The Culture of Organizational Performance Impact of Remote Working: The Case of YeMe Architect

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ABSTRACT
The Covid-19 pandemic has dramatically changed how organisations operate, receiving attention by many. Remote working entails new norms, which subsequently transform organisational culture that is central to organisational performance. This research explores how this change shapes organisational values that underpins organisational culture, and its effect on employees' performance. Using a case study of a SME architectural firm in Bradford, UK, qualitative data was gathered through interviews and secondary data, where data was analysed using thematic analysis method. Synthesis suggests, to preserve the existing values, employers should seek to constantly engage with employees through frequent communications, demonstrate actions in favour of the values and reinforce them through reward and recognition. However, new mechanisms to implement this should be identified, given the new working environment (virtual) and different factors affecting employees' motivation.

Keywords: Organisation; value; culture; performance; remote working; pandemic.

ABSTRAK
INTRODUCTION

This research shows there are strong links between the CEO’s values, organisational culture and organisational outcomes. Berson et al. (2008) suggests CEO’s personal values help determine what the organisation looks like. This study confirms the process of inculcating organisational values and culture starts from the selection and hiring stages of employees (SHRM, 2020). Employees are susceptible to constant changes in an organisation; this process must be continuously performed through various means, in particular in ‘performance management systems’ (SHRM, 2020). A company may introduce different ‘reward’ and ‘recognition’ tools to encourage desired behaviours and act on undesirable behaviours accordingly. The following subsections will outline key arguments on the relationship between culture, values, and performance management.

The need for this research is due to the Covid-19 pandemic and organisations shifting to remote working. Remote working entails new norms and practices; which cause changes in organisational culture that underpin the ethos of employees. The case study used for this research paper is Yeme Architect an award-winning small-medium architectural practice; founded in 2012 in Bradford. Yeme is involved in a range of local and national projects to deliver inspiring buildings. The belief that their diverse employee base is the biggest asset and the main enabler to the desired outputs, this ‘Investor in People’ organisation put an intense focus on building and embedding the right organisation culture and shared values through various initiatives, including team-building; staff training and continuous professional development and empowerment that encourages positive interaction-led work outcomes. The research will help to understand how Yeme’s organisational culture and values could be further embedded and retained among the employees despite remote working; and to ensure the culture and values are the guiding principle for employees in performing their duties. Secondary data such as company reports, strategy documents, company policies
and further relevant material has been used to help the research aim. This research will contribute to enhancing the company’s growth and help provide some insights to other organisations grappling with similar post Covid-19, values led; efficiency; effectiveness challenges and remote working.

Yeme’s vision is to be acknowledged as one of Britain’s leading practices of ethical ambition for the built environment: enhancing communities. Yeme’ mission is creatively apply ethics, technology and changing social trends into the built environment. Yeme’s five values are creative; ethical; thought leading; community enhancing and eximia (i.e. Latin for extraordinary/eminent/exemplary). After reviewing the associated text, the identified research gap is to understand the importance of organizational culture and values during remote working and the impact on employee performance, as Handy (1986) asserted, taking a more purposeful interpretation, that a strong culture creates a strong organization. In conclusion, the literature study asserts that culture and values are essential to the physical and virtual success of an organization. Culture, subculture, and values enhance the effectiveness of leadership and communication. In light of this, this study will determine where Yeme fits in relation to these results.

LITERATURE REVIEW
The performance aspect is framed within the concept of performance management; this is to attain the first objective. Based on the critical review of existing literature on these topics, a conceptual framework was developed to guide the qualitative method. Traditional working has been replaced with remote working for office staff due to the pandemic. This new design of working highlighted concerns as to how it will affect organisational culture, for example; the identity of an organization that supports its performance. This research will further discuss remote working and the pandemic concluding with the research gap.
ORGANIZATIONAL CULTURE AND VALUES

There are various definitions of organisational culture; one that is widely used defines organisational culture; as a complex set of symbols, norms, attitudes and values (Barney, 1986). Other definitions propose organisational culture as the way how ‘things’ are done (Lewis, 1995) and the different styles of doing things (Moore, 2002). Culture can be described by three main degrees, artefacts; embraced values and underlying assumptions (Eskerod and Skriver, 2007). These subtle variations make organisational culture hard to explain simplistically as it is difficult to objectively describe. There are two definitions proposed by Smircich (1983) in reference to Burell and Morgan’s (1979) framework ‘culture as something an organisation is and culture as something an organisation has’. Culture in an applied perspective in regards to employees is; appreciation; trust; performance; resilience; teamwork etc.; these aspects and more are what create the culture (Wong, 2021).

With the above in mind organisation and culture cannot be separated also due to the length employees may spend with each other; acquiring certain behaviours. As Silverzweig and Allen (1976) ‘normative model’ depicts people are incline to practice common values when they spend time together; these become organisational standards and expectations, these values are not part of the organisations policies or procedures; staff encompass each other’s behaviour. Progressive subcultures can encourage the promotion of the wider culture. However, culture and sub-culture needa leader. Leaders have a vital part in culture creation, they influence by actions; Silverzweig and Allen (1976) highlighted leaders have more of an influence on staff. Leaders must be seen following rules and policies they are communicating. Chapman (1988) suggested when wanting to change culture, organisations should allow leaders to lead by practice. Leaders must not only lead by practice but have excellent communication skills.
Communication is key in sustaining culture. Ogbonna (2020) stated information that is not successfully communicated will result in employees not having their full focus nor dedication to the theme. In summary culture requires effective leadership and good communication as this is key to employee performance in a positive culture. Culture is an important substance for performance as Joseph and Kibera (2019) suggested, high-positive culture will drive high performance results. Bashin (2020) says communicated values inspire employees to give their best and set standards for desirable performance. Giddens (1980) stated human’s actions are driven by three things, appreciation; abiding the rules and having the capacity to perform actions. With this in mind culture and performance feed into the following, decision-making, leadership; motivation; personality and productivity (Li, 2015).

Culture drives performance thus leaders must reward employees for positive actions, this will form a positive culture. Schein (2004) states managers obtain ‘culture embedding mechanisms’, these are what they give focus to; measure and regulate; their outlook; being a role model and their coaching abilities. Schein (2004) gives secondary mechanisms that are part of a high-performance organisation and mould culture. ‘Culture articulation and reinforcement’ mechanisms include organisational structure; systems; actions and declarations of values. Culture; values and performance are linked, values establish a positive culture and culture drives employees performance, below this is explained further. The Intersection of Culture, Values and Organisational Performance. A positive culture can be created by rewards these rewards are important regarding performance for two main reasons; to influence a high-performance culture and to retain the best talent. High performance culture has a positive impact in the organisation; it aids the development and implementation of the values and HR practices.
In practice this allows high level performance become a norm amongst colleagues. The positive impact from retaining staff allows a sense of belonging and security which results in employees fully adopting the organisations values (Armstrong, 2015). The organisation needs to continuously motivate employees; employees need to constantly feel they are part of the organisation. The organisations’ values with time will become the employees’ personal values (Armstrong, 2014, 2015). Regardless of what happens internally or externally; the organisation and the employees need to have a good relationship, focusing on the right intricacies; this will identify strong performance (Armstrong, 2015). Keeping the above in mind; in order for the links between the above to be strengthen motivational mechanisms need to be embedded thus performance becomes part of the culture and values.

**EMBEDDING CULTURE THROUGH PERFORMANCE MANAGEMENT**

Performance Management aims to sustain, examine and support employee performance level with an organisation’s objectives (CIPD, 2020). It involves measurement of performance; appraisal; action and monitoring to ensure accomplishment of agreed goals (CIPD, 2020). Armstrong (2014) states performance appraisal is a process to measure performance of an employee in order to improve, performance; provide support; develop and make reward decisions. It is argued that monetary rewards systems are more effective than non-monetary rewards, such as; recognition, praise etc. can be strong motives for employees however many experts suggest a mixed approach of rewards systems are more effective. Bititci (2006) states it is the organisational capabilities and culture that determine how employees interact with processes that deliver performance. Physically the embedding is more plausible; remotely this can be difficult but not impossible; if mechanisms are put in place to drive performance then culture will be strengthened (Kurland, Bailey, 2014).
RESEARCH METHOD

This research is using qualitative analysis with critical in-depth interview. The Director of Operations provided ten names of employees who were contacted to secure interviews with. Eight out of the ten interviews were with the employees; the remaining two interviews were with the Director of Operations and the CEO. The individual interviews were approximately twenty minutes each. The platform used for the interviews was Zoom, an online platform that allows individuals to meet virtually and record meetings. Meetings were recorded with consent from the participants. Initial emails were sent to the sample size with consent forms; the consent forms were required to be signed and returned; interviews were then arranged. Secondary emails were sent to remaining employees who did not respond once a response was received interviews were arranged with them, only one interview did not go ahead.

All interviewees were asked a set of ten questions, based on remote working, organisational culture and values at Yeme. Four interviewees were asked an additional set of questions related to the impact of the organisational culture and values on employees’ performance at Yeme. The Four interviewees were selected at random. The sample not being random could raise the legitimacy of the research. To eliminate this argument the sample; contained varying gender; age; contracts lengths and senior/junior positions. This approach gave a mix and better results

RESULT

Yeme architect is a small-medium architectural practice; founded in 2012 in Bradford, by Amir Hussain. The company develops inspiring buildings that are cost-consciously designed and completed. It is actively involved in civic and social activities across the Yorkshire region. Yeme has fifteen staff in total including senior management.
Their diverse employee base is the biggest asset and the main enabler to desired outputs. The company put an intense focus on building and embedding the right company culture and shared values through various initiatives including, team building; staff training; continuous professional development and empowerment that encourages positive inter-action-led work outcomes. The contact that helped carry out this research within Yeme was the Director of Operations. In investigating the importance and understanding of Yeme’s culture and values whilst remote working and the impact on the performance of employees; this will attain the first part of objective five. These findings are presented in three themes. The key themes of the questions and quotes have been given to support the discussion chapter. Follow up questions were asked prompting the interviewees to give a more in-depth response if their response was brief or to provide a better understanding of the question.

**EMPLOYEES UNDERSTANDING OF CULTURE AND VALUES**

The first theme identified was the understanding of the culture and values the employees had. The interviewees explained the culture and values at Yeme, one interviewee stated; ‘I have the handbook and refer to it when I need to remember things like the values’. This shows staff reinforce the values themselves and take ownership, as Yeme wants them to.

The common values highlighted were the organisations, community enhancing; creativity and ethics. Each interviewee agreed to upholding a few or all of Yeme’s values as the alignment was parallel. One interviewee stated; ‘the community and creative values align with me more, but the others are good, like the ethical value’, Interviewees did not disagree with the other values; these values merely did not align much with the employees.
Senior staff were in agreement that culture and values help staff perform better and felt the culture and values are the same virtually as onsite; one interviewee stated; ‘I think the culture is the driving force but the values have given staff guidance on how to be’, this presents that values are needed in order to establish culture.

However, senior staff struggled in explaining how staff incorporate culture and values in their performance. Junior staff believed; staff incorporate culture and values in their performance by the tasks they do; one interviewee stated; ‘I think because I am creative and like the social aspect I do my projects with passion because the two values are of me’; which demonstrates values that align are executed passionately amongst employees. One interviewee stated; ‘colleagues stayed late whenever they saw another colleague working late’; which confirms that the culture being created is positive and displays the community enhancing value of the organisation. In terms of virtual working staff highlighted that following the pandemic; staff have proved they are trustworthy and capable of working effectively and efficiently; one interviewee stated; ‘working from home was difficult at first but I have now created a base and would like that flexibility in when I go into the office’. Another interviewee stated; ‘I think the values have remained the same, but the culture has slightly changed as we are all working remotely’. This presents that the core values have not changed but the culture needs to adapt more to remote working.

BUILDING TRUST TOWARDS THE ORGANISATION

The second theme identified was building trust towards the organisation. Staff provided initiatives the organisation has executed to encourage the culture and values; one interviewee stated Interviewees agreed that culture is something that is influenced; one interviewee stated; ‘we have a good working environment and what I miss before Covid is we used to go for lunches, this helped build strong working relationships’.
This presents good working relationships and proves a sub-culture has been established. Social and ethical auditing has recently experienced a revival. The increasing number of corporate social reports published by organizations in the UK and Europe demonstrates the extent to which organizations are engaging in social and ethical auditing. One might logically conclude that the abundance of volume and variety of content in these corporate communications indicates that organizations are more accountable for their impact on society than ever before. However, rather than applauding these voluntary initiatives to provide information to stakeholders, academics who have long advocated for greater corporate accountability have reacted cautiously, if not negatively (Owen et al. 2000). The key question is whether current organizational practice in social accounting and reporting (discussed further below) is aimed at demonstrating accountability or something else. I defined accountability as the provision of information between the principal and agent in a contractual or quasi-contractual relationship, distrust of agents due to the inevitability of managerial opportunism, and regulation to enforce negotiated contracts between business and society. The first approach considers trust to exist between two parties to a transaction (Barber, 1983) and refers to the confident expectation, based on the predictability of another party’s behavior, that one’s interests will not be harmed or jeopardized by the other (Zucker, 1986). Trust is envisioned as a single continuum in this definition (Golembiewski and McConkie 1975), with trust (reliance on the predictability of another’s behavior) at one end and distrust (the belief that the other party will pursue self-interest with deception) at the other. Because there is uncertainty or risk that the parties to an exchange relationship will not behave predictably, a variety of institutional mechanisms (guarantees, standards, legislation, and regulation) can be implemented to simulate or artificially create trust (predictability) (Blois 1999).
Ex post contract analysis of business relationships is the focus of this research, which finds that in general, legalistic means designed to restore trust are associated with increased levels of distrust (Shapiro 1987, Ring 1996). The single trust/distrust continuum depicted in Figure 1 is particularly relevant to the accountability theory discussed in the preceding section. Accountability acts as a proxy for trust on this trust/distrust continuum by enforcing the agent’s duty to account to the principal.

The second definition of trust is the confident expectation, based on the goodwill of the other party, that one’s interests will be protected (Ring and Van de Ven 1992). Confidence in another party’s reliability and integrity (Morgan and Hunt 1994, Hosmer 1995), credibility and benevolence (Doney and Cannon 1997), and the reliability of another’s promises (Schurr and Osanne 1985) are common under this definition. Several influential trust articles conclude by normatively advising organizations to work to establish and maintain trust in their interactions with other parties (Morgan and Hunt 1994, Doney and Cannon 1997). Corporate social performance theory adds a strong ethical component to this definition, one that is primarily concerned with an organization’s moral obligation to act with fairness, integrity, and honesty in dealing with stakeholders’ interests (Barber 1983, Goodpaster 1991, Hosmer 1995, Phillips 1997). In the majority of the studies cited in support of the concept of trust as goodwill expectations, trust is synonymous with reliance or confidence.

These two characteristics are frequently associated with stability in business-to-business relationships and are indicative of long-term interdependent partnerships. Mutual vulnerability is supposed to negate power imbalances. In theory, each party invests enough resources in the relationship for mutual benefit and if one party defaults, it harms both itself and the other party.
According to Hosmer (1995), trust-based organizational/stakeholder relationships are likely to be characterized by the five dimensions listed below:

1. Trust will generally be expressed as an optimistic expectation that the organization will behave in a socially responsible manner;
2. Trust will generally occur under conditions of vulnerability, and will tend to be required in circumstances where the most vulnerable of societal interest groups are dependent on the behavior of the organization in question;
3. Trust will generally be associated with stakeholders willingly cooperating with the organization in question;

   This description of trust-based relationships shows how entering into a transactional relationship with an organization can increase a stakeholder group’s vulnerability. However, if the relationship is truly interdependent, the organization must be vulnerable to the stakeholders in some way in order for the risk factor to keep the relationship intact.

According to Frooman (1999), stakeholders can wield significant power in ways that make corporations vulnerable to their influence. According to Frooman, stakeholder strategies fall into two categories: withholding and usage. A withholding strategy is one in which a stakeholder refuses to provide a resource to the organization.

Employees striking and withholding labor are typical examples, as are economic stakeholders divesting their shares (withholding capital) or consumers boycotting specific products. A usage strategy refers to situations in which organizations are permitted to use resources but are subject to certain conditions imposed by stakeholders or third-party enforcers (statute, quasilaw or regulatory bodies). The agent or organization’s management, according to the accountability paradigm, cannot be trusted to provide information that may best serve stakeholder interests because he or she will inevitably resort to opportunism to promote the organization’s best interests, i.e. those of management or stakeholders.
Positive distrust of organizations among societal interest groups leads to increased demand for regulation and recourse to other available social controls to monitor the information flow between the parties.

Accountability is then concerned with the institutionalization of legal rights for stakeholders to information about corporate behavior rather than with discretionary or voluntary disclosure. The organisation holds regular team meetings online to update staff; communication has increased; staff appreciate the transparency that has come with remote working. Yeme now tries to recruit staff with the values that already align with the organisation. Interviewees highlighted that the organisation provides support to staff when needed. Staff feel the organisation is very supportive and has been flexible to accommodate individual needs; one interviewee stated; ‘the organisation has helped me and other colleagues a lot of times’; this instils the organisation’s values and builds trust.

However, Interviewees did identify that the organisation should allow employees to have workshops; away days for team building and platforms where they can exchange and discuss ideas, one interviewee stated ‘I really would like and think it would be good if we can go somewhere like for an activity and just have fun and get to know each other’. This presents that in order to sustain trust social activities should be considered to build strong working relations. Some interviewees have felt low levels of disconnect whilst re- mote working one interviewee stated; ‘I do not really speak to any one apart from in team meetings we have’. This could be due to the utilisation and understanding of initiatives and could go against building trust. Furthermore, Yeme created a WhatsApp group chat. Staff with low levels of connection feel this is a tool that is not fully understood as to its benefits for retaining a culture remotely.
It alerts members to conversations which can be from social interactions to work related matters; one interviewee stated; ‘I do not really engage with this messaging group as I just do not get the idea of it, I mean it goes off when I am not even working’. This can again affect trust; values can be disregarded and culture lost.

**PERFORMANCE IS ENHANCED THROUGH VARIOUS MECHANISMS AND INITIATIVES**

The Third theme identified was performance enhanced through various mechanisms and initiatives. The organisation has looked for ways to instil the culture and values; not relying on existing methods such as the company dinners and the annual appraisals. They have developed a bespoke CPD programme; one interviewee stated; ‘we have developed a CPD programme. We have listed this on LinkedIn so other organisations can learn from us and we can learn from them, its collaborative work’. Yeme recently developed an award recognition scheme; senior management nominate staff in recognition of their work and colleagues also nominate peers. One interviewee stated; ‘I really was excited to be nominated for the award scheme Yeme has recently created’, the winners receive non-monetary prizes; this type of environment creates a positive culture.

However unlike the employees mentioned above some employees have felt high levels of connection, due to regular meeting and platforms Yeme has used to discuss projects and the business this shows that the organisation drives performance through information. The dis-association for some employees is due to meetings not being an opportunity for staff to discuss ideas. Staff want platforms allowing them opportunity to exchange ideas and gain knowledge of projects colleagues are working on specifically.
Staff agreed to the final question; they think culture and values clearly define the staff and organisation in society and performance is affected by organisational culture and its values.

**DISCUSSION**

A positive culture can be created by rewards these rewards are important for two main reasons; to influence a high-performance culture and to retain the best talent. High performance culture has a positive impact in the organisation; it aids the development and implementation of the values and HR practices. This research is using qualitative analysis with critical in-depth inter-view. Interviewees were asked a set of questions, based on remote working, organisational culture and values at Yeme. The platform used for the interviews was Zoom, an online platform that allows individuals to meet virtually and record meetings. Yeme was a small architectural practice founded in 2012 in Bradford. The company develops inspiring buildings that are cost-consciously designed and completed. Yeme has fifteen staff in total including senior management. Their diverse employee base is the biggest asset and main enabler to desired outputs.

*Proposition 1: Culture and values have many interpretations*

As stated in the literature review; Lewis (1995) stated that organisational culture is the way how ‘things’ are done. It is clear from the findings, Yeme has a clear set of values that enhance and guide staff to the values of the organisation. Staff incorporate the values and culture in the tasks they carry out and this has influenced the alignment of the organisation’s values with employees’, however some of the values already aligned with staffs presented in the findings.

*Proposition 2: Organisations are formed by a set of values and culture is established*
The relationship between leadership and culture is explained in Schein’s (1992) framework of organisational inception. He states the founder creates an organisation that mirrors their values and beliefs. Yeme has obtained the values since its creation; this was confirmed by the CEO. Yeme has supported staff with their needs and this was confirmed in the findings by interviewees; this has aided the commitment of employees; strengthened the values amongst them and shaped a positive culture for the organisation.

Proposition 3: A strong culture and a set of values create a successful organization

The values need to align with employees in order to form a successful culture as Kotter and Heskett (1994) state where employee goals align with the organisation’s goals they are ‘successful’ cultures. The interviewees agreed that some or few of the values align with their own values. There have been many frameworks designed to examine and present types of cultures adopted by organisations; Goffee and Jones (1996) streamlined culture into two scopes; sociability and unity. From these two scopes four cultures occur; cultures that are ‘fragmented’ (low sociability and low unity), ‘mercenary’ (high sociability and low unity), ‘networked’ (high unity and low sociability) and ‘communal’ cultures (high sociability and unity). In established communal cultures, employees work efficiently and effectively and support one another to succeed. The findings identified that Yeme’s culture is a ‘communal culture’, the responses revealed that they have high levels of sociability and solidarity and this aligns with the community enhancing and eximia value of Yeme. Yeme has used motivational mechanisms such as the CPD programme; award recognition scheme and the company dinnerers to reinforce the organisations values and culture.
Sokro (2013) found that motivation is a significant element of organisational culture as this reflects how employees feel towards their work, assurance to the work and in return job satisfaction, stated in the responses the development and continuous training is a focus for Yeme to motivate staff and embed the value of eximia. Sempane et al., (2002) states organisational culture must be encouraged to guarantee employee motivation in order to accomplish organisational goals. This aligns with the interviewees stating that they would stay late if co-workers stayed late to finish work, which highlights the progressive sub-culture employees have established.

Yeme is continuously looking for ways to promote a positive culture that rewards staff; for example the award recognition scheme was created to acknowledge employees hard work. In turn as research suggests; if an organisation creates a culture of rewarding and acknowledging staff it might make staff motivated and perform well (Sokro, 2013).

In developing a good culture; leadership is also key, latest research identifies leadership can be compared to two types of leadership that of ‘transactional’ leadership with ‘transformational’ leadership. Leaders who are transactional are involved and regularly focus on exchange association (Bass and Avolio, 1993). In comparison, leaders who are transformational are idealistic and passionate, with a natural aptitude to motivate (Bycio et al., 1995; Howell and Avolio, 1993). Highlighted in the results; the leadership style adopted by Yeme is transformational leadership they support staff on individual cases and are flexible with staff needs. Fiedler (1996) confirms this style as he proved helpfulness of a leader is a key factor of the success or failure of an organisation.
Proposition 4: Culture and values can impact on employee performance

Employee motivation is linked to employee performance and this would identify organisation success; Magee (2002) suggested organisation culture is vitally linked with employee performance. Therefore, performance is hinged on organisational culture; Mohsen et al. (2020) revealed that entire elements of organisational culture influences employee performance. An organisation must establish a positive culture, as suggested in Awardh’s (2013) research; the positive link between culture and performance benefits in refining outcomes of an organisation. The results in this research highlighted that senior staff thought employees performed better working remotely, this shows Yeme’s values and culture are strongly embedded. Griffin and Moorhead (2009) stated that managers need to define in what way to motivate staff and how to improve performance; which again falls under leadership that is supportive and flexible which Yeme obtains this will also help retain staff. Yeme has not entirely relied on management to instil the values and culture nor feed entirely into the performance or motivation of staff. Yeme’s focus in creating a high performance positive environment is to try recruit staff with the values that already align with the organisations values.

This focus is inline with Bresnahan (1997); Gardenwartz and Rowe (1998) as they indicated, recruitment, selection, and appointment and retaining staff are a significant aspect of instoring the culture of an organisation. The values of management are mirrored in the staff they appoint. Yeme staff were in agreement that they think culture and values clearly define staff and the organisation in society and the performance is affected thus organisation awareness is initiated through performance. Yeme’s robust culture is also aided by a sub-culture that has been established by employees; Chapman (1988) stated the organisational culture becomes an outline of itself due to work-team sub-cultures that are established. Progressive subcultures can encourage the wider culture of the organisation. Referring to the comradery employees show each other by staying late and helping each other and going out for lunches, staff have built a sub-culture.
Proposition 5: Remote working can be a positive way of working if the culture and values are embedded and align with staff.

The results highlighted employees have appreciated the transparency in communication whilst working remotely; this has helped form better relationships. These results echo Barret (1997) and Robbins (1996) who stated an organisational culture which supports open and clear communication built on trust will encourage creativity and innovation; as Yeme is an architectural organisation the transparency will enable employees to be more creative and innovative. Furthermore experts have concluded that in most cases employers are seeing improved output from remote working and express confidence that remote work can continue (Lund et al., 2020). Managers supporting a virtual workplace i.e., providing technological support etc. enabled virtual work to be efficient.

As long as Yeme update staff through continuous communication and support staff as they have done remote working can be positive. However as highlighted in the results some staff do not engage with the group chat or speak with colleagues apart from team meetings which could alter the culture or sub-culture as they are unwilling to engage in teamwork.

Proposition 6: The impact of the pandemic may not be known fully but has led to a new way of working.

Highlighted in the results staff want some form of space online if not onsite where they can work on ideas; Shattow (1996) found that in organisational cultures that endorses creativity and innovation must permit staff periods to contemplate creativity and test. If Yeme allowed staff to come together to exchange ideas it will aid the organisations values and success through the pandemic.
CONCLUSION

Since the epidemic, a significant number of workers have made a hasty transition to working from home; the future is unknown. This forecasts a new way of working, and workers at Yeme desire the freedom to work remotely while still having a venue to communicate ideas that enhance collaborative learning and working, as indicated in the findings.

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