (This serves as a recommendation to organizations as well as governments regarding the future of work.)
- It will take more time to adjust to remote work (This can allude to the findings regarding organizations’ perceptions about the future of work.)
- It is preferable to work onsite (This can allude to individual workers’ perceptions about the hybrid work model.)

- COVID measures disrupted traditional work culture (This can allude to the findings regarding challenges on the mitigating measures.)
- Many will be jobless in the future because of remote work (This can allude to the findings regarding organizations' perceptions about the future of work.)
- The chance that the company go back to its traditional work model is slim (This can allude to the findings regarding organizations' perceptions about the future of work.)
- Stable electricity and reliable internet are needed for remote work (This serves as a recommendation to organizations as well as governments regarding the future of work.)
- Remote work makes work flexible (This can allude to individual workers' perceptions about the hybrid work model.)

Theoretical Implications

The implication for organizations is that their traditional working model needs to be re-evaluated, taking into account organizational cultures, the talent required, the key jobs, the level of collaboration required for excellence, and the current location of offices to enhance productivity (Boland et. al., 2020) because the likelihood of organizations implementing a hybrid work model in post-COVID solely depends on whether a job may be completed by employees remotely or not (Lund et. al., 2020). The hybrid work model is a serious challenge to many organizations especially those that were not fully prepared for such an unprecedented change, as referred to by Vyas and Butakhieo, (2021). Sufficient digital infrastructure is necessary for digital transformation for organizations of all sizes worldwide (Gadhi, 2020; Melhem, et. al., 2020), therefore, organizations could expedite their transitional endeavours considering there is an availability of stable electricity and reliable internet, as well as a safe environment within the regions they operate. Organizations should utilize their technological innovations which have been positively influenced by the pandemic, because although the pandemic caused social and economic disruptions, it has expedited work flexibility for some workers by creating a

working-from-home arrangement, boosted health awareness across the world and created job opportunities for health workers.

Practical Implications

Considering organizations' perceptions (responses to Q10 and Q11), the study revealed three policies that will aid in the smooth transition to the hybrid work model at AML and all other organizations within the PWA:

1. Remote Work Education. The findings revealed that the government needs to provide the requisite education on remote work across the country so as to prepare citizens for the future of work.
2. Safe Environment. Given the havoc wrecked by the pandemic throughout the world, the study revealed that the government should continue the fight against COVID by ensuring all health measures are adhered to in order to prevent the reoccurrence of COVID and an outbreak of other related diseases.
3. Development. Finally, there is a need for the availability of stable electricity and reliable internet throughout6 the country. This will expedite the smooth transitional endeavours of organizations to the hybrid work model in the post-COVID era.

Findings based on the Theoretical Framework

The above findings are also validated by the Job Performance Theory mentioned in the theoretical framework of the study in CHAPTER II which indicates that there are three components of job performance that push workers to complete their tasks and functions and make them aim toward achieving their best organizational performances: the individual, organizational environment, and job demand factors. The individual factor consists of the vision, values, philosophy, knowledge, nature, competencies, career path, style, and interests of workers. The organizational environment factor consists of the culture and climate, structure and systems, industrial maturity, organizational strategic

position, core competencies, and the greater context. The job demand factor consists of the duties, functions, and roles of each member in the company.

Physical interaction with co-workers and customers which explains the traditional work model is considered the individual factor. The findings have revealed that physical interaction at workplaces have actually been disrupted by the COVID-19 pandemic, imposing a negative impact on workers' performance. Organizational culture and work environment which influence operations and production are considered the organizational environment factor. The findings have revealed that the COVID-19 pandemic has negatively disrupted organizational cultures, which also imposed a negative impact on workers' performances hence causing decline in organizations production and operations. TORs (duties, functions, and roles) of employees are considered the job demand factor of job performance. The findings have revealed that adapting to the new normal has been a serious challenge for workers, which have also affected their performances negatively. Therefore, the upheaval set off by the COVID-19 pandemic disrupted the three factors of job performance. As a result of the disruption, workers, especially those with higher task interdependence of organizations within the PWA, now face difficulties in the three factors of job performance because there has been no change to their TORs after the disruption was imposed.

Conclusion

The main purpose of this study was to examine the challenges affecting organizations' transitional endeavours from the traditional work model to a hybrid work model in post-COVID from an organizational culture and change management perspective based on three research questions which sought to know the extent to which the coronavirus pandemic has affected these organizations, those mitigating measures they employed against the pandemic, and their perceptions about the future of work in post-COVID through a survey. From the survey, it was established that the pandemic greatly disrupted the traditional work culture and model of organizations they had to use remote work as well as redundancy as measures to continue operations amid the pandemic. The study leveraged peer-reviewed literature which supports the findings by demonstrating

how organizations fully utilized the traditional work model prior to the COVID-19 pandemic because human interactions at workplaces facilitated the flow of information and boosted production and operations, thus transitioning to the hybrid work model would require a robust change management process of organizations. On the measures, the study revealed that not all professions, fields, or departments require or allow remote work, even though remote work creates working flexibility for others as well as make them multitask. It also revealed that the redundancies carried out by organizations as a mitigating measure causes high workloads, which makes it difficult to reach production targets. From the survey, it was also established that the future of work is hybrid.

Limitation and Future Research

This study has some limitations which leave a gap for potential future research. Firstly, the case study of this paper is AML, therefore the survey was carried out only at the company. This makes the data that were collected limited to responses from only employees of the company. Other employees of different companies within the PWA may have different perspectives to the questions asked in the survey, therefore, it might render the findings in this study inconsistent with other organizations within the PWA. Additionally, the survey was conducted remotely via Google Forms because the researcher could not get physical access to AML. This is one factor that limits the study because the researcher did not hand-deliver the questionnaires and was not present during the survey therefore it can only be assumed that the pieces of information that were collected from the survey are genuine. The authenticity of the findings in this study is based on the authenticity of the information gathered. There is a need for future research to be conducted to specifically understand how professions that do not require or allow remote work can adjust to the hybrid work model, considering that the future of work is hybrid.

Reference

Awamleh, F., & Ertugan, A. (2021). The Relationship between Information Technology Capabilities, Organizational Intelligence, and Competitive Advantage. SAGE Open, 11(2), 21582440211015201.

Barbosa, A. M. C., & Saisse, M. C. P. (2019). Hybrid project management for sociotechnical digital transformation context. Brazilian Journal of Operations & Production Management, 16(2), 316-332.

Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. Human relations, 61(8), 1139-1160.

Becker, F. (2005). Offices at work: Uncommon workspace strategies that add value and Improve performance. John Wiley & Sons.

Beers, T. M. (2000). Flexible schedules and shift work: replacing the 9-to-5 workday. Monthly Lab. Rev., 123, 33.

Berg, B. L. (2004). Methods for the social sciences. Qualitative Research Methods for the Social Sciences. Boston: Pearson Education, 191.

Bilimselaraştırma yöntemleri (11.baskı). Pegem Akademi.

Blok, M., et al. (2011), “New ways of working: a proposed framework and literature review”, Ergonomics and Health Aspects of Work with Computers, Vol. 6779, pp. 3-12, doi: 10.1007/978-3-642-21716-6_1.

Boland, B., et al. (2020), “2020 Reimagining the office and work life after COVID-19”, The McKinsey Quarterly. Academic Service, Vol. 3, pp. 58-68, doi: 10.1016/j.jenvp.2008.09.002.

Bouncken, R., et al. (2020), “Coworking spaces: empowerment for entrepreneurship and innovation in the digital and sharing economy”, Journal of Business Research, Vol. 114, pp. 102-110, doi: 10.1016/j.jbusres.2020.03.033.

Breedveld, K. (1998). The double myth of flexibilization: Trends in scattered work hours, and differences in time sovereignty. Time & Society, 7(1), 129-143.

Brown, S. et al. (2009), “Generation Y in the workplace”, available at: https://hdl.handle.net/1969.1/96998.

Brunia, S., De Been, I. and van der Voordt, T.J.M. (2016), “Accommodating new ways of working: lessons from best practices and worst cases”, Journal of Corporate Real Estate, Vol. 18 No. 1, pp. 30-47, doi: 10.1108/JCRE-10-2015-0028.

Burnard, P. (1991). A method of analysing interview transcripts in qualitative research. Nurse education today, 11(6), 461-466.

Büyüköztürk, Ş., Çakmak. E., K., Akgün, Ö. E., Karadeniz, Ş., & Demirel, F. (2018).

Caringal-Go, J. F., Teng-Calleja, M., Bertulfo, D. J., & Manaois, J. O. (2021). Work-life balancecrafting during COVID-19: Exploring strategies of telecommuting employees in the Philippines. Community, Work & Family, 1–20, pre-publication issue. https://doi.org/10.1080/13668803.2021.1956880.

Carter, S., & Henderson, L. (2005). Approaches to qualitative data collection in social science. Handbook of health research methods: Investigation, measurement and analysis, 1, 215-230.

Centers for Disease Control and Prevention. (2014). 2016 Ebola outbreak in West Africa. URL: https://www. CDC.

Chamseddine, I. M., & Rejniak, K. A. (2020). Hybrid modeling frameworks of tumor development and treatment. Wiley Interdisciplinary Reviews: Systems Biology and Medicine, 12(1), e1461.

Cohen, D., & Crabtree, B. (2006). Qualitative research guidelines project.

Cooke, R. A., & Rousseau, D. M. (1988). Behavioral norms and expectations: A quantitative approach to the assessment of organizational culture. Group & Organization Studies, 13(3), 245-273.

Cooper, C. J., Cooper, S. P., Del Junco, D. J., Shipp, E. M., Whitworth, R., & Cooper, S. R. (2006). Web-based data collection: detailed methods of a questionnaire and data gathering tool. Epidemiologic Perspectives & Innovations, 3(1), 1-11.

Costa, D. L. (2000). The Wage and the Length of the Work Day: From the 1890s to 1991. Journal of Labor Economics, 18(1), 156-181.

Cotofan, M., De Neve, J. E., Golin, M., Kaats, M., & Ward, G. (2021). Work and well-being during COVID-19: impact, inequalities, resilience, and the future of work. World Happiness Report, 153-190.

Creswell, J. W., & Creswell, J. (2003). Research design (pp. 155-179). Thousand Oaks, CA: Sage publications.

Creswell, J. W., & Poth, C. N. (2016). Qualitative inquiry and research design: Choosing among five approaches. Sage publications.

De Lucas Ancillo, A., del Val Núñez, M. T., & Gavrila, S. G. (2020). Workplace change Within the COVID-19 context: A grounded theory approach. Economic Research-Ekonomska Istraˇzivanja, 34(1), 2297–2231. https://doi.org/10.1080/1331677X.2020.1862689.

De Vries, H.; Tummers, L.; Bekkers, V. The benefits of teleworking in the public sector: Reality or rhetoric? Rev. Public Pers. Adm. 2019, 39, 570–593.

DeChiara, P. D. (1993). Rethinking the managerial-professional exemption of the Fair Labor Standards Act. Am. UL Rev., 43, 139.

Dingel, J. I., & Neiman, B. (2020). How many jobs can be done at home? Journal of Public Economics, 189, 104235. https://doi.org/10.1016/j.jpubeco.2020.104235.

Dubin, R. (2017). The world of work: Industrial society and human relations.

Durkheim, E. (2019). The division of labor in society (pp. 178-183).

Dzigbede, K.D.; Gehl, S.B.; Willoughby, K. Disaster resiliency of US local governments: Insights to strengthen local response and recovery from the COVID-19 pandemic. Public Adm. Rev. 2020, 80, 634–643.

Eckhardt, G.M.; Houston, M.B.; Jiang, B.; Lamberton, C.; Rindfleisch, A.; Zervas, G. Marketing in the sharing economy. J. Mark. 2019, 83, 5–27.

Edmondson, A. C., Bohmer, R. M., & Pisano, G. P. (2001). Disrupted routines: Team learning and new technology implementation in hospitals. Administrative science quarterly, 46(4), 685-716.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. American journal of theoretical and applied statistics, 5(1), 1-4.

Fairs, M. (2016), “Google had had a negative effect on office design, de zeen”, available at: www.dezeen.com/2016/03/22/google-office-design-negative-effect-interiors-jeremy-myerson/ (accessed 17 March 2021).

Felipe, C. M., Roldán, J. L., & Leal-Rodríguez, A. L. (2017). Impact of organizational culture values on organizational agility. Sustainability, 9(12), 2354.

Forman, C., & van Zeebroeck, N. (2019). Digital technology adoption and knowledge flows within firms: Can the Internet overcome geographic and technological distance? Research Policy, 48(8), 103697.https://doi.org/10.1016/j.respol.2018.10.021.

Gadhi, S. (2020, April 1). How digital infrastructure can help us through the COVID-19 crisis. World Economic Forum. https://www.weforum.org/agenda/2020/04/digitalinfrastructurepublic-health-crisiscovid–19/.

Gill, S. L. (2020). Qualitative sampling methods. Journal of Human Lactation, 36(4), 579581.

Glewwe, P. (2005). An overview of questionnaire design for household surveys in developing countries. Household sample surveys in developing and transition countries.

Göçer, Ö. Göçer, K., Ergöz Karahan, E., & İlhan Oygür, I. (2018). Exploring mobility & workplace choice in a flexible office through post-occupancy evaluation. Ergonomics, 61(2), 226-242.

Green, N.; Tappin, D.; Bentley, T. Working from home before, during and after the Covid-19 pandemic: Implications for workers and organisations. N. Z. J. Employ. Relat. 2020, 45, 5–16.

Grzegorczyk, M., Mariniello, M., Nurski, L., & Schraepen, T. (2021). Blending the physical and virtual: a hybrid model for the future of work.

Guillén, M. F. (1994). Models of management: Work, authority, and organization in a comparative perspective. University of Chicago Press.

Haynes, B.P. (2011), "The impact of generational differences on the workplace", Journal of Corporate Real Estate, Vol. 13 No. 2, pp. 98-108.

Haythornthwaite, C., & Wellman, B. (1998). Work, friendship, and media are used for information exchange in a networked organization. Journal of the American Society for information science, 49(12), 1101-1114.

Hennink, M. M., & Kaiser, B. N. (2020). Saturation in qualitative research. SAGE Publications Limited.

Holt, R. (1990). Sport and the British: a modern history. Oxford University Press.

Hopkins, E. (1982). Working hours and conditions during the Industrial Revolution: A reappraisal. Economic History Review, 52-66.

https://www.bbc.com/worklife/article/20200824-whythe-future-of-work-might-be-hybrid.

Impact and policy responses. ILO. https://www.ilo.org/wcmsp5/groups/public/ dgreports/ dcomm/documents/briefingnote/wcms_738753.pdf.

International Labour Organization. (2020a, March 18). COVID-19 and the world of work:

International Labour Organization. (2020b). An employer's guide on working from home in response to the outbreak of COVID-19. International Labour Office. https://www.ilo.org/wcmsp5/groups/public/ed_dialogue/act_emp/documents/publication wms_745024.pdf.

Jackson, K.; Kallaste, E. Beyond flexibility: Reallocation of responsibilities in the case of telework. New Technol. Work. Employ. 2010, 25, 196–209.

Kaushik, M., & Guleria, N. (2020). The impact of pandemic COVID-19 in workplace. European Journal of Business and Management, 12(15), 1-10.

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhave, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., …Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. American Psychologist, 76(1), 63–77. https://doi.org/10.1037/amp0000716.

Kosfeld, M., & Von Siemens, F. A. (2011). Competition, cooperation, and corporate culture. The RAND Journal of Economics, 42(1), 23-43.

Krishnakumar, H. (2020). Challenges to Adopting Hybrid Methodology: Addressing Organizational Culture and Change Control Problems in Enterprise IT Infrastructure Projects.

Kunzendorff, BA, Luz, FA, dos Santos Flora, G., Santiago, LG, Junior, LR, da Silva, MDA, ... & Machado, AN (2019). CEREBRAL ANEURYSM – DIAGNOSIS AND TREATMENT. Anais do UNIFACIG Scientific Seminar, (4).

Labour Department. (2003, November). Guidelines for employers and employees: Prevention of Severe Acute Respiratory Syndrome (SARS). HKSAR. https://www.info.gov.hk/info/sars/lft/employ_e.htm.

Lam, A. (2004). Organizational innovation.

Lambert, S. J. (2008). Passing the buck: Labor flexibility practices that transfer risk onto hourly workers. Human Relations, 61(9), 1203-1227.

Lamm, H., & Trommsdorff, G. (1973). Group versus individual performance on tasks requiring ideational proficiency (brainstorming): A review. European journal of social psychology, 3(4), 361-388.

Lee, S., Schmidt-Klau, D., & Verick, S. (2020). The labor market impacts of the COVID-19: A Global perspective. The Indian Journal of Labour Economics, 63(1), 11-15.

Liu, Y., Lee, J. M., & Lee, C. (2020). The challenges and opportunities of a global health crisis: the management and business implications of COVID-19 from an Asian perspective. Asian Business & Management, 19(3), 277-297.

Lund, S., Ellingrud, K., Hancock, B., & Manyika, J. (2020). COVID-19 and jobs: Monitoring the US impact on people and places. McKinsey Global Institute.

Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2020, November 23). What's next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries. McKinsey & Company.https://www.mckinsey.com/featuredinsights/future-of-work/whats-next-for-remote-workan-analysis-of-2000-tasks-800-jobs-and-nine-countries.

Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021, February18). The future of work after COVID-19. McKinsey Global

Institute, https://www.mckinsey.com/featuredinsights/future-of-work/the-future-of-work-after covid–19.

Mandhanya, Y. (2015). A STUDY OF IMPACT OF WORKING ENVIRONMENT ON RETENTION OF EMPLOYEES (With special reference to the Automobile sector). Global Management Review, 9(4).

Marampa, A. M., Khananda, R. W. V., & Anggraeni, A. I. (2021). The Effect of Organizational Culture on Organizational Performance. ICORE, 5(1).

Marcoulides, G. A., & Heck, R. H. (1993). Organizational culture and performance: Proposing and testing a model. Organization science, 4(2), 209-225.

Martin, B.H.; MacDonnell, R. Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. Manag. Res. Rev. 2012, 35, 602–616.

Melhem, M., Lawal, M., & Bashir, S. (2020, June 12). Enhancing digital capabilities in a post COVID-19 world. World Bank. https://blogs.worldbank.org/digital-development/enhancing-digital-capabilities-postcovid-19-world.

Metwally, A.B.M.; Diab, A.; Mohamed, M.K. Telework operationalization through internal CSR, governmentality and accountability during the Covid-19: Evidence from a developing country. Int. J. Organ. Anal. 2021.

Meyer III, S. (1981). The five-dollar day: Labor management and social control in the Ford Motor Company, 1908 1921. Suny Press.

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. American journal of sociology, 83(2), 340-363.

Mikolai, J., Keenan, K., & Kulu, H. (2020). Intersecting household-level health and socio economic vulnerabilities and the COVID-19 crisis: an analysis from the UK. SSM Population Health, 12, 100628.

Milasi, S., Gonzalez-Vazquez, I. and Fernandez-Macías, E. (2020), “Telework in the EU before and after the COVID-19: where we were, where we head to which workers were already teleworking in the, science for policy briefs”.

Morse, J. M. (1995). The significance of saturation. Qualitative health research, 5(2), 147-149.

Morse, J. M. (2000). Determining sample size. Qualitative health research, 10(1), 3-5. Murdoch, D., & Fichter, R. (2017). From doing digital to being digital: Exploring workplace adoption of technology in the age of digital disruption. International Journal of Adult Vocational Education and Technology (IJAVET), 8(4), 13–28. https://doi.org/10.4018/IJAVET.2017100102.

Murugan, S.; Rajavel, S.; Aggarwal, A.K.; Singh, A. Volatility, uncertainty, complexity and ambiguity (VUCA) in context of the COVID-19 pandemic: Challenges and way forward. Int. J. Health Syst. Implement. Res. 2020, 4, 10–16.

Narayanamurthy, G., & Tortorella, G. (2021). Impact of COVID-19 outbreak on employee performance–moderating role of industry 4.0 base technologies. International Journal of Production Economics, 234, 108075.

Nasri, M.A.; Alamsyah, M.N.; Ramadhan, D.; Fathurrahman, R. Telework During Pandemic: Comparing Readiness between Local and Central Government Employees. In Proceedings of the IAPA Annual Conference, Bali, Indonesia, 11–12 November 2020; pp. 677–701.

Needle, D., & Burns, J. (2010). Business in context: An introduction to business and its environment. Boston: South Western Cengage Learning.

Notteboom, T., Pallis, T., & Rodrigue, J. P. (2021). Disruptions and resilience in global container shipping and ports: the COVID-19 pandemic versus the 2008–2009 financial crisis. Maritime Economics & Logistics, 23(2), 179-210.

Novianti, K.R.; Roz, K. Teleworking and Workload Balance on Job Satisfaction: Indonesian Public Sector Workers during Covid-19 Pandemic. APMBA 2020, 9, 1–10.

Ochieng, P. A. (2009). An analysis of the strengths and limitation of qualitative and quantitative research paradigms. Problems of Education in the 21st Century, 13, 13.

Ossiannilsson, E., Altinay, F., & Altinay, Z. (2015). Analysis of MOOCs practices from the perspective of learner experiences and quality culture. Educational Media International Journal, 52(4), 272-283. https://doi.org/10.1080/09523987.2015.1125985.

Patton, M. Q. (1999). Enhancing the quality and credibility of qualitative analysis. Health services research, 34(5 Pt 2), 1189.

Petty, R. E., Haugtvedt, C. P., & Smith, S. M. (1995). Elaboration as a determinant of attitude strength: Creating attitudes that are persistent, resistant, and predictive of behavior. Attitude strength: Antecedents and consequences, 4(93-130).

Raghavan, A., Demircioglu, M. A., & Orazgaliyev, S. (2021). COVID-19 and the new normal of organizations and employees: an overview. Sustainability, 13(21), 11942.

Rai, N., & Thapa, B. (2015). A study on purposive sampling method in research. Kathmandu: Kathmandu School of Law, 5.

Ratten, V. (2020). Coronavirus (COVID-19) and entrepreneurship: Changing life and work landscape. Journal of Small Business & Entrepreneurship, 32(5), 503–516.

Red Hat (2020). State IT Department Builds Digital Services with Red Hat OpenShift. https://www.redhat.com/en/resources/michigan-dtmb-case-study.

Rief, S. and Stiefel, K.P. (2016), “Harnessing the potential of coworking”, available at: http://media.haworth.com/asset/81444/15483.

Ro, C. (2020, August 31). Companies are looking to the post-Covid future. For many, the Vision is a model that combines remote work and office time. BBC Worklife.

Rönkä, E. (2021). Change from the crisis: CRE and smart building technology—the power duo supporting the hybrid work model. Corporate Real Estate Journal, 11(1), 68-78.

Rothe, P.M., Beijer, M. and van der Voordt, T.J.M. (2011), “Most important aspects of the Work environment: a comparison between two countries”, Proceedings of the 10th EuroFM research symposium, Vienna, pp. 1-12.

Savi´c, D. (2020). COVID-19 and work from home: Digital transformation of the workforce. Grey Journal (TGJ), 16(2), 101–104.

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. Academy of management journal, 37(3), 580 607.

Seccombe, W. (1995). Weathering the storm: Working-class families from the industrial revolution to the fertility decline. Verso.

September). Occupant behavior and schedule prediction based on office appliance energy consumption data mining. In CISBAT 2013 Conference-Clean Technology for Smart Cities and Buildings (pp. 549-554).Serrano-Martínez, C. (2016), “The office as a mixing pot and playground. an ethnographic study at a creative workplace”, Qualitative Sociology Review, Vol. 12 No. 3, pp. 138-152.

Sharfuddin, S. (2020). The world after Covid-19. The Round Table, 109(3), 247-257.

Smit, F.P. Home-Based Telework at the Ministry of Foreign Affairs: A Research into The Effect of Imposed Home-Based Telework (HbTW) due to the COVID-19 Crisis on Employee Well-Being and the Moderating Effect of Organisational Support. Master’s Thesis, Utrecht University, Utrecht, The Netherlands, 2020.

Sparks, A. (2009). Social services: Meeting basic human needs of income, food, and shelter. Forensic social work: Psychosocial and legal issues in diverse practice settings, 81-94.

Stark, R. (2017). Manufacturing as an Industrial Sector. Sustainable Manufacturing, 277. Teleworking during the COVID-19 Pandemic and Beyond: A Practical Guide.

Available online: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/-travail/documents/instructionalmaterial/wcms_751232.pdf (accessed on 20 June 2021).

Thanem, T., Värlander, S. and Cummings, S. (2011), “Open space = open minds? The ambiguities of pro-creative office design”, International Journal of Work Organisation and Emotion, Vol. 4 No. 1, pp. 78-98.

Vandeloo, M. (2014), An Exploration of the Effects of Creative Office Design within Workplaces, OCAD.

Vargo, D., Zhu, L., Benwell, B., & Yan, Z. (2021). Digital technology use during COVID-19 pandemic: A rapid review. Human Behavior and Emerging Technologies, 3(1), 13–24. https://doi.org/10.1002/hbe2.242.

Veldhoen, E. (2004), The Art of Working, Academic Service.

Vischer, J.C. (2008), “Towards an environmental psychology of workspace: how people are affected by environments for work”, Architectural Science Review, Vol. 51 No. 2, pp. 97-108.

Vyas, L. (2022). “New normal” at work in a post-COVID world: work–life balance and labor markets. Policy and Society, 41(1), 155-167.

Vyas, L., & Butakhieo, N. (2021). The impact of working from home during COVID-19 on Work and life domains: An exploratory study on Hong Kong. Policy Design and Practice, 4(1), 59–76.

Washburn, S. L. (1959). Speculations on the interrelations of the history of tools and biological evolution. Human Biology, 31(1), 21-31. gov/vhf/ebola/history/2014-2016 outbreak/index.

WHO. https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf.

WHO-Convened Global Study of Origins of SARS-CoV-2: China Part. Available online: https://www.who.int/publications/i/item/who-convened-global-study-of-origins-of-sarscov-2-china-part.

Williamson, S.; Colley, L.; Hanna-Osborne, S. Will working from home become the 'new normal' in the public sector? Aust. J. Public Adm. 2020, 79, 601–607.

Wong, M. M. L., Lau, K. H., & Chan, C. W. F. (2021). The impacts and success factors of a work-from-home service-learning internship during COVID-19. Journal of Work Applied Management, 13(2), 284–301. https://doi.org/10.1108/JWAM-01-2021-0003.

World Health Organization. (2020, March 3). Getting your workplace ready for COVID-19.

Worldometer. Available online: https://www.worldometers.info/coronavirus/ (accessed on 5 June 2021).

YENİPINAR, U. Coffee Culture at the Crossroads. Developments in Social Sciences, 673.

Yılmaz. E. (2016). Yönetim kuramları ve eğitim yönetimi. İ. Maya (Edt.), Türk eğitim sistemi veokul yönetimi (1.baskı, pp. 89–111). Lisans Yayıncılık.

Yu, Z., Razzaq, A., Rehman, A., Shah, A., Jameel, K., & Mor, R. S. (2022). Disruption in global supply chain and socio-economic shocks: a lesson from COVID-19 for sustainable production and consumption. Operations Management Research, 15(1), 233-248.

Zhao, J., Yun, R., Lasternas, B., Wang, H., Lam, K. P., Aziz, A., & Loftness, V. (2013)

Zou, P., Huo, D., & Li, M. (2020). The impact of the COVID-19 pandemic on firms: a survey in Guangdong Province, China. Global health research and policy, 5(1), 1-10.

APPENDICES

Appendix A

Data Collection Material

Near East University
Faculty of Economics and Administrative Science
Department of Business Administration

Dear Participant,

These interview questions aim to complete a study conducted by the researcher under the title, "Examining the Challenges in Organizations Transitioning to a Hybrid Work-Model in Post-COVID". Kindly respond; they were designed to conduct an interview for this study. The researcher will not have physical access to you during the course of the interview; hence, you are kindly asked to complete the Google Form containing the questions. You may submit the form after you have completed it.

Kindly note that your participation in this interview is voluntary, and whether you agree to participate or not, it will have no impact on you. The data collected from this interview will be used for academic research purposes only and may be presented at national or international academic meetings and/or publications. Your identity will not be revealed to third parties in any case, and all responses will be captured anonymously. All personal information you provide will be treated with strict confidentiality! You may quit participating at any time. If you opt out, the Google Form will not be submitted, and it will not be included in the researcher's database for further steps of the study.

Thank you for your cooperation!

Researcher

In case you have any questions or concerns, you may contact the researcher using the following contacts:

Ahmed Gmawulue
Candidate, MBA
Graduate School of Social Sciences
Near East University
Tel: +905488315873
E-mail: 20205711@std.neu.edu.tr

Prof. Dr. Serife Eyupoglu (Supervisor)
Dean, Faculty of Econ. & Admin. Sciences
Chair, Department of Business Administration
Near East University
Tel: +90 675 1000 Ext: 3102/03
E-mail: serife.eyupoglu@neu.edu.tr

SECTION 1: Demographic Information

(For each question, please tick one option that suits you)

1. **Gender**

Male	☐
Female	☐

2. **Age Range**

Less than 25	☐
25 – 29	☐
30 – 34	☐
35 – 39	☐
40 – 44	☐
45 – 49	☐
50 or above	☐

3. **Educational Level**

Diploma and below	☐
Undergraduate	☐
Postgraduate or above	☐

4. **Years spent at AML**

Less than 1	☐

1 – 2 ☐
3 – 5 ☐
6 – 10 ☐
11 – 15 ☐
More than 15 years ☐

5. **Department at AML**

Production and Operations ☐
Administration ☐
I.T. ☐
Transportation ☐
Medical ☐
Technical ☐
Education ☐
Food and Nutrition ☐
Supply Chain ☐
Maintenance ☐
Other (Please specify) ☐

6. **Position at AML** ☐

SECTION 2: The Impact of the Pandemic on Firms (P. Zou, et. al., 2020)

1. To what extent has the production and operations of AML been affected by the pandemic? (P. Zou, et. al., 2020)

2. What are the main operating pressures that AML is currently facing? (P. Zou, et. al., 2020)

3. What is the current situation regarding the supply of raw materials, spare parts, and other production and operation materials at AML? (P. Zou, et. al., 2020)

4. What is the clearest impact of the pandemic on AML's technological innovation? (P. Zou, et. al., 2020)

5. What are the potential positive impacts of the pandemic in your view? (P. Zou, et. al., 2020)

SECTION 3: Firms' Actions (P. Zou, et. al., 2020)

1. What self-help measures has AML taken so far against the pandemic? (P. Zou, et. al., 2020)

2. What are the challenges on those measures?

3. Are you willing to transition to remote work? (P. Zou, et. al., 2020)

SECTION 4: Firms' Perceptions (P. Zou, et. al., 2020)

1. Are there viable means for AML to return to its traditional work-model in post-COVID?

2. What policies do you expect the government will put in to place to help AML overcome the difficulties? (P. Zou, et. al., 2020)

3. You may give any other comments you have in regards to the subject matter.

Appendix B

Ethical Committee Approval

YAKIN DOĞU ÜNİVERSİTESİ

SCIENTIFIC RESEARCH ETHICS COMMITTEE

22.11.2022

Dear Ahmed Gmawulue

Your application titled **"Examining the Challenges in Organizations Transitioning to a Hybrid Work-Model in Post-COVID"** with the application number NEU/SS/2022/1447 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee

Appendix C

Turnitin Similarity Report

EXAMINING THE CHALLENGES IN ORGANIZATIONS TRANSITIONING TO A HYBRID WORK MODEL IN POST-COVID by AHMED GMAWULUE (20205711)

ORIGINALITY REPORT

8%	6%	5%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	ghrp.biomedcentral.com Internet Source	1%
2	academic.oup.com Internet Source	1%
3	Fruzsina Pataki-Bittó, Kata Kapusy. "Work environment transformation in the post COVID-19 based on work values of the future workforce", Journal of Corporate Real Estate, 2021 Publication	1%
4	www.researchgate.net Internet Source	<1%
5	hrmars.com Internet Source	<1%
6	liberia.arcelormittal.com Internet Source	<1%
7	Lina Vyas. ""New normal" at work in a post-COVID world: work–life balance and labor markets", Policy and Society, 2022 Publication	<1%