

Investigating the effects of work from home on worker productivity: a case study of South Africa's corporate sector during the Covid19 pandemic.

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Declaration

I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

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Abstract

The coronavirus, COVID-19 pandemic is the defining global health crisis of our time and the greatest challenge the world has faced since World War Two. The virus has spread to every continent except Antarctica. Cases are rising daily in Africa the Americas, and Europe. Due to the pandemic, the concept of an office space has shifted. During the lockdown period, some organisations in South Arica, were forced to implement working from home as their strategy, in order for them to continue their business operations.

This study aimed at acquiring knowledge on whether or not working from home has impacted organisational and individual productivity, and identifying the strategies put in place by organisation managers, in relation to productivity during a world crisis.

Working from home offers both benefits and challenges for organisations. These challenges, are factors of which may cause an impact on productivity. Investigating the importance of whether or not working from home affects employee productivity, assists organisations on what to do if there is less productivity, or how to maintain productivity if it is high. Moreover, having an understanding of the effects WFH has on productivity can help improve management function, increase job satisfaction and make employees more productive.

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1.1 Introduction

At the close of 2019, the WHO China Country Office was informed of a pneumonia of unknown cause, detected in the city of Wuhan in Hubei province, China. Staying in close contact with national authorities, WHO began monitoring the situation and requested further information on the laboratory tests performed and the different diagnoses considered. Owing to, the Chinese government began investigating this unknown flu, and named it Novel Coronavirus (World Health Organization, 2020). A few weeks passed by and the flu had spread all over China, and it wasn't long before it started spreading across the world. The coronavirus, COVID-19 pandemic is the defining global health crisis of our time and the greatest challenge the world has faced since World War Two. The virus has spread to every continent except Antarctica. Cases are rising daily in Africa the Americas, and Europe (United Nations Development Programme, 2020).

The birth of this virus has brought changes to everyone's daily activities and lifestyle. In response to government restrictions, the debate on organizational life has shifted bringing along new terminologies (for most people) which including virtual meetings, virtual desks, online software, e-learning, and millions of videos on how to work from home (Li, Ghosh and Nachmias, 2020). Coronavirus has created a trend 'work from home', which is a concept that has been around for quite some time and is commonly known as 'home office', which in this context it is a space designated in a person's residence for official business purposes. According to Gorlink 2020, the global work-from-home movement intended to maintain output and efficiency during the COVID-19 pandemic could actually generate a worldwide productivity slump and threaten economic growth for many years. Gorlink states that "we are home working alongside

our kids, in unsuitable spaces, with no choice and no in-office days, this will create a productivity disaster for firms.” The reason he believes that working from home will be a productivity disaster for firms, is due to the four following factors; children, space, privacy and choice.

Initially, managers only accepted the concept of home office, if the employee had/has an office at home, that is the room could not be a bedroom, and nobody was allowed into the room during the workday except for the employee. However, what’s happening today with the coronavirus crisis is completely different, many people are now working in their bedrooms or shared common rooms, with noise from their partners, family or roommate.

Adam Gorlink 2020, conducted an experiment in which employees worked from home four days a week and went to the office every fifth day. After nine months of allowing those employees to do their jobs at home, they asked the original volunteers whether they wanted to keep working remotely or return to the office. Half of them requested to return to the office, despite their average commute being 40 minutes each way. Gorlink asked the volunteers why, and they reported feeling isolated, lonely and depressed at home. “I fear an extended period of working from home will not only kill office productivity but is building a mental health crisis” (Gorlink, 2020).

COVID-19 was recently found to be associated with neurological damages (Wu, Xu, Chen, Duan, Hashimoto, Yang, Liu, and Yang, 2020). Psychiatric symptoms (e.g. depression) and neurological changes which can impair cognitive functioning (Husain, Tang, Yu, Tran, Quek, Hwang, Chang, Ho, and Ho, 2020; Subramaniapillai, 2019; Wu *et al.*, 2020) and work performance (Lee *et al.*, 2018). Companies and factories also

need to implement psychological support systems to provide a safe and healthy working environment to minimize potential anxiety and stress when workers return to work (Kim and Su, 2020)

Nevertheless, despite the drawbacks, Gorlink 2020, suggests a few things that can help stem the productivity decline he fears: Regular check-ins between managers and their teams; maintaining schedules that strive to separate work life from family life, and collaborating with colleagues on video calls rather than phone calls. Although Gorlink is concerned productivity will drop during this pandemic, he says there are a few things to be optimistic about following the initial crush of the pandemic. If businesses can successfully adopt information technology and have their employees work remotely in good conditions, then productivity may be a factor of less concern.

Bao, Li, Xia, Zhu, Li and Yang, 2020 contributes that working from home can offer some benefits to both companies and employees, for instance, when employees can work from home, they feel more trusted and are better able to balance work and life responsibilities, which can increase employee retention and make them happier and more productive.

Some studies show that working from home leads to better performance (Vega, Anderson, & Kaplan, 2014; Allen *et al.*, 2015), others warn that working from home leads to social and professional isolation that hampers knowledge sharing (Crandall and Gao, 2005) and leads to the intensification of labour (Kelliher & Anderson, 2009; Felstead & Henseke, 2017)

The aim of this research is to acquire knowledge on whether or not working from home has impacted organizational and individual productivity, and identifying the strategies put in place by organisation managers, in relation to productivity during a world crisis. In identifying the impact of Covid19 to organisations, the research will also explore the leader's role in promoting productivity during a world crises, and analysing how organisations are going about adapting to change.

The company used in the investigation of the study is Ford Motor Company South Africa. Ford Motor Company is a global automotive and mobility company based in Dearborn, Michigan. Ford Motor Company of Southern Africa has been an active participant in the South African motor industry since 1923 when they began assembling Model T cars in a disused wool shed in Port Elizabeth.

Ford remains one of Southern Africa's leading automotive companies. One element of Ford operations throughout the world that continues to stand above all is the brand promise: Go Further. It is a modern interpretation of Henry Ford's vision to "open the highways to all mankind" (Ford, 2020).

1.2 Rational

A pandemic such as the one caused by COVID-19 has forced many people to work remotely from home. Being in a frameless and previously unknown work situation without preparation intensifies common difficulties in remote work. Adapting to the new environment itself and dealing with additional challenges adds on to the difficulties already previously identified and experienced by remote workers, and could intensify an individual's stress and anxiety and negatively affect their working ability (Russo, Hanel, Altnickel and Van Berkel, 2020).

The advantages of remote work might, therefore be reduced or even omitted. Substantial research is needed to understand further what enables people to work effectively from home while being quarantined. The current situation in which people are living now shows how important research in this field is already. Forecasts indicate that remote work will grow on an even larger scale than it did over the past years (Prati, Pietrantonio & Zani, 2020), therefore it is important to understand how productivity may or may not be affected by remote working, and what actions can managers take in adapting to this situation.

1.3 Problem statement

The global pandemic faced by the world has brought upon a lot of uncertainties. These uncertainties have created a little bit of chaos for everyone, specifically the business world. In a research carried out by Edward West, (2020) he stated that 70 percent of organisations in South Africa had work from home as a temporary offering for employees, while around 18 percent of organisations had it as a permanent offering for employees. Many companies are looking at working from home to become part of

a next-generation workplace strategy to improve productivity, while “humanising” work life and performance management (Sebesho, 2020).

Working from home offers benefits to companies and employees. These benefits include, better work-life balance, increased creativity, positive affect, higher productivity, reduced stress, and fewer carbon emissions because remote workers commute less. However, working from home has a few challenges. These are challenges such as collaboration and communication, loneliness, not being able to unplug after work, distractions at home and staying motivated. These challenges, are factors of which may cause an impact on productivity (Russo *et al.*, 2020).

Investigating the importance of whether or not working from home affects employee productivity, assists organisations on what to do if there is less productivity, or how to maintain productivity if it is high. Moreover, having an understanding of the effects WFH has on productivity can help improve management function, increase job satisfaction and make employees more productive.

1.4 Purpose statement

The world is currently fighting the unknown, making it not just a matter of the public health, but a crisis that will touch every sector, therefore every sector and every individual must be involved in the fight. The purpose of this study is to understand how Covid19 is impacting individual and organizational productivity, acquire knowledge of how managers are going about the situation and understand the role a leader plays in promoting organizational productivity in

times of crises. The study also aims at serving as a guide for future leaders who may face a pandemic similar to the one the world is dealing with now.

1.5 Research question

- Is working from home affecting organisational and individual productivity?
- What are the strategies that are being implemented by managers to maintain or increase productivity?
- What are the strategies put in place by managers to ensure good communication, while working remotely?

1.6 Objectives

- To identify whether or not organizational and individual productivity are being affected by coronavirus, in relation to remote working
- To obtain in-depth understanding of the strategies that are being used by managers, and understand how these strategies are benefiting the organisation now with the virus
- To explore the strategies put in place by managers to ensure good communication, while working remotely.

2.1 Literature review

Isolation, quarantine, pandemic, covid19, these are terms that have gained life in 2019/20. The World Health Organization (WHO) on March 11 declared COVID-19 a pandemic, pointing to the over 118,000 cases of the coronavirus illness in over 110 countries and territories around the world and the sustained risk of further global spread (Ducharm, 2020). The confinement of this virus has caused the world to make significant changes to their day-to-day ways of living. Not only have individuals changed their lifestyle, but organisations have also changed their way of business.

As a result of the coronavirus, the workplace has shifted and will never be the same. Even the word “workplace” suddenly seems obsolete, as the physical location in which people now work has merged with the places in which they eat, sleep, learn, exercise, and play (Vienne, 2020). Within organisations, the virus has caused a significant change in how employees operate with each other, as well as with clients, customers, and vendors.

Now that companies are shifting past their immediate response to the crisis, the world has entered into a temporary “new normal”.

Moreover, working from home arises concerns about inequality. Bartik, Cullen, Glaeser, Luca and Stanton, 2020 conducted a study where they explored the extent of remote work both overall and across industries, as well the implications for productivity and inequality, and the extent to which remote work is likely to persist after the end of the pandemic. In their findings, they came across the fact that less educated workers may tend to face a starker choice between health and their jobs, whereas

more educated are more likely to have, and take the option to work from home. Their study concluded that in industries with more educated workers, the level of remote working is higher and the perceived productivity loss from remote working is lower. However, knowledge intensive work done by skilled professionals and service providers can often be provided electronically, but work in capital intensive factories or in hospitality and leisure tends to be harder to perform via Zoom, Skype or any other application based interface (Bartik *et al.*, 2020).

In a study conducted by Li, Ghosh and Nachmias on staying healthy, connected, productive and learning, they have identified four aspects/ challenges which will be faced with the spread of the virus. The first challenge being the sudden change in the work place. They believe that companies have made use of flexible work policy and remote working to attract talents. Researchers have reported many psychological benefits of such policy. However, when working from home isn't by choice, this change presents a significant challenge, specifically for people with very limited experience of remote working (Li *et al.*, 2020). Nevertheless, people will have to adapt and manage the change brought by this new place of work and all the roles and responsibilities, pros and cons that come with it.

The second challenge is potential feeling of isolation and disconnectedness. The policy of social distancing is important to stop the spread of the virus. However, it is important to recognize that social distancing is about physical distancing, and not about stopping all social activities. It is important for humanity's survival and mental health to maintain socially connected. The resiliency of the human species always finds ways to adapt and maintain social connection, especially with the help of

information and communication technology. During the lockdown in Wuhan, China, the epicentre of the COVID-19 outbreak, people created many ways to stay connected, such as 'cloud clubbing', 'home karaoke station', and online workout groups (Wright, 2020). For many, especially the non-digital natives, they have to learn quickly how to stay connected with a set of digital collaboration and social networking tools.

The third challenge is that this pandemic may likely increase the speed of change and reshape the future of work. Even before the COVID-19 outbreak, the growth of automation, the rise of artificial intelligence (AI), and machine learning have amplified the speed of change, from the way individuals do their work, the tools used, the aesthetics of work, the issues associated with work, and the meaning of work (Centre for the Future of Work, 2020). It is uncertain if people would be able to keep their jobs or be replaced by the machines, and in what way their work will be changed by this pandemic. When the pandemic is finally over, people may or may not be able to go back to their 'normal' works or workplaces because the pandemic will change people's jobs and organizations forever, in ways we have yet to understand. The world is only at the beginning of this change process (Li, *et al.*, 2020).

The last challenge identified by the researchers is a new wave of changes coming to business organisations. Business leaders have to now think about not only how to cope with the current changes but, also what to do, to prepare for future scenarios. For the past decade organisations have relied on a system of interdependency. The system of interdependency emphasizes on efficiency and minimizes cost over self-sufficiency that has driven organisations to outsource by using a globalized supply

chain with minimal inventory (Li and Zehr 2020). Making use of this system, if any of the components of the supply chain sinks, the entire system collapses because no one can make a final product with 99% of the parts. COVID-19 has closed production of the world in waves, the impact to this system of global interdependency will have long and lasting effects, and many are yet to be realized. Will COVID-19 force business leaders to rethink their unit of analysis for business strategy development and reconsider self-reliance or self-sufficiency? These are just a few of the questions that will ponder business leaders for the years to come.

There are many other challenges facing workers and business organizations during this time of crisis, nonetheless, these are the most common and relevant to the findings of this study. The next section, will follow a discussion of the theories that may be used by leaders, to help assist them with the challenges faced, together with different concepts, that are mentioned in the study, to help gain a better understanding of how leaders may go about promoting productivity in remote working.

2.2 Conceptualisation

Keyton (2011) states that a 'concept can be an object, an event, a relationship, or a process'. A concept is therefore, a word that can have many different meanings depending on where it is used or who is using it or, rather, creating it. Concepts are also regarded to be the building blocks of theories (Blaikie, 2009). Below are a few concepts that will be used in building a case for this study.

2.2.1 Working from home

Working from home was touted in the 1980s and 1990s as a cost-effective option for improving employee performance by enhancing their work–life balance (Avery & Zabel, 2001). According to Bao, Li, Xia, Zhu, Li and Yang (2020), Working from home (WFH) is a work arrangement in which employees do not need to work at a central place (e.g., office building, warehouse, or store). Working from home has various names, such as remote work, teleworking, or telecommuting. Working from home is considered when an employee moves their workplace into their home. Freelancers and those self-employed who do not rent an office space, but instead use an area or room in their own home for professional activities, also work from a home office (IONOS, 2020).

Hart (2019), contributes that working from home, means an employee is working from their house, apartment, or place of residence, rather than working from the office. Many companies have a WFH policy, or remote work policy, that allows their employees to work from home either full-time or when it's most convenient for them.

Moreover, work from home (or working from home) is a modern work approach enabled through internet and mobility wherein irrespective of the physical location of an individual work can be done (MBA, 2020).

When working from home, it is important to continue doing the same work one would do in their usual office, where possible. To be able to do this, certain technical and technological requirements must be met. If employees do not have access to crucial data or the necessary software, then the quality of their work

and their motivation may suffer. Without social distancing requirements in place, employees who prefer working in cafes or libraries could do so. In this instance, the working arrangement would be referred to as working remotely from a mobile office, since the employee can move their workplace freely (IONOS, 2020).

2.2.2 Productivity

Productivity is more than just the measure of how effectively resources are used to produce outputs. It is all about using less to create more, to work smarter, not harder. Productivity is a mind-set that continuously aspires to better ways of accomplishing tasks and conducting business. At the heart of productivity is the individual. An organisation can only become more productive through continuous upgrading of knowledge, skills, discipline, effort and collaboration (Productivitysa, 2020).

According to Krugman (1994), Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Ngozi and Chinelo, 2020, contribute that productivity is maximization of utilizing the resources, human force and schemes scientifically to decrease expenses and increase employees, managers and consumers' satisfaction.

Other definitions consider human force as key concept in productivity. Human force productivity is appropriate maximized utilization of human force towards goals of the organization with the lowest time and minimum expense.

Individual productivity has different meanings to different people. To one it may mean getting work done in a timely manner, while for others, it may mean setting and accomplishing personal goals. Individual productivity is a combination of the two. Individual productivity in the workplace means completing tasks that puts one closer to accomplishing their set of goals in a timely manner and helps bring more balance and simplicity to their work-life.

Productivity is achieving maximum possible profit from the labor force, power, talent and human force skill, land, machine, money, equipment's of time, place, etc., to enhance welfare of the society so that increasing of it is considered by the clear-sighted in politics, management and economy as a necessity towards enhancement of humans' living standard and society (Darvish, 2008), For the purpose of this study we will focus on Menezes definition of productivity, where he stated that productivity is the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards (Menezes, 2006).

2.3 Theoretical Foundation

2.3.1 Situational Leadership theory

Hersey, Blanchard and Dewery (1996) believed that leadership behaviour could change not just for each situation, but specifically for each subordinate. The situational theory of leadership suggests that there is no best leadership style. Instead, it all depends on the situation at hand and which type of leadership and strategies are best-suited for the task (Cherry, 2019). According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done. The model was based on the belief that leadership required three main competences;

- 1- Diagnosing- the leader's ability to understand complex and dynamic situations and seeing them as they are now and as they will or could be in the future.
- 2- Adapting-the leader's ability to change their behaviour as a leader to match the situation.
- 3- Communicating- which is defined as a process skill of knowing how to get the message across to individual employees in any given situation

(Iszatt-White and Saunders, 2017).

Hersey and Blanchard suggested that there are four primary leadership styles that may be used in applying the theory and will be discussed below;

- Telling(S1)- The leader gives direct instructions, sets performance standards and tell employees exactly what is expected from them.
- Selling (S2)- The leader gives direction to employees, but encourages them to contribute their input and the leader makes us of them when appropriate.

Furthermore, the leader provides employee with feedback on their performance.

- Participating (S3)- In this approach the leader helps employees in finding their own solutions to work-related problems and work methods, however the leader doesn't provide answers for them. This encourages employees to think by asking questions and acting as a soundboard, but does not tell them what to do.
- Delegating (S4)- This is commonly known as the hands-off-approach. The leader discusses the result the employee has to achieve, measures it afterwards and gives recognition when appropriate

(Brevis and Vrba, 2014).

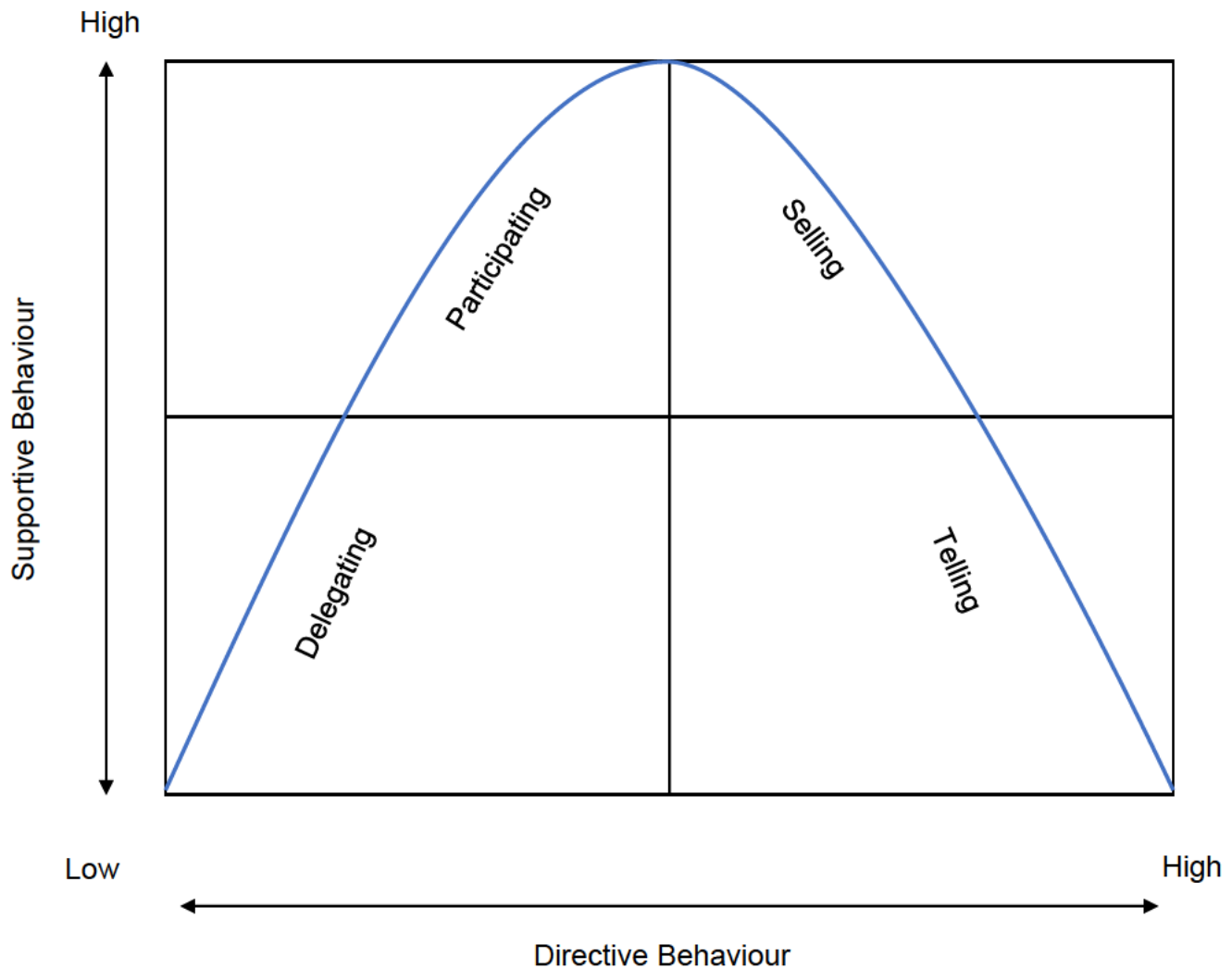


Figure 1 :Hersey- Blanchard Situational Leadership theory

Source: Author's own compliance with insight from Iszatt-White

Figure 1 shows the level of support and direction in relation to the four leadership styles. When the leader chooses telling as their leadership approach, there is high supportive behaviour and high directive behaviour. When they choose selling there is high supportive behaviour and high directive behaviour. When they select participating there is high supportive behaviour and low directive behaviour, and finally in selecting delegating there is low supportive behaviour and high directive behaviour.

Situational leadership theory stresses the importance of treating different employees differently, but also treating the same employee differently when circumstances change. The practical implication of this theory is that managers should be aware of the opportunities to build the skills and confidence of employees, instead of assuming that an employee without skills or motivation is problematic for the organisation.

This particular theory is relevant to the study in the sense that, it shows that a leader is capable of changing their leadership style to accommodate the situation at hand. Even with Covid-19 leaders should be able to still motivate their employees to be productive, specially in remote working where there is less face-to-face interaction. Organisational managers need to understand that e-learning, distance learning, self-learning and online learning have turned out to be fashionable, relevant and important in all industries across the globe. It is important from them to know that uncertainty about the duration of social distancing, self-isolation and business operation restrictions shows the need for organisations to support all employee, especially newbies (Capece and Campisi, 2020).

2.4 Conclusion

The pandemic is moving like a wave, one that may crash on those least able to cope. As a consequence, organisations are under pressure, and have to make decisions with regards to the health and safety of the employees together with decision on how to adapt to the new working environment of the organisation.

Nonetheless, COVID-19 is much more than a health crisis. By stressing every one of the countries it touches, it has the potential to create devastating social, economic and political crises that may leave deep scars (United Nations Development Programme, 2020). Therefore, managers shouldn't disremember the importance of promoting organisational productivity. In times like these managers should really be mindful that even when employees are working from their homes, they need as much attention as they would in their normal working environment.

As mentioned in the above section, the research will take a positivism approach to reasoning. The aim of positivistic research is to find valid and reliable casual relationships, of which is then recorded in term of quantities, or numbers, that can be processed by making use of statistical techniques. The way in which this is done, will be discussed in more detail in the next section of the is paper. Making use of this approach, will help in the findings of this study, in the sense that the researcher will know if working from home impacts organisational and individual productivity.

3.1 Methodology

The global pandemic of coronavirus created unprecedented difficulties for organisation and employees. Numerous organisations experienced a loss of revenue while asking their employees to work from home or take unpaid leave. Great efforts have been exerted to navigate the extraordinary economic shock however, not all firms can cope well with the situation. Employees may not be motivated to work efficiently or to accept below average working arrangements, especially if the firms had not nurtured a good employee relationship during normal times (Shan and Yongjun Tang, 2020).

As mentioned in the previous sections of the research, the goal of this study is to empirically examine the effect remote working has had on individual and organisational productivity. In order to gather the answers for the research questions, the researcher would have to collect and analysis data. This section of the research covers the methodology of the study. Research methodology consists of two broad aspects, research design and research plan. These two aspects discuss the way in which the data is collected, and once its collected, how will the analyses be done.

3.1.1 Research paradigm

According to Bryman (2012), paradigm is ‘a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, and how results should be interpreted’. The term paradigm is normally used in natural sciences studies, in the social sciences, paradigms are referred as traditions or worldviews. This research will take a world’s view approach, namely positivism. Positivism advocate the application of natural sciences methods to study

certain phenomena, including social phenomena. Looking at the word 'positivism' and 'positivist', one can already see that the stem is 'positive'. This is because early positivist had a very positive view of science 'they believed that science could enlighten people and, in the process, make the world a better place' (Plooy-Cilliers, Davis & Bezuidenhout, 2014).

The epistemological position of positivism trust that knowledge can only be obtained through objective, observable evidence. The main aim of a positivist research is to discover casual relationships in order to predict and control the natural and social world. In the context of this research, if one discovers if they are any factors impacting productivity in remote working, and how it is impacting, then it is possible to control. The ontological position of positivism, contributes that positivism can predict outcomes of human behaviour, for example if good working conditions is a tribute for increase productivity, then it can be assumed that, if another person is put in the same condition, then they will produce just as much output as the first one. Furthermore, the positivists are of the opinion that a given cause has the same effect on all people.

Lastly the metatheoretical positions of positivism assert that, by establishing casual relationships and by meeting the conditions of the cause, certain predictions can be made in terms of the effect (Plooy-Cilliers *et al.*, 2014). They argue that given the right conditions or cause (technology required for working from home), the effect (high productivity) will follow naturally.

3.1.2 Research design

One of the many challenges faced when engaging in research is keeping in mind the ultimate aim of the research. In this section, we take a closer look at the aims of research by giving a more detailed description of the kind of research approach that will be used in this research study. This research will take an explanatory approach, the purpose of an explanatory research is to clarify how and why there is a relationship between different phenomena, in other words, whether you can find reasons why certain things happen, in this case what is the impact remote working, has had on individual and organisational productivity. Moreover, explanatory research indicates the direction of a cause-and –effect relationship between an independent variable (X), and a dependent variable (Y) (Du Plooy,2006).

In order for the researcher to understand and be able to explain the results found from the research, they will need to follow a deductive approach for reasoning. Deductive theorising incorporates reasoning from general assumptions to more specific assumptions. It could also be likened to an inverted pyramid, where the researcher goes from exploring broad and general aspects of a theory to applying them to a specific topic that is under investigation or observation. Figure 1.2 shows a visual representation of the inverted pyramid.

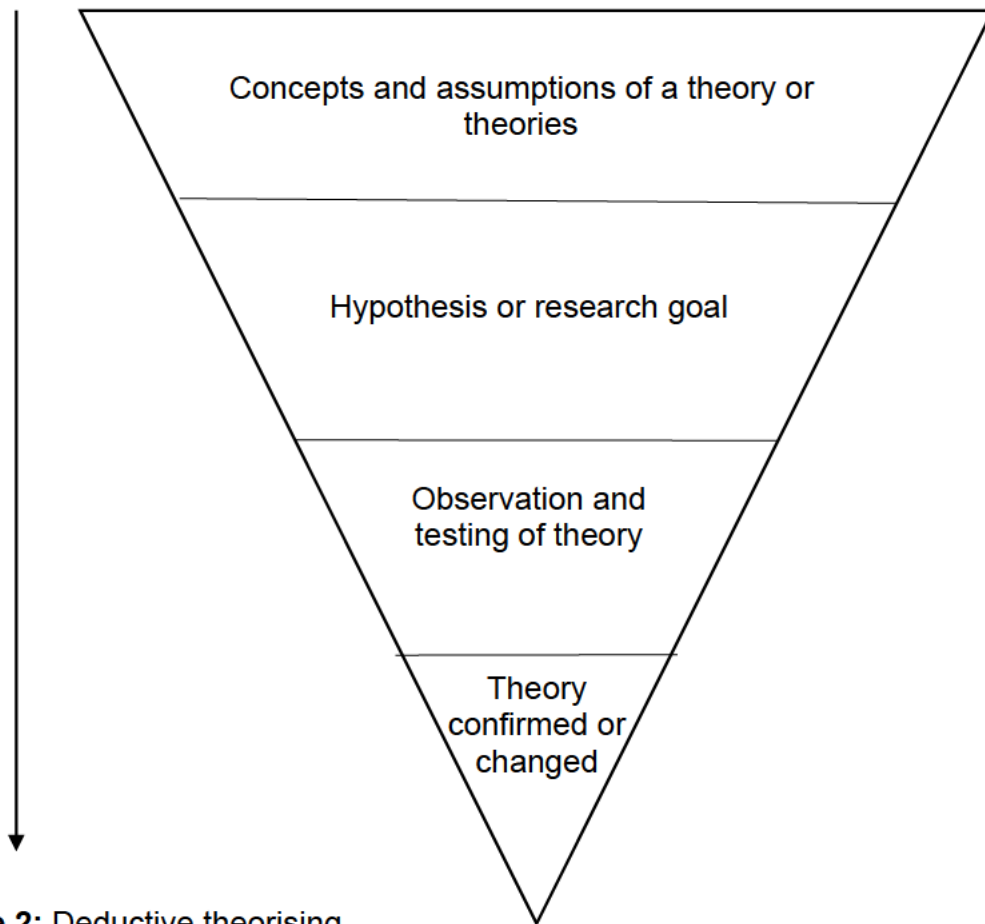


Figure 2: Deductive theorising

Source: Author's compliance with insight from Bezuidenhout, RM.

3.1.3 Research plan

3.1.3.1 Sampling

According to Wiid and Diggines (2013), population is the total group of people or entities from whom information is required. In order to determine who or what would best help the researcher get the answers for the research, he/she would have to go back to the research questions and research problem. The research question for this specific research is whether remote working is impacting individual and organisational productivity? The study focus on the corporate sector, so the researcher will have to see the characteristics of all the stakeholders in the corporate sector, in order to decide

the research population. There are a few questions the researcher may ask in deciding the population of the study;

1. Who will be approached to be answer the survey? In this study, the employees who were working from home, during the lockdown period will be the ones surveyed.
2. What characteristics do these people share? They are all employed in the corporate sector, and worked from home.
3. There for it is safe to say that the population of the study are individuals who worked from home and are employees of the corporate sector.

After defining the population, it is important to identify the difference between the target population and the accessible population. Target population is everyone and everything that falls within the population parameters, whereas the accessible population refers to only the section of the population that the researcher can actually include in their study (Plooy-Cilliers *et al.*, 2014).

At times when the population is large and widespread it is difficult to determine who all the members of the population are, which is why it is important to sample. A sample is a subject of a population that is considered to be representative of the population. The South Africa corporate sector employees about 36 million people, however, due to the instructions given by the IIE Varsity college, only 20 employees of the corporate sector of a specific organisation will participate in the study. The institution sets a limit to the number of participants due to a few limitations such as, time, accessibility and financial costs.

Once the population has been identified, the researcher needs to determine the sampling method. There are two types of sampling methods; probability sampling and non-probability sampling.

Probability sampling will be the method used in this study. Probability sampling refers to whether or not each unit in the population has an equal opportunity to be part of the sample. This method removes humans bias from the sampling process by using methods that are random and systematic. There are different probability methods, but for the purpose of this research, simple random sampling will be the only one explained in detail. With simple random sampling, each element of the population has the same and equal chance of being selected to be part of the sample, that is anyone working at Ford motor company SA, but with the criteria that he/she worked from home during lockdown.

3.1.3.2 Data collection method

Quantitative data collection will be the research strategy used to collect the data for this study. Data collection methods tend to rely on random sampling, since one of the aims of quantitative research is to generalise results to a broader population. The purpose of quantitative research, is frequently to find causal relationships or correlations that can be generalised (Plooy-Cilliers *et al.*, 2014).

There are various data collection techniques, one of them being survey research. Survey is a data collection tool that consists of series of questions designed to gather information about a relatively large group of people. This research tool provides a quantitative or numeric description of trends, attitudes or opinions of a population by asking questions of a sample of respondents and then generalising the results to the population from which the sample of respondents were selected. In the context of this research, the results gathered from the selected Ford SA employees, will then be used to generalise, the working from home experience for the rest of the company.

Surveys take on different forms namely mail surveys, telephone surveys, personal interviews, group administration and surveys using questionnaires. This research will make use of mail surveys, as a tool of quantitative data collection method. The surveys will be sent to the participants' emails, which will contain a link to google forms where they can respond and submit the questionnaire. The survey will consist of a set of standardised questions, making it simple and straight to the point.

3.1.3.3 Data analysis

Statistics consists of a set of mathematical techniques to analyse a set of data. It is used in order to ensure researchers make accurate and objective interpretations of the data. Applying statistical analysis to a set of data removes the guesswork from the interpretation of data. In quantitative study, in order for the researcher to begin to understand the data set they are working with, he/she can start by performing a descriptive analysis of the data, of which will be applied in this study. Descriptive statistics summarises the data and allows some basic questions to be answered (Khan, 2012). A descriptive data analysis, consists of calculating the range of the data, which refers to maximum and minimum value, and the central point which can be determined in terms of the mean (average), the median (the middle value of a list) or the mode (the value that occurs the most frequently). In applying descriptive statistics allows the researcher to develop summaries and to determine various key characteristics of the data.

The analysis sets out to arrive at a set of summaries of the data set and attempts to discover patterns that may exist hidden within the data. These summaries of the data

create information that may then be used to inform decisions, change people's behaviour, change medical treatments, and so on. By making use of this data analysis method, the researcher will be able to make out how many individuals are managing to be productive while working from home, and those that aren't managing to be as productive, together with what is influencing low or high productivity during this period, and finally what is the ratio of individuals who prefer to work from home, to the individuals who will rather be in an office environment.

3.1.3.4 Validity and reliability

The purpose of quantitative research is to find casual relationships or to generalise results to a broader population. Seeing that quantitative research aims on generalising results, trustworthiness to measure reliability and validity are not useful terms to use with these types of studies. Quantitative researchers therefore prefer to make use of the concept validity and reliability.

Reliability means someone else being able to retest your data and obtain the same results (Welman, Kruger and Mitchell, 2006). Mouton, 1996 contributes that reliability refers to the fact that different research participants being tested by the same instrument at different times should respond identically to the instrument. In ensuring reliability in this study, the researcher must ensure that the participants understand the questions, because if people misinterpret a question from the survey or even interpret the same question differently, could develop an error that will affect the reliability of the data. Secondly the researcher will make sure that there is no bias in collecting and analysing the data.

Validity is the extent to which the instrument that was selected actually reflected the reality of the constructs that were being measured. In other words, validity is all about determining whether the research measured what it was supposed to measure. In order to determine the validity of this study, the researcher will make sure to ask the correct questions of which will be aligned with the research objectives, that will assist them in reaching the aimed results of the study. The research will also make use of the correct research methods, and design, in order to be able to answer the research questions.

3.2 Ethical considerations and limitations

3.2.1 Ethical considerations

Ethics are morals or professional code of conduct that set standards for ones' attitudes and behaviour. In research, there are a number of important ethical issues that affect the participants in the research such as informed consent, collecting data from participants, dealing with sensitive information, dealing with confidentiality versus anonymity, providing incentives, avoiding harm and avoiding deception.

In conducting this research, the participants will be formally informed that they are taking part in a research, this will be considered as consent from both the participant and the researcher. The data collecting method used in his research will be survey interviews, and they at times require recording of the interview. The participants will also be informed that the interview will be recorded, if necessary. In collecting the data from participants, researchers need to prioritise the physical and psychological comfort of the participants. In terms of confidentiality and anonymity, if the participant requests to stay anonymous, the researcher will do so by not recording their name at

any stage of the research process, and ensure that it will not be possible to match the participants identify to their research responses in any way.

Apart from ethical issue concerning the research participant, there are numerous ways in which the researcher's approach to data analysing and reporting can be unethical such as; falsifying information, distorting results, misusing information, using inappropriate research method and allowing bias to influence interpretation or results. However, in this study the researcher will make sure that he/she remains an ethical researcher by drawing up their own personal ethical code of conduct as a researcher. This is not necessarily for others to see, even though they can show it to their participants to demonstrate their ethical stance, it is more of a self-reminder of what he/she stands for. Moreover, the researcher will also consider the harm he/she could do to the rest of the researcher community if he/she behaves in an unethical manor.

3.2.2 Limitations

Limitations are described as constraints or limits in the researcher study, that are out of the researcher's control, such as time, financial resources, access to information and more (Plooy-Cilliers *et al.*, 2014). In conducting this research time accessibility could be one of the limitations. In order for the researcher to get access to the accessible population, I.e. ford employees, he/she would have to visit them during working hours or communicate through other platforms.

Another limit that this study may encounter, is the fact that the researcher will not be able to address participant's mental well-being, due to the fact it is a sensitive topic and not everyone feels comfortable addressing such matters.

3.3 Conclusion

According to Nevins 2020, no matter how effective one was yesterday, they will find that today and tomorrow are likely to make new and different demands on them as a leader. There's no playbook for leadership when the stakes are high, and there's certainly no playbook for what to do in the face of a 21st Century pandemic. However, if leaders fail to reinvent and adapt, their organisation will stall and fail, as a consequence of the pandemic.

Everyone is facing threats on multiple fronts at once: to self, family, employees, customers, suppliers and business partners, governmental and financial systems, and potentially our social fabric. Hopefully with the aid of this research future organisation manages specifically in the corporate sector will have an idea of how to deal with a global pandemic, and be able to avoid or mitigate the different challenges that are being faced now by business owners.

4.1 Findings

This final section presents a discussion of the findings on whether or not remote working affects productivity and what strategies were implemented by the organisation to increase or maintain productivity. Furthermore, the below section presents an analysis of the findings with elements identified in the literature review from which the proposal statement emerged from. The presentation of the findings will be interpreted by making use of screenshots of the summary, compiled by google form.

4.1.1 Background information

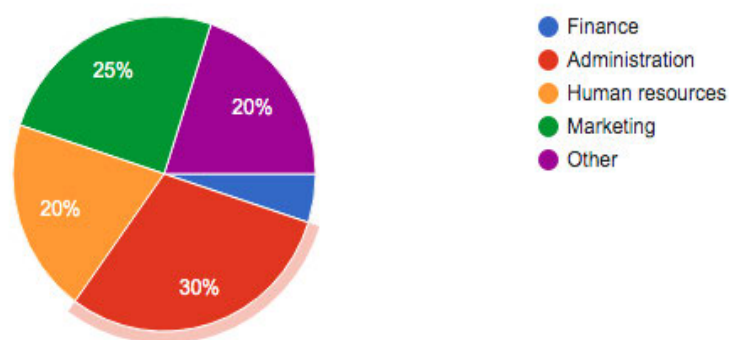


Figure: 4.1 Background information

Source: Own compliance

The survey was sent to participants from different departments of which 5% were from the finance department, 20% were from human resources, 25% from marketing, 30% administrations and 20% other which could include research and development, purchasing, production and more.

4.1.2 The experience of working from home

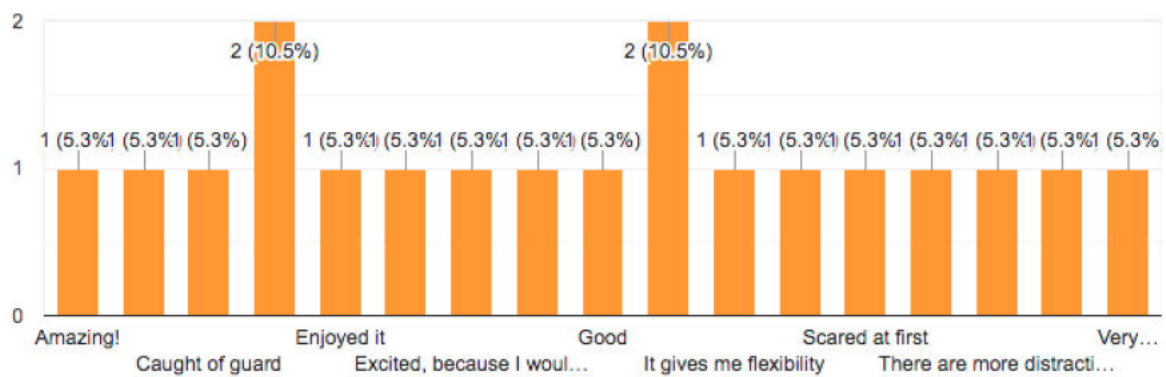


Figure: 4.1 The experience of WFH

Source: Own compliance

In previous sections of this study, it was learnt that working from home is not new concept, it was established in the years 1980s and 1990s as a cost-effective option for improving employee performance by enhancing their work–life balance. Nevertheless, the emerge of coronavirus made the concept of remote working rather forced than optional. Due to that, it is important to hear from the people of organisations who were forced to work from home during the lockdown, how they felt about working from home. From the 20 participants who answered this specific question three stated that they were scared at first and caught off guard, but got used to it afterwards. The rest of the participants were either excited, happy, amazed, flexible. Basing on the fact that majority gave a positive feedback, it is safe to say that even though they were forced to work from home, they were happy about being in the comfort of their own home.

In a study conducted by Li, Ghosh and Nachmias on staying healthy, connected, productive and learning, it was stated that when working from home isn't by choice, this change presents a significant challenge, specifically for people with very limited

experience of remote working. However, employees from Ford already had knowledge on remote working, and the organisation has policies which incorporate remote working. This explains why most participants were knee to working at home.

4.1.3 Working from home workload

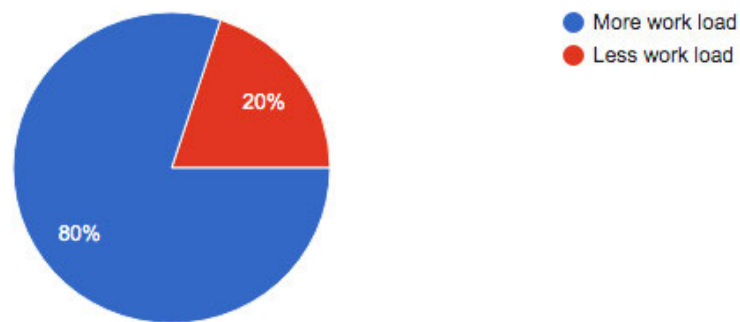


Figure: 4.2 WFH workload

Source: Own compliance

4.1.4 Adjustments made to the company regarding Covid19

Make sure the employees work on different weeks
Data was given to us
We all had to work from home, improving our system to facilitate the conclusion of our organizational activities, develop methods to ensure that our clients get informed about the COVID-19 and also always providing feedback to clients regarding their needs, desires and current expectations.
Providing us with the necessary equipment to prevent the virus
Enusre that we had all the equipment to create a home office
Ensure that we had sanitizers, masks and respected the 1.5 meter distance
Provide the organization with prevention kits
Ensure everyone wore a mask and added sanitizers everywhere

Figure: 4.3 Adjustments made to the company regarding Covid19

Source: Own compliance

Working from home, presents individuals with the opportunity to be at the comfort of their home, and with the option of creating their work schedule, which was the case for Ford employees. With this advantage, it is easy to believe that the work load will be less due to the fact that you work at your own pace. However, that was not the situation for our participants. 20% of the participants claim that there was less work load, and 80% state that there was more work load. The gap in work load relates to different work departments. Nonetheless, it could be concluded that working from the comfort of your homes, means more work.

4.1.5 The impact working from home had on morale

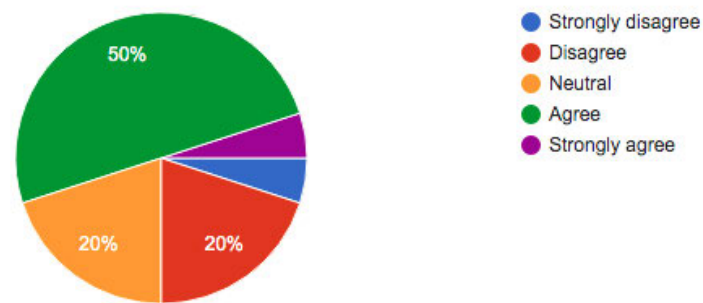


Figure: 4.5 The impact working from home had on morale
Source: Own compliance

In adjusting to the coronavirus pandemic, Ford motor company firstly ensured that the organisation was informed about the virus and the countries state. They provided the employees with sanitisers, and made sure everyone respected the 1.5-meter distance regulation. When the government announced the lockdown, Ford equipped their employees with internet bundles in order for them to work from home and maintain communication. They also ensured everyone had the necessary material to work from home. Even though, working from home was a forceful act, in order to keep the people safe, Ford made sure that they provide their employees with the means necessary to continue business as usual.

In figure 1.4 showed that most employees who completed the survey, had positive feedback towards how they felt about working from home. However, even though they were excited and happy about working remotely, 55% of the participants agree that transitioning from office, to home office did affect their morale. These could be due to the challenges presented in figure 1.9 below.

According to Ransom (1995), the morale of a business allows it to accomplish more than its cumulative talents. It operates in a synergistic mode using management, employee and customer participation to resolve its problems. Ransom also contributes that, higher the morale in the organization, the more productive than the competition they will be (Ransom 1995).

4.1.6 The challenges in working from home

Time management
Procrastination
Finding the balance between work and life
Homeschooling at the same time
They gave us wifi
Different plans of actions that I can detailed here
Balancing time and work load, poor zoom connections.
Internet connectivity issues
More work

Figure: 4.4 The challenges in working from home

Source: Own compliance

4.1.7 Working schedule during lockdown and its impact on productivity

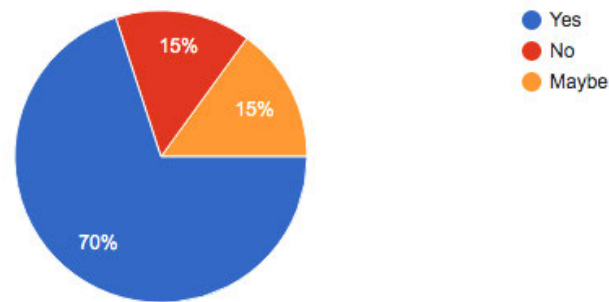


Figure: 4. 5 Working schedule during lockdown and its impact on productivity

Source: Own compliance

Majority of the participants, which sums up to 70%, believe that having a work schedule impacts productivity. Ford motor work schedule is 07am-3pm, and every employee was used to that. While working from home, they didn't implement working schedules, employees just had to ensure that they work for at least 8 hours a day and submit the work on time. When people are used to a certain work routine, it is usually challenging to get used to something new.

4.1.8 Implementation of working from home post-coronavirus

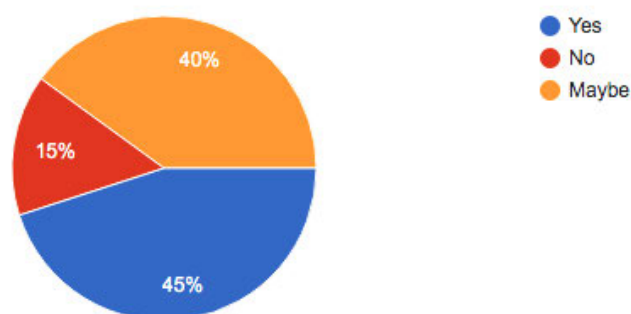


Figure: 4. 6 Implementation of working from home post-coronavirus

Source: Own compliance

As commented before in the above sections, the pandemic forced employees to work from home in order for businesses to survive. Even though employees were ordained to work at home, they have showed some positive feedback towards it. 45% of the participants say they would be happy if Ford were to implement a work from home policy post- coronavirus. 40% of the participants answered maybe, which could mean that they are opened to new ideas.

4.1.9 Working from the office or from home

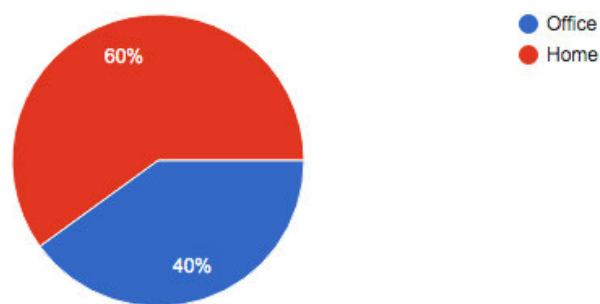


Figure: 4. 7 Working from the office or from home

Source: Own compliance

40% of the participants claimed that they would rather work at the office, while 60% of the participants prefer to work at home if given the chance. In the above discussions, a study by Li (2020), stated that It is uncertain if people would be able to keep their jobs or be replaced by the machines, and in what way their work will be changed by this pandemic. When the pandemic is finally over, people may or may not be able to go back to their 'normal' works or workplaces because the pandemic may change people's jobs and organizations forever, in ways we have yet to understand. The pandemic opened doors to the option of remote working policies, and with the results

shown by this survey it can be seen that even though it seemed impossible, majority of the participants are preferring to work at the comfort of their own home.

4.1.10 The return to the office and its effect on productivity and work morale

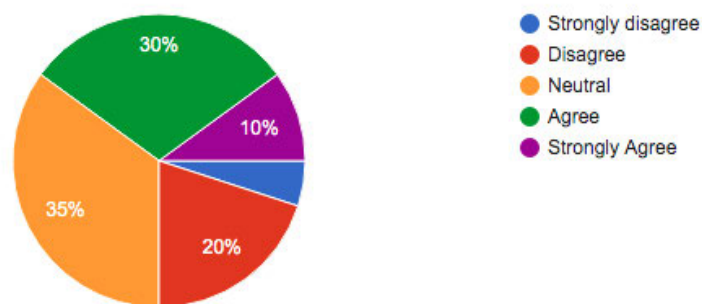


Figure: 4. 8 The return to the office and its effect on productivity and work morale

Source: Own compliance

In figure 1.8 50% of the participants agreed that the transition from the office to working at home affected their morale, which mean productivity was low in the beginning due to the challenges faced in remote working. Nevertheless, now that they have returned to their regular office space, 35% of the participants claim that they are neutral when it comes to returning, work morale and productivity. It can be assumed that at this point after experiencing working from home, the employees can manage their productivity at home and at the office.

However, it is important to note that 30% of the participants agree and 10% of the participants strongly agree that the return to the office has affected their productivity and work morale. In figure 1.12, 60% of the participants stated that they would rather work from home, which means that during these six months that they were working

from home, productivity levels were high, and now that they have returned to the office, the productivity and morale levels may have dropped.

4.2 Conclusion

This study examined the concept of working from home during a global pandemic. The purpose of the study was to analyse whether working remotely affected individual and organizational productivity, and gain knowledge on how organisation managers were managing the situation with regards to WFH, productivity, and employee wellbeing. In the above sections of the study, it was discussed exactly what working from home entailed, the challenges faced by individuals, and what the future might hold in terms of WFH.

The importance of investigating whether or not working from home affects employee productivity, assists organisations on what to do if there is less productivity, or how to maintain productivity if it is high. Moreover, having an understanding of the effects WFH has on productivity can help improve management function, increase job satisfaction and make employees more productive.

The study aimed in answering the following questions; 1- Is working from home affecting organisational and individual productivity; 2- What are the strategies that are being implemented by managers to maintain or increase productivity; and 3-What are the strategies put in place by managers to ensure good communication, while working remotely.

In obtaining answers to the research questions, a survey was developed and distributed to 20 participants at Ford Motor Company SA. The survey showed that the employees at ford were happy, excited, amazed and opened minded about working

from home. This positive feedback, may come from the fact that the employees at Ford have knowledge on WFH and the company provided equipment to ease their transition.

Working from home meant more work and less morale from employees at Ford Motors. Nonetheless, the employees at Ford would rather work from home than at the offices.

The results obtained from the survey express that productivity was affected when employees had to return to the office. This means that productivity was not affected during the period employees were working from home. However, in order for employees to maintain themselves productive during this period, they needed to maintain a personal work schedule. In conducting this research, it was discovered that work morale is what was mostly affected employees.

In order to maintain productivity, the organisation manager provided the employees with the equipment required to create a home office. Moreover, with regards maintaining good communication, a few participants did mention internet connectivity as one of the challenges, however they had other methods of communication, i.e. WhatsApp, so communicating with other employees and superiors was not an issue during the lockdown period.

In adapting to the changes brought by the pandemic, there were no changes made to Ford Motors strategies or policies, however they had to make financial cuts, and reduce salaries. In reducing financial costs, a few employees were fired. Ford also added a few rules and regulations that complied with the Covid-19 restrictions.

Employees are required to wear masks at all times, and they enforced the use of hand sanitizers, by providing and placing them in a few areas of their offices.

In conclusion, productivity was to a certain extent affected by remote working, however employees had to create a schedule in order to overcome procrastination and create discipline. Productivity was mostly affected when employees had to return to the office, due to the fact that they were already adapted to working in the comfort of their homes.

This study has shown that one of the main issues with working from home is morale. One of the main factors that impacted morale was the financial cuts that were made. The surveyed employees had a lot of challenges with regards discipline, procrastination, time management and finding the balance between work and life. With that being said, productivity is not necessarily affected because at the end of the day, the work needs to be done, however, getting yourself to actually begin the work, and avoid distractions is what mostly impacted the working from home experience of the 20 participants of Ford Motors SA.

Moreover, if WFH were to be implemented in the organisation in the future, they wouldn't encounter many employee sit backs, due to the fact that 60% of the 20 participants stated that they would rather work from home than at the office. This shows that there is a market for WFH, and organisations shouldn't fear the possibility.

In terms of recommendations, based on the analysis and interpretation of the findings, organisations should indeed consider implementing working from home in their business models. However, in considering working from home, it is important for them

to consider the following; 1-ensure that they provide training ;2- provide employees with equipment and 3- put in place actions to boost work moral while working from home, or else productivity will be affected.

In studying WFH it is important to pay attention to the importance of workplace relationships, and the importance of physical communication. Even though majority of the employees from the survey would rather work from home, they did agree that workplace relationship does impact productivity. So, organisation managers should ensure that they don't completely cut the physical interactions between employees.

The limitations encountered in this study, were that getting in contact with the organisations in order to get permission to collect data was not easy. In the beginning of the study, researchers need to have guarantee that they will have easy access to the organisation or institution they intended on researching. This is important, due to the fact that if he/she can't have access to the organisation, it may change the course of the study.

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Annexure A: Final Research Report Summary Document

TITLE: Investigating how working from home affects worker productivity: a case study of South Africa during the Covid19 pandemic.

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
The purpose of this study is to understand if Covid19 is impacting individual and organizational productivity while remote working.	Does working from home affect productivity?	WFH is a concept that may be more enforced in organizations even after the pandemic, so this study, could serve as an aid for businesses.	Paul Hersey Ken Blanchard	Theme 1: What is working from home	Positivism	Quantitative	The data collection method used in this research was email surveys. The tool used for the research was Google forms.	There were no ethical challenges faced in conducting this research.	Participants were happy about working from home Participants prefer to work from home Morale affected participants when it came to WFH.	The recommendations based on the analysis and interpretation of the findings, are that organisations should consider implementing working from home in their business models. However, in considering WFH, it is important for them to; 1- Provide training ;2- provide the employees with equipment and 3- put in place actions to boost work moral while working from home. In studying WFH it is important to pay attention to the importance of workplace relationships, and the importance of physical communication. Even though majority of the employees from the
				Theme 2: What are the benefits of working from home		Population				
				Theme 3: The challenges in working from home Theme 4: The future of remote		The population for the study will consist of individuals working in the corporate sector The characteristic shared by these participants is that, he/she worked from home during lockdown, and is employed by Ford Motor Company SA.				

Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories	working.
Understanding the effects WFH has on productivity can help improve management function, increase job satisfaction and make employees more productive.	How are managers enhancing productivity in remote working?	1-Work from home 2-Productivity	Situational leadership theory	

Sampling	Data Analysis Method(s)	Limitations	Key Contribution	survey would rather work from home, they did agree that workplace relationship does impact productivity.
Probability sampling Simple random sampling Size: 20 participants	Descriptive analyses	One of the limitations faced by the study, was getting in contact the organisation, in order to get approval to conduct the data collection.	With the aid of this research, managers will better understand how much of an impact working from home can have on productivity, and whether or not working from home is here to stay, and what new strategies the organisation can implement to adapt to the new changes, brought by the pandemic.	

Annexure B: Consent form



Consent form for participants	
I, _____, agree to participate in the research conducted by Herta Atalia Siquela Gune about the how working from home affects worker productivity, in South Africa during Coronavirus pandemic. This research has been explained to me and I understand what participation in this research will involve. I understand that: • I agree to be interviewed for this research. • My confidentiality will be ensured. My name and personal details will be kept private. • My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research. • I may choose not to answer any of the questions that are asked during the research interview. • I may be quoted directly when the research is published, but my identity will be protected.	
Signature	Date

Annexure C: Questionnaire

Interview questions

My name is Herta Gune, an Honours student at Varsity College, Pretoria branch of the Independent Institute of Education (IIE). The research I wish to conduct for my Honours Project, titled Investigating how working from home affects worker productivity. A case study of South Africa during the Covid19 Pandemic. An exploration of organisations in the corporate sector. The interview may take 15 to 20 minutes, and will be recorded with the permission of the participant. Feel free to ask any questions as we go along.

1. For how long have you been working for the organisation?

2. In what department of the organisation do you work in?

☐ Finance ☐ Administration ☐ Human resources ☐ Marketing ☐ Other

3. Did you work from home during level 5,4,3 lockdown? If so, for how long?

4. How did you feel about working from home?

5. Would you say that there is more, or less work load when working from home?

☐ More work load ☐ Less work load

6. What were the first measures taken by the company to adjust to the current Covid19 situation?

7. In adjusting to the current situation, were there any changes made to the organisations' strategies, regulations and policies, as a result of the Covid19 outbreak?

8. What were the challenges you encountered while working from home?

9. In what area of your house were you working from?

☐ Home office ☐ Dining room ☐ Bedroom ☐ Living room

10. Does the absence of immediate physical communication affect productivity, if yes how?

11. In this period of working from home, did the organisation implement mandatory working hours?

12. In relation to the previous question, does having or not having a work schedule impact productivity?

☐ Yes

☐ No

☐ Maybe

13. Does the time gain from not commuting to work, impact productivity?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Strongly Disagree

☐ Disagree

14. Did the transition to working from home affect your working moral?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Strongly Disagree

☐ Disagree

15. If the organisation were to implement a work from home policy post-coronavirus, would you be happy about?

☐ Yes

☐ No

16. Does working from home affect workplace relationship?

☐ Yes

☐ No

17. Based on the above question, would you agree or disagree that workplace relationship, has an impact on productivity?

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Strongly Disagree

☐ Disagree

18. If given the chance would you prefer to, work at the office or at home?

☐ Home

☐ Office

19. What experience, if any, did you gain from working from home?

20. Has the return to offices affected productivity and work moral?

☐ Strongly
agree

☐ Agree

☐ Neutral

☐ Strongly
Disagree

☐ Disagree

Link to the survey on google forms:

https://docs.google.com/forms/d/e/1FAIpQLScBBuggKW0AiQKeeSwVHnCccO0BZjbNZn11Yqyl_BXYQfy2Kw/viewform?usp=sf_link

Annexure D: Permission letter



Gatekeepers letter/ Request to conduct research

Dear

I am writing to ask your permission to conduct research at your company.

My name is Herta Gune, an Honours student at Varsity College, Pretoria branch of the Independent Institute of Education (IIE). The research I wish to conduct for my Honours Project, titled Investigating how working from home affects worker productivity. A case study of South Africa during the Covid19 Pandemic. An exploration of organisations in the corporate sector.

The aim of this study is to understand how Covid19 is impacting individual and organizational productivity, acquire knowledge on how managers are going about the situation and understand the role a leader plays in promoting organizational productivity in times of crises. The study also aims at serving as a guide for future leaders who may face a pandemic similar to the one the world is dealing with now. The nature of the firm's participation will be of 20 employees and it will take 15 to 20 minutes to survey them. The data that will be collected will contribute in the results, regarding organisational productivity during Covid19. The participant may choose to remain anonymous, and their personal information will not be used to cause them any harm.

Yours sincerely

Student: Herta Gune

Supervisor: Katlego Oliphant

My contact details are as follows:

Herta Gune

The contact details of my supervisor/navigator/lecturer are as follows:

Katlego Oliphant

Annexure E: Ethical clearance letter



29 September 2020

Student name: HERTA GUNE

Student number: 16003766

Campus: IIE Varsity College
Pretoria

Re: Approval of BACHELOR OF COMMERCE HONOURS: MANAGEMENT Proposal and Ethics Clearance

HONOURS/PGDIP ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor

Katlego

Oliphant

Campus Postgraduate Coordinator (CPC):

Janus Snyders

Motivation for high similarity percentage

DATE and TIME: 25 October 2020- 18:25

STUDENT NAME AND SURNAME: Herta Gune

STUDENT NUMBER: 16003766

PROGRAMME and MODULE: BCOM Honours, Research methodology

ASSIGNMENT NUMBER: 4

ASSIGNMENT DUE DATE: 25th October 2020

I, Herta Atalia Siquela Gune (Full Name) hereby declare a high percentage on the similarity report on SafeAssign/Turnitin with a valid reason.

Application for high similarity percentage:

Plagiarism is the use of words, ideas or images of another person, as ones' own without adequately or appropriately acknowledging the source. The Independent Institute of Education (The IIE) view plagiarism as an act of academic dishonesty and will handle it accordingly.

I am aware of the approach of The IIE to plagiarism and intellectual integrity.

I am aware that the Intellectual Integrity policy and the Student Code of Conduct prescribe the consequences of plagiarizing.

I am aware that the quick referencing guide is available on the Student Portal as well as in the Library and Student Support, and following them is a requirement for the successful completion of my assignment.

I am aware that should I require support or assistance in using the correct referencing techniques and/or guide to avoid plagiarism, I should approach the lecturers, Librarian or the Student Support team for assistance.

I declare that I have read and understood the 4 points as stated above. I declare that the assignment was written in my own words and there is a valid reason for the high similarity percentage as stated below. (Please motivate the reason in the section provided below.) I also understand that if the reason is not valid and plagiarism is detected that the Intellectual Integrity Policy IIE023 will come into effect.

Provide a motivation for the high similarity percentage:

Due to various submissions of parts of the research proposal,
safe assign picked up most of my previous work.

SIGNATURE OF STUDENT: Herta Gune

DATE: 25/10/20