ORGANIZATIONAL CULTURE IN THE NEW NORMAL

A QUALITATIVE CASE STUDY AT TELE2

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Organizational Culture in the New Normal

Abstract:

In the year 2020, the COVID-19 pandemic brought tremendous challenges for how organizations were to conduct their day-to-day business. A forced shift towards working remotely was necessary to prevent the virus' spread. The researchers wanted to investigate what remote work would entail for organizational culture. Organizational culture is a widely researched topic, and it is something that affects all organizations. Remote work has become increasingly relevant since the beginning of the pandemic, because many started to work from home, and many still do. There is limited research on how culture is affected by the fact that employees are working from home. This research aims to investigate how remote work has affected organizational culture. A qualitative case study was performed by conducting 16 semi-structured interviews with employees from Tele2, which is a company that works actively with their culture, and who adopted remote work during the pandemic. The empirical findings were analyzed through Schein's Three Levels of Culture. The primary discoveries were that many factors of organizational culture have been affected by remote work. Some of these factors were socialization, leadership, priorities, and ways of working. The main findings were that organizational culture has weakened, and that conditions to create and sustain a strong culture have changed. The combination of this has led to an overall change in the organizational culture. This research contributes theoretically to a relatively unexplored field, and it has practical implications for organizations in the "new normal".

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1 Introduction

Almost three years ago, the world was exposed to a shock that turned everything upside down. A highly contagious virus spread rapidly across the globe, and it was quickly established to be a pandemic that would change everything.

1.1 Background

In the first quarter of 2020, COVID-19 broke out and spread across the world. The pandemic created a large-scale shock that affected society socially and economically. It has affected organizational operations, routines and culture (Spicer 2020). Due to the pandemic, many companies were forced to offer their employees remote work options (Leonardi 2021). The effects of people starting to work from home were that the classic symbols of organizational life disappeared; a workplace filled with people in suits got replaced by the picture of people working from their living rooms (Spicer 2020). Estimates show that 77% of the workforce in the United States started to work remotely, meaning that they started to work from locations other than the office (Raghuram 2021). As Spicer (2020) argues, the shift to remote work has affected organizational culture.

Within management research, organizational culture is a well-established concept that is widely used and discussed. Many argue that a strong organizational culture is vital to improving organizational performance (Alvesson 2013; Flamholtz, Randle 2011; Kotter, Heskett 1992; Newton, Knight 2022; Nwibere 2013). Organizational culture has profoundly impacted organizations' success and failures (Flamholtz, Randle 2011). Even in companies that do not focus on culture, it is a phenomenon that will inevitably affect the organization (Alvesson 2013). Hence, this topic is of relevance for all organizations with employees.

> "*The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.*" - Edgar Schein (1985)

Evidently, organizational culture is essential and remote work is a contemporary challenge for many companies. This raises questions: Has organizational culture been affected by the large-scale shift to remote work? If so, what factors of culture have been affected the most? If there has been a noticeable change, what implications does this have for organizations? To

investigate this, a qualitative case study has been performed at a company that places great significance on its organizational culture - namely Tele2.

1.2 Prior Research & Research Gap

When reviewing previous literature regarding organizational culture, it is clear that research is extensive and that scholars have differing opinions. Among other things, there is a debate about definitions, implications, and measurement methods. A relatively homogenous view on the subject however, is that it impacts organizations. Concerning remote work, great amounts of research is available regarding for instance performance, work-life balance, and job satisfaction. After conducting a thorough literature review, it is evident that there exists limited research regarding how remote work can affect organizational culture, especially with the pandemic as a predecessor to remote work. Since this is a relatively new and unexplored phenomena, we believe that there is room for theoretical contribution and practical implications for organizations.

1.3 Aim and Research Question

This research aims to investigate how remote work has affected organizational culture and what the main consequences are. This is highly relevant since all organizations with employees have a culture, and a large majority of companies have worked remotely during the pandemic. Hence, this is something that has affected and continuously will affect organizations. There are also indications that firms will continue to use remote work as a practical standard to a greater extent than before. The aim of the study is thus to contribute with knowledge about the phenomena to help organizations navigate in the "new normal" and help them act in the best interest of the companies' culture.

The research question has been formulated as follows:

What are the main consequences of remote work on organizational culture?

To answer the research question, Schein's three levels of organizational culture will be used as a theoretical and analytical framework to help us structure the data and enable analysis.

1.4 Delimitations

The research is delimited only to investigate how remote work has affected organizational culture, and not other factors that might have affected it. As an external shock, the pandemic created a forced shift to work from home. Following the research question, the researchers will not look at the shock in itself but mainly focus on how the consequences of the shock (forcing employees to work remotely) have affected organizational culture. It is important to mention that Tele2 has gone through two major mergers within the last six years. However, the research is delimited to not consider this, because of the limited time and resources available. This will be further emphasized in the limitations section.

2 Literature Review

As mentioned, there exists much research regarding organizational culture and remote work separately, and limited research concerning the combination. Because of this and for the sake of clarity, there will be separate literature studies on the two separate parts, followed by a section investigating the combination.

2.1 Organizational Culture

2.1.1 Introduction to Organizational Culture

Organizational culture is a topic that is extensively discussed within management practice and organizational theory, and the dimension of organizational culture is central in most aspects of organizational life (Alvesson 2013). Popularly, when organizational culture is discussed, it is often referred to as practices and values that are shared across a firm (Kotter, Heskett 1992).

Studies on corporate culture have been executed since the 1940s, but they were few until the "corporate-culture boom" in the 1980s (Alvesson 2002). The increased concern in organizational culture in the 1980's was partly because of the development of new types of organizations and new ways of controlling employees. Before, formal hierarchy and bureaucracy were used to control employees. Later on, incorporating values, beliefs, and ideas in leadership was the way to go. (Alvesson 2002). The interest in the subject has in the recent decades remained high (Santesson, Eriksson 2021).

Despite many years of research about culture, there does not exist a common understanding among scholars on how to define culture, the most effective way to measure it and what the phenomenon includes (Williams 2022). Given the uncertainty regarding the definition of culture, this paper uses one of the most widely accepted definitions of culture by Edgar Schein (1985;2017):

> **A Dynamic Definition of Culture:**
> "The culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness." (Schein, E. H. 1985;2017)

Organizational culture can fulfill many functions. By establishing behavioral norms that are aligned with company strategy, organizations can achieve their goals (Raghuram 2021). When cultures are unique and strong, organizations can use this as a competitive advantage and differentiate themselves from other companies (Sathe, 1985).

2.1.2 Strength of Culture

Culture strength refers to how deeply rooted the values, norms and assumptions are within the organization, and the extent to which they influence the behavior of employees (Williams 2022). Strong organizational culture leads to dedicated and committed employees. They show shared purpose, and research suggests that strong culture decreases employee turnover while simultaneously increases bonds between employees (Caldwell et al. 1990). The famous management guru Peter Drucker once said *"culture eats strategy for breakfast"*, which suggests that organizational culture is crucial for success (Kaul 2019). The respected scholar Edgar Schein complemented this quote with something less controversial; "culture determines and limits strategy" (Schein, 1985).

However, strong cultures may also be doubtful and problematic (Blomberg 2020; Spector, Lane 2007). When assumptions are held deeply it can create challenges for an organization to implement internal strategies or adjust to changes that happen externally (Spector, Lane 2007). Spector & Lane (2007) also elaborate on how strong core values can limit constructive criticism and new ideas. Moreover, subcultures within organizations are very common and can lead to negative effects for the culture, such as internal conflicts and groupthink (Blomberg 2020).

2.2 Remote Work

Remote work is a concept that has been increasingly discussed over the last few years. Remote work can be defined as a type of flexible working arrangement which allows employees to fulfill their work duties from remote locations, outside of offices. A lot of previous research has discussed remote work and its positive effects on work life balance, well being, job satisfaction and effort (Felstead, Henseke 2017). However, there is plenty of research that examines side-effects of remote work as well.

2.2.1 Positive Effects of Remote Work

A lot of research suggests positive effects of remote work. For example, a study conducted by Gibaldi and McCreedy (2021) suggests that many workers report higher levels of job satisfaction, perceived productivity, collaboration and connectedness as consequences of remote work. Other research suggests that organizations that have succeeded in adapting to remote work practices have seen that their employees have reported increased business resilience (Mulki et al. 2009). Additionally, they have seen the firm's valuations go up and have received higher brand visibility (Mulki et al. 2022).

2.2.2 Negative Effects of Remote Work

However, there is plenty of research that criticizes the concept as well. A study conducted by Palumbo (2020) suggests that remote work has negatively affected employees' work-life balance. Further, the study explains that these employees also have noticed a conflict between work-life and private-life, which has led to tiredness related to work. Other research suggests that remote work has increased interpreted loneliness (Cenki 2021). Moreover, some disadvantages of remote work are feeling isolated and out of touch, increased workload, increased stress, communication problems and knowledge sharing issues (Ferreira et al. 2021). Nonetheless, remote work also has implications for organizational culture, and this will be further examined below.

2.3 The Combination - Organizational Culture and Remote Work

After looking at previous research on remote work and organizational culture. The following section will present the literature discussing the combination of the two concepts.

2.3.1 Remote Work Implications for Organizational Culture

The book "Work from home: Multi-level perspectives on the new normal" (2021) has a chapter called "Remote Work Implications for Organizational Culture" authored by Sumita Raghuram. This chapter examines how remote work can affect organizational culture. Raghuram suggests 11 propositions related to this (see Appendix 2). The propositions are divided into two categories.

2.3.1.1 Propositions 1-5

In the first five propositions, Raghuram examines "*how organizational culture can be a mediating mechanism between remote work and certain outcomes of relevance to organizations*" and presents five propositions regarding this. These propositions are:

Raghuram's Propositions 1-5
1. "Remote work will lead to lower organizational **identification** as a result of weakened organizational culture."
2. "Remote work will lead to lower organizational **socialization** and increased **isolation** as a result of weakened organizational culture."
3. "Remote work will lead to lower **knowledge sharing** as a result of weakened organizational culture."
4. "Remote work will lead to increased **employee turnover** as a result of weakened organizational culture."
5. "Remote work will lead to lower **employee productivity** as a result of weakened organizational culture."

Table 1

2.3.1.2 Propositions 6-8

Raghuram then proceeds in outlining moderating factors that can determine the strength of the relationship between remote work and organizational culture and gives six new

propositions regarding this. However, the last three propositions (proposition 9-11) have been excluded because they were not relevant for the study, which is further emphasized in the discussion. Propositions 6-8 are:

Raghuram's Propositions 6-8
6. "Clarity in structure of **remote work programmes** will moderate the relationship between remote work and organizational culture."
7. "**The socialization** practices used for remote workers will moderate the relationship between remote work and organizational culture."
8. "The extent of **supervisory support** for remote workers will moderate the relationship between remote work and organizational culture."

Table 2

2.3.2 How to Sustain Your Organization's Culture When Everyone Is Remote

In the MIT sloan management review article "How to Sustain Your Organization's Culture When Everyone Is Remote" authored by Jennifer Howard-Grenville (2020), remote work and organizational culture are discussed. Regarding remote work it is mentioned that despite the great online collaboration tools, there is often no substitute for co-presence when problem-solving, communicating, and making creative tasks. It is discussed that there are clear benefits of face-to-face interaction for well-being and organizational culture (Howard-Grenville 2020). In part, this is because as humans, we make sense of the world and our interactions through our body language, emotions, and embodied experiences, all of which are much different in a virtual space (Howard-Grenville 2020). Another aspect mentioned regarding remote work and culture is the importance of leadership and that leaders need to recognize which elements of culture that are on display and why it is important.

2.3.3 Organizational Culture in a Remote Setting

Lastly, research has been conducted in the master thesis "Organizational Culture in a Remote Setting - A Qualitative Study on Organizational Culture and the Effects of Remote Work" (Santesson, Eriksson 2021). The findings were that remote work has affected organizational

culture to some extent, however, the authors do not specify if it has led to a stronger or weaker organizational culture. The paper's theory Martin's Three Perspective Theory on Culture (1987) did not give the authors the tools to evaluate if the change in culture was positive or negative, nor what implication the change had. The paper discussed that since it was written in 2021 and the pandemic was still ongoing, they were not able to draw extensive conclusions.

3 Analytical Framework

3.1 Framework Motivation and Usage

Organizational culture is a rather complex concept with multiple definitions, meaning that there are various theoretical frameworks and models concerning the subject, with different areas of use. However, the most famous framework is Schein's three levels of organizational culture (1985). Although it is rather old, it remains as one of the most widely used and accepted models of how organizational culture is constructed (Williams 2022). Moreover, there are several theories and models that are extensions of, or very similar to Schein's framework. For example, Hatch's "The Dynamic Model" (1993) and Kotter and Heskett's exhibit "Culture in an Organization" (1992). Furthermore, many scholars still cite Schein's work, which indicates that the model is still relevant and useful. The theory will be used to analyze the empirical data.

3.2 Schein's Three Levels of Organizational Culture

Edgar Schein (1985) contributed to the discussion about definitions of organizational culture, he described it as a layered phenomenon consisting of interrelated levels (Newton 2022). The three levels of culture in Schein's framework consist of artifacts, espoused values and basic assumptions. These three components are linked and stretch from invisible intangible beliefs to visible and tangible objects that are all a part of an organization's culture (see figure 1). The simultaneous presence of the three components and their communication and synergy with each other are what Schein defines as organizational culture (Williams 2022). The concepts are explained in more detail below.
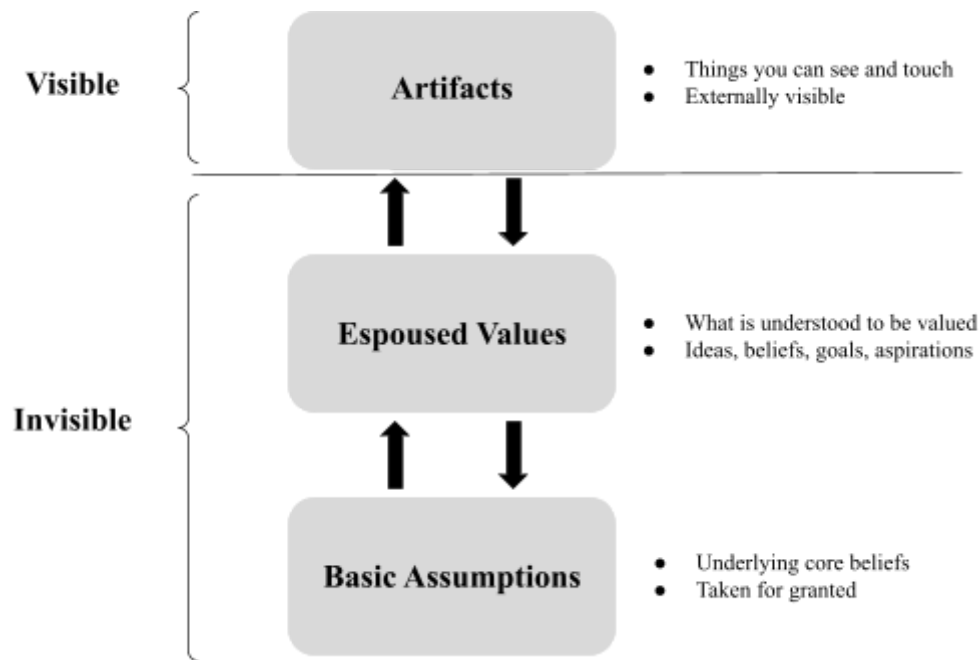
Figure 1. Three Levels of Culture (Illustration by Rönnberg & Sandlin 2022)

3.2.1 Artifacts - Visible and Feelable Phenomena

Artifacts are the first and most superficial layer of the model. They are the objects that people can see and touch, it can be logotypes, machines at an office, how people move or dress (Blomberg 2020). An important point to make regarding artifacts is that they are easy to observe but hard to decipher and difficult to interpret. Individual's interpretations of artifacts will be built on their own cultural background, and that will shape their thoughts accordingly (Schein, Schein 2017).

3.2.2 Espoused Beliefs and Values

The espoused beliefs and values are clearly connected to organizational values, goals, aspirations and ideals. The values cannot only be observed, they also need to be interpreted (Blomberg 2020). Espoused values of an organization are conscious, and they serve as the basis for how to conduct business in a successful manner. Organizations can turn these espoused values into a type of ideology, and use core values that employees ought to carry with them when they perform their work duties (Schein, Schein 2017). Espoused values are often abstract and conclusively occasionally contradictory, and a consequence of this is that espoused values do not explain behavior, but only a piece of it and henceforth the culture

(Schein, Schein 2017). In order to understand an organization's culture fully, one must go even deeper, into the third layer of the model; the underlying basic assumptions.

3.2.3 Underlying Basic Assumptions

The underlying basic assumptions of an organization are taken-for-granted assumptions that explain reality. They are the deepest elements and the essence of organizational culture (Blomberg 2020). It takes a great amount of time for a value or a belief to become a basic assumption in this sense. As described by Schein & Schein (2017), basic assumptions have become so taken-for-granted that members of a group will find behavior based on other assumptions as inconceivable. The basic assumptions are non-debatable and hence almost impossible to change. Basic assumptions within organizational culture are internalized ways of how members should interpret, sense and think (Tolfo et al. 2011). Moreover, Tolfo et al. (2011) explain how basic assumptions act as shared mental models for the members of an organization.

3.2.4 Framework Criticism

Although Schein's theory about organizational culture is very famous and widely used, there exists criticism as well. For example, Hatch (1993) claims that the model needs to be developed. Hatch (1993) describes the disadvantages of Schein's model as follows: *"I argue that Schein's model continues to have relevance, but it would be more useful if it were combined with ideas drawn from symbolic-interpretive perspectives"*. Hatch (1993) also argues that the relationship between the elements of culture need to be emphasized and recognized to a higher degree. It can also be argued that the model relies heavily on assumptions, which creates a risk of interpreting the model differently depending on people's personal assumptions. Furthermore, the model is abstract in its nature, which also implies that different people can draw different conclusions from the model. Another flaw with the model is that it sometimes can be hard to decipher between the different levels, which creates risks for misinterpretation. Difficulties with using this framework for analysis will be further highlighted in the discussion.

4 Methodology

The method is chosen to gather valid and extensive data to answer the research question in the best possible way. As stated earlier, the question is: "What are the main consequences of remote work on organizational culture?"

4.1 Research Philosophy

Regarding ontology, this paper takes on a subjective philosophy, and more specifically a social constructionism perspective. This emphasizes that reality is created intersubjectively through interactions between social actors (Saunders et al. 2019). Since different people have different understandings of what organizational culture is, how it may have changed and what implications it has, the subjectivist ontology was the most suitable alternative for this paper. The paper's epistemology is interpretivism. Within the interpretivist stance, the belief is that people's genders, and backgrounds, as well as mental constructions will affect how individuals experience events (Saunders et al 2019). Moreover, according to Saunders et al. (2019), *the purpose of interpretivist research is to create new, richer understandings and interpretations of social worlds and contexts*". This has been done by interviewing different members of the organization, to create an understanding for how they interpret reality differently.

4.2 Research Design

The data has been gathered through qualitative semi-structured interviews. As Saunders et al (2019) explain, semi-structured interviews give the opportunity for the researchers to ask follow-up questions. This can add significance and depth to the obtained data. According to Bell et al (2019), a disadvantage of semi-structured interviews is that the comparability between interview subjects can be reduced. The researchers chose to conduct a case study, and this was done in order to obtain an in-depth understanding of one organization. Although conducting cross-sectional research can mean more heterogeneous data, the time frame made a case study more suitable.

4.3 Research Approach

The research paper takes on an abductive approach, meaning that the researchers move back and forth between theory and empirical data (Saunder et al. 2019). Data has been collected to explore a phenomenon (remote work consequences for organizational culture), and in the

process, patterns and themes have been identified. Subsequently, the observed patterns and themes have affected the view on theory, and the new view have in turn affected the continued data collection. Thanks to the abductive approach, the researchers were able to modify some questions and henceforth develop new understandings between the interview rounds.

4.4 Data Collection

4.4.1 Why Tele2?

The data is gathered from Tele2, a company that has a prominent culture, and they work actively with educating employees about their core values and organizational culture. They claim that one of their competitive advantages is their allegedly strong and healthy organizational culture, which makes them a relevant company to study in regards to the aim of this thesis. Moreover, Tele2's employees worked in the office before the pandemic, and adopted remote work as a standard during the pandemic.

4.4.2 Interview Sample

This study is based on 16 interviews with personnel at Tele2. A purposive sampling strategy has been used to select participants (Saunders et al. 2019). As the researchers wanted to understand how day-to-day operations differed before the pandemic compared to today, the interview sample consisted of employees who have worked for the company for at least five years. Moreover, the interviewees had contrasting preferences regarding where they like to work; remote or on-site. Although it is impossible to obtain a representative picture of the entire company, the researchers attempted to create a heterogeneous sample by choosing participants with different backgrounds, ethnicities and age. Furthermore, to obtain a diversified picture, the researchers interviewed employees from several departments, including the management team, sales and marketing to mention a few.

4.4.3 Interview Design

The interviews, which on average were 45 minutes long, were carried out using a template of questions for the different parts of the interview (see Appendix 1). The first part of the interview contained introductory questions. The second part of the interview contained questions regarding remote work. The third part was about organizational culture, and lastly questions concerning the combination of remote work and organizational culture were asked.

Throughout the interviews, probing questions were asked to dig deeper into interesting answers.

4.4.4 Interview Setting

A majority of the interviews were held in person. However, the participants were given the opportunity to participate in a digital meeting via Microsoft Teams if they preferred that setting. Different settings were offered because the researchers wanted the interviewees to be able to choose the interview setting that suited them best. All interviews were carried out with both authors of the thesis present. One asked the questions, and the other person took notes.

4.4.5 Observations

In addition to interviews, observations of the company were carried out. The first time (out of two) that the author's were at the office, they were given a tour. This enabled them to study the environment that was often mentioned during the interviews. Secondly, a quarterly company meeting called an "All-Hands meeting" was observed. During this meeting, the CEO and the management team present the quarterly report and discuss challenges and goals for the company. The observations were a small part of the data collection in the research.

4.5 Data Analysis

The data were analyzed using a thematic analysis approach. When the data collection was completed, the interviews were transcribed and coded. Irrelevant data was excluded. The coding was used to categorize themes and patterns into headings and subheadings, and this laid the foundation for the empirical section (see Table 3 for an overview of the empirical findings). After this, the chosen data was analyzed through the analytical framework in order to classify the data into different parts of the theory.

Main Heading	Subheading
Tele2	Introduction to Tele2 Formal Culture Informal Culture
The Social Aspect	Lack of Physical Environment - Creates Barriers for Culture Relationships Transfer of Knowledge Importance of Social Exchange
Leadership	Leaders Importance for Culture Connection to Company
Culture Deprioritized	Unconsciously Consciously
New Ways of Working	Spontaneous Work New Preferences and Assumptions

Table 3

4.6 Ethical Considerations

Throughout the research, Diener and Crandall's (1978) four ethical principles have been used. In order to minimize *harm to participants*, the respondents have been anonymized, to make it difficult to trace specific citations back to individuals. To avoid *lack of informed consent* and *invasion of privacy,* the interviewees were given information about the research, and then they were given a choice to participate. To gain the interviewees' trust, the researchers used the template for opening a semi-structured interview from Saunders et al. (2019). Moreover, to assure *informed consent* and avoid *deception*, all of the interviewees were offered the opportunity to read the report prior to publication, to be able to make comments. In accordance with GDPR, all sensitive data has been excluded and the audio files were deleted immediately after completion of the thesis. Furthermore, to the best ability of the researchers, neutrality and professionalism has been central in order to not affect the participants' answers.

4.7 Methodology Discussion

4.7.1 Trustworthiness

A discussion regarding the methodology and the study's trustworthiness will be evaluated by *credibility, transferability, dependability, and confirmability*, as suggested by Saunders et al (2019) and Bell et al (2019). The interviews were conducted in Swedish because it was the respondents' first language. Conclusively the researchers have translated all quotes stated in the empirical section into English, which reduces credibility as the translation can alter the exact meaning of the respondent's answers. Another factor that weakens credibility is that the sample size is too small to create a representative picture of the entire company. However, an attempt to mitigate this has been done by interviewing a diverse sample, as clarified in section 4.4.2. It can be argued that the transferability of the paper has been reduced as the data is collected from only one company. However, since Tele2 is a big company with many employees, and since data has been gathered from a wide cross-section of employees, the researchers believe that there is a possibility for other organizations to use the findings. Additionally, in order to increase the study's dependability, the researchers made efforts to constantly keep track of the process, for example by saving drafts, reviewing transcribed text and keeping in contact with the company. Moreover, a supervisor and peers have revised the paper several times during the process, which has increased the dependability. However, the possibility to question the research's dependability exists because of the absence of standardization in semi-structured interviews, which might lead to interviewer or interviewee bias. This could happen when there are either preconceptions or perceived bias from the other party in the interview. The researchers tried to mitigate this by being well prepared and by keeping the phenomenon in mind. Regarding confirmability, the researchers are aware that it is impossible to reach complete objectivity when conducting business research. However, the researchers have to the best of their ability tried to not let personal beliefs and opinions affect the research and findings.

Beyond the parameters above, another aspect is worth mentioning. As some interviews were conducted in person and some online this might have affected the answers. It was noticeable that the ambience was different between the two settings. The researchers felt that it was easier to build trust in person, and create a more relaxed setting. The interviews performed online naturally created barriers between the researchers and the interviewees, and the

answers were perceived to be more genuine in person. However, it was evident when coding the data that the answers were similar, regardless of the interview setting.

5 Empirical Findings

Everything presented in the following section is based on answers that employees have provided to our questions. The empirical material is divided into five sections with belonging subheadings. The different sections are aspects related to the company's culture which have all been affected by remote work in some way.

5.1 Tele2

5.1.1 Introduction to Tele2

Tele2 is a Swedish telecom company founded in 1993 included in the Kinnevik Group, that offers amongst other things; mobile telephony, TV and internet. As mentioned earlier, Tele2 is a company that actively works with their culture. They believe that it is of great importance to attract, retain and develop outstanding talent, and they strive for a diverse and inclusive culture. Tele2's purpose is to "Enable a society of unlimited possibilities". Today they have a policy that states that employees are allowed to work either remotely or on-site, but the guideline is to spend "*the majority of time*" at the office.

5.1.2 Formal Culture

Tele2 has three formally stated core values to incorporate in their daily work: reliable, insight-driven and collaborative. Moreover, Tele2 has a tagline that reads: "We are "Vinnarskallar" who challenge to win", that acts as a "DNA" for the company, while the core values are guidelines for behaviors. The majority of employees know the core values by heart and believe that they agree with their personal values.

5.1.3 Informal Culture

One question asked to all the interviewees was how they would explain the organizational culture at Tele2 to someone who does not know anything about the company. This was an attempt to capture the informal culture. Several different employees describe that they have a winning mindset, are constantly challenging current norms, and that they always want to win against competitors. Furthermore, some interviewees explain that the organization is result-focused, and that it pays off to deliver good results. A person in the management team said "*When you take responsibility and deliver results, it really pays off in the long run*". Moreover, many employees explain how the climate is open, unprestigious and collaborative;

"We really like to help each other. I am never afraid to ask my colleagues for support if I am struggling with a task". Easily summarized, the informal culture consists of good teamwork, a winning mindset and an open and flexible climate. Several employees explain that this is something that has been incorporated in the organization since it was founded by Jan Stenbäck, in the 1990's.

5.1.3 All-Hands Meeting

By observing the quarterly "All-Hands meeting" at Tele2, it was evident that the culture is important for the company. Culture was a separate item on the agenda of the meeting and the different employee-surveys and how the management team planned to tackle the cultural challenges ahead was discussed.

5.2 The Social Aspect

Overall, during the interviews, it became clear that the social aspect was the most recurring subject brought up. As employees were forced to start working from home, the social interactions that took place at the office were lost. *"Suddenly, there were no more talks at the coffee machine, instead you had to stare at a screen for days on end"*.

5.2.1 Lack of Physical Environment - Creates Barriers for Culture

A majority of the interviewees claim that culture is something that is built in person through face-to-face interactions. Moreover, interviewees claim that it is difficult to maintain a strong culture remotely. One employee said: *"I believe that you have to work much harder to maintain a collective culture from a distance. [...] When you're at the office, the culture is contagious in a completely different way. [...] That's why it's so important to be at the office as often as possible"*. In addition, employees talk about the culture as something you can only notice when you meet. It is not possible to feel the atmosphere that can be present at the office from home. Furthermore, it was mentioned that the lack of physical environment makes it harder to maintain a collective culture. Partly, because of the difficulties to sense and understand how other people genuinely feel. One manager says:*"It's easy to say that you're fine, when in fact you're not, especially when you communicate through Microsoft Teams. If I would have seen that person face-to-face instead I would probably see that she wasn't feeling that great, just by noticing her body language and facial expressions"*.

5.2.2 Relationships

A common view held by the interviewees was that it was easier to maintain and build new relationships with colleagues when the work was executed at the office. Remote work hampered the ability to connect with new people, which for instance made it hard for newly hired people to find their place in the group and build relationships with their colleagues. One person said "*[...] it must have been hard to be new, because no one knew that the person existed*". Several interviewees also mentioned that they missed the feeling of belonging to something bigger, which disappeared at home. An employee explained the importance of relationships as follows: *"The human being wants to be in group constellations. You work at a company for your work duties, but also for your manager and colleagues. If you only sit at home it becomes more about work duties. The nice lunches and relationships that built the culture disappeared"*.

Moreover, the employees mentioned that they think small talk about subjects other than work also is part of the company culture. Conversations about personal matters almost completely disappeared when people worked from home. Employees explain that it is more natural to talk about personal matters when you physically meet, and that it is important for cohesion, which is an important part of the organizational culture. One employee said; *"I didn't share personal things with my colleagues in the same way when I worked from home, it didn't come naturally"*.

5.2.3 Transfer of Knowledge

Remote work meant that the transfer of knowledge between employees decreased, and more specifically the "natural" transfer. When people sit together around a table with different competencies, it is more likely that one person will share tips and experiences with the rest of the group, compared to in an online environment. One employee in the management team described this as one of the biggest impacts that remote work has had on the activity and functioning of the company. This also has consequences for the new normal, when some work from home and some are at the office. One employee describes it as follows: *"Before the pandemic, the transfer of knowledge was much bigger. Now, when half of the team sits at home this does not happen to the same extent at all* ".

5.2.4 Importance of Social Exchange

Many employees who were used to working at the office thought it was challenging to work remotely in the beginning, and to be as productive as usual. However, it was evident that several teams who were already dispersed across the country before the pandemic actually increased their efficiency when working from home - at first. A manager said: *"We were way more productive in the beginning of the pandemic than what we'd been before. People didn't spend time in traffic* [...], *the social stuff vanished - instead they spent more hours in front of the computer, which led to higher efficiency"*. Nonetheless, after a while of working from home, the achievements of these teams decreased to lower levels than before the pandemic. According to the managers, this was because the employees did not get any social exchange at all. The supervisors then had to start working more with the socialization again, for example by walking together, and having afterworks - all across Microsoft Teams. This helped, and the managers drew the conclusion that social exchange is essential for team success.

5.3 Leadership

5.3.1 Leader's Importance for Culture

Leaders value culture differently, and a consequence of this is that their subordinates are exposed to culture in various degrees. Employees with leaders who value culture higher tend to work more actively in maintaining culture than those led by a person who does not consider it equally necessary. The researchers asked the interviewees, "How did your leader convey culture during the pandemic?". One employee who has a leader who works a lot with culture answered as follows: *"During the pandemic, everyone probably worked very differently with the culture, my manager talked about it all the time and once asked me and my colleagues to send emojis representing the values we identified ourselves with that day"*. Another employee describes her manager and how much he works with culture like this: *"He didn't talk about it as much during the pandemic as he used to. He talked more about the values before, the whole company did"*.

5.3.2 Connection to Company

Another aspect connected to leadership that has affected employees is the perceived connection to the company. Employees describe that they felt a stronger link to the company

on-site. Moreover, it turned out that leaders were differently present. Some leaders had contact with their subordinates several times a day, while other leaders only contacted subordinates a few times a week. It was clear that employees with more present leaders felt a stronger connection to the company when working remotely. One employee said "*My boss was so supportive when we worked remotely, he called me at least once a day, to make sure I had something to do and asked if I needed any help. The fact that he kept close contact with me reminded me that I was important for the company*". In contrast to this, another employee who had a more absent leader described how her loyalty to the company decreased because of this. "*There were several times when I thought about quitting, because I felt disconnected to the company. I probably wouldn't have felt this if I had closer contact with my boss*".

5.4 Culture Deprioritized

5.4.1 Unconsciously

When the pandemic broke out, the company faced many challenges; they had to move all employees home and maintain efficiency. At the same time, they found themselves in an expansive phase when the company's services became more in demand due to the pandemic and the digital transition that happened very quickly. This created an issue of priorities where culture was deprioritized in favor of the company surviving. Most of the shifts in priority were unconscious. A sign of this is that employees did not realize that the cultural work was deprioritized. Another person said: "*Culture wasn't talked about much during the pandemic. You just worked, you didn't see each other and didn't drink coffee together. Talking about culture wasn't prioritized because we needed to stay afloat and understand how to work from home*".

5.4.2 Consciously

However, some of the shifts of priority were conscious. For example, It was decided that fewer workshops with focus on organizational culture were to be conducted. An employee described it as; "*Covid meant a delay in working with cultural issues, that is best done on site. When we're having a hard time, we didn't spend time working on culture, we had other priorities, we tried to survive! The focus was instead purely on operational issues and not workshops to talk about culture*". Moreover, the company made an active choice to prioritize employees' well-being because it was clear that work life balance decreased and overall health was lower. A consequence of this choice was that focus on culture was deprioritized.

One employee said; "[...] *when I worked from home, I had a hard time distinguishing between work and my private life, it felt like I was constantly working. This negatively affected my well-being".*

5.5 New Ways of Working

5.5.1 Spontaneous Work

Several employees explain that before the pandemic they sometimes would take a walk around in the open office landscape, because that would automatically mean that they met other people that could either help or be helped by them. When working remotely, you had to book a meeting in Microsoft Teams if you wanted to check something with someone, because the spontaneous "one-minute-meetings" that occur randomly at the office disappeared. One employee working with B2B said "*It is better to take a walk to the coffee machine, because then I can answer 15 questions in 15 minute*s, *instead of booking long unproductive meetings*".

5.5.2 New Preferences and Assumptions

The changes in how the employees worked during the pandemic created new preferences and assumptions for the "normal way" of working. Before the pandemic, it was assumed that you were supposed to work at the office unless you had a clear reason not to. However, now the shared assumption is that you work where it suits you, as long as you follow the company's policy. When asked where the employees prefer to work, almost all interviewees explain that they are very satisfied with the combination of remote work and being at the office. *"Before, when I needed to work from home, I was afraid about what people were going to think. Today, I don't have to explain or defend myself, it is taken for granted that I can work just as well from home".*

6 Analysis

In the following section, the empirical material is analyzed using Schein's three levels of organizational culture. While conducting this analysis, we analyzed each part of the empirical findings (the five different headings) separately, by evaluating which level of Schein's model the heading in question has affected. For example, we asked ourselves "How has the social aspect affected the artifact level?". It then becomes clear that some parts of the empirical material have had an effect on only the first layer of the model, while other aspects had an impact on several layers. Analyzing the data in this way, reveals which parts of the culture that have been affected the most by remote work, and this provides tools for answering the research question in a clear and coherent way. An illustration of *which* part of Schein's model has been affected by each main heading is provided in figure 2 below. An explanation for *how* it has been affected is provided in the analysis below.
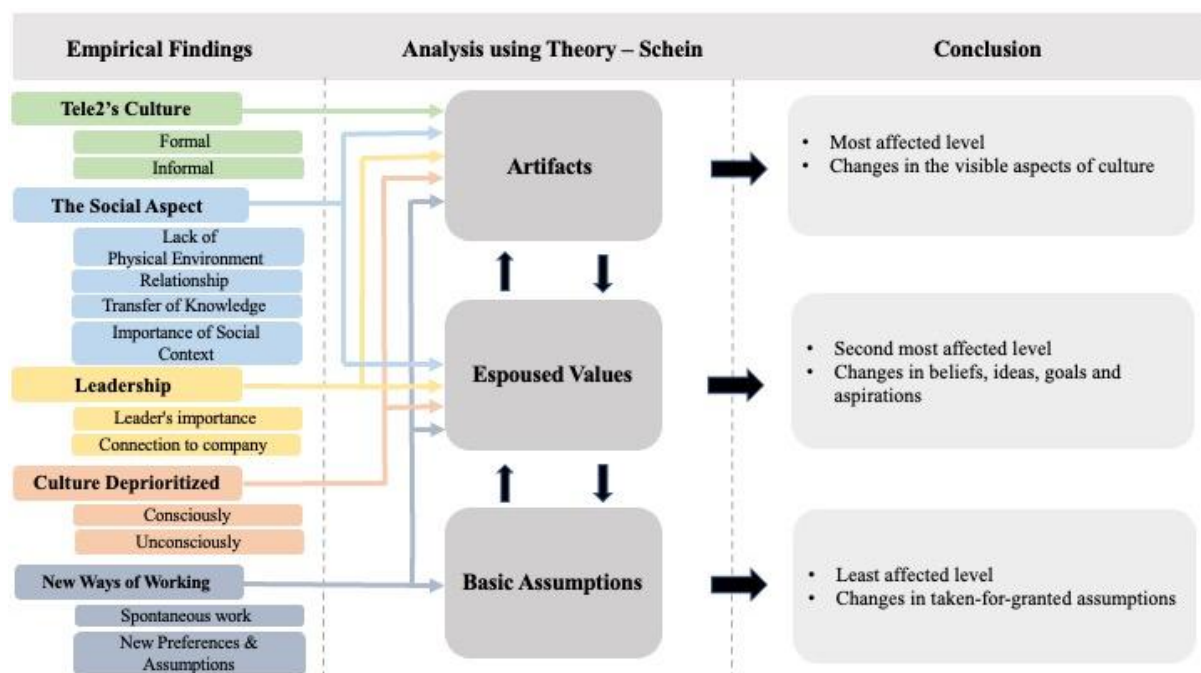

Figure 2. Illustration of analysis process (Rönnberg, Sandlin 2022)

6.1 Artifacts

6.1.1 Tele2's Culture - Artifacts

Employees were not exposed to the core values and the tagline in the same way when working remotely, meaning a reduction in exposure to artifacts. At the office, the values are constantly visible and henceforth communicated to the employees. Moreover, a consequence that remote work has had for the informal culture is that fewer people are at the office now than before the pandemic. The absence of artifacts has weakened the culture since core values, taglines, and people in an office were not as present as usual.

6.1.2 The Social Aspect - Artifacts

The lost physical environment that remote work has entailed has led to a decrease in ability to understand things that are more easily noticed in real life. For example, how people really feel, or what people really mean when interacting. Body language and facial expressions are easier to interpret in physical environments. Furthermore, not being at the office has led to less personal small talk, because those types of conversations do not come as naturally online. Hence, the lack of this talk has led to a decrease in the creation of personal relationships at the workplace. This has weakened the organizational culture since the absence of physical environments has hampered a deeper understanding of well-being and the ability to build relationships.

6.1.3 Leadership - Artifacts

Managers and their leadership are artifacts. As clarified in the empirics, different leaders place different emphasis on cultural issues in their leadership. Hence, when leaders work remotely, they are not as affected by cultural artifacts themselves which in turn implies that their subordinates are less exposed to culture - especially those that have managers who overall are less likely to incorporate culture in their leadership. Moreover, a combination of working from home and not being reminded by your manager (and not seeing artifacts) will lead to employees feeling a weaker connection to the company. Subsequently, the organizational culture becomes weaker.

6.1.4 Culture Deprioritized - Artifacts

When the culture was deprioritized, both unconsciously and consciously, artifacts were no longer as prominent. For example, artifacts such as interactive culture workshops and

employees that are "culture carriers" were not visible in the same way when everyone worked from home, which weakened organizational culture.

6.1.5 New Ways of Working - Artifacts

Regarding new ways of working, it is clear that the hybrid workplace creates new conditions for day-to-day business on an artifact level. For example, it is now possible to conduct a successful meeting with colleagues at other locations in a way that was not possible before the pandemic, because of the possibility to see each other using tools such as Microsoft Teams. This might have led to a strengthening effect on the organizational culture, since it enables better collaboration and communication between departments who are not located at the same place.

6.2 Espoused Values

6.2.1 The Social Aspect - Espoused Values

As earlier mentioned, the amount of personal small talk decreased and even disappeared when one worked remotely, which impacted people's ability to build close relationships with colleagues. Moreover, when employees have closer relationships with each other, it facilitates transfer of knowledge. For example, if an employee gets stuck with a task, it is easier to ask a colleague that you know for help (which also increases the chance of solving the task aligned with core values), and the remote work setting hampered this. The decrease of transfer of knowledge led to less shared learnings. Simultaneously, the reduction in social exchange led to lower productivity. This is all clearly connected to the espoused values of the organization, since it regards how to solve tasks. Weakened possibilities for shared learning and group belonging leads to a reduced strength in the organizational culture.

6.2.2 Leadership - Espoused Values

As presented in the empirical data, different leaders place different emphasis on the importance of culture, which clearly can be connected to the company's espoused values since it concerns how to exercise leadership. Teams with leaders that emphasize and talk about culture even remotely will have a clearer understanding of how the culture should be incorporated into their everyday work. This has implications for how the employees solve work tasks. The employees that do not get the same reminders about culture from their

leaders remotely, will start to use it less in their workmanship. A risk that arises in that situation is that employees create "own" ways of solving work tasks that are not necessarily aligned with the core values. This might be riskful since the company's ambition is that all employees should carry the values with them everyday in order to create a strong culture. Ultimately, this will lead to new espoused values within the different departments, and henceforth different subcultures. Subcultures can act as a threat to the overall culture, and potentially impact the strength of the culture. Another aspect that is clearly connected to leadership as presented in the empirical section is that people feel a weaker connection to the company from home. This could potentially lead to people being more likely to quit.

6.2.3 Culture Deprioritized - Espoused Values

The reduced focus on organizational culture has also had effects on the espoused values. Since more urgent challenges regarding survival of the organization emerged in conjunction with the move to remote work, this naturally had consequences for the company's priorities and goals. This has a direct effect on espoused values of the organization since one attribute of espoused values is organizational goals.

6.2.4 New Ways of Working - Espoused Values

As described in the empirical section, spontaneous physical meetings that used to take place constantly at the office have decreased. Less spontaneous meetings and a change in the company's policy regarding where to work have changed the assumed way to work. This means changing the espoused values since employees' ideas and beliefs have shifted. Moreover, employees have new preferences and assumptions regarding where to work. Because of these new preferences, a challenge with sustaining culture appears. It is harder to maintain a strong culture in a remote setting, which means a clash of interests - namely that employees want to work more remotely, and the company wants to maintain a strong culture.

6.3 Basic Assumptions

6.3.1 New Ways of Working - Basic Assumptions

As mentioned above, the forced shift to remote work has changed ways of working. Before, it was taken for granted that you were supposed to work at the office, unless you had a clear reason not to. Now, the new collective assumption is that you can work well from home.

Since this is a clear shift in the employees assumption, and a change in how the business is conducted everyday, it is arguable that this is a change in the basic assumptions. Another argument for this is that if the company were to try and change its policy regarding remote work back to how it was before the pandemic, there would be strong reactions since the new assumption is more or less taken for granted and appreciated by employees. Furthermore, it is possible to assume that there will be additional and more profound impacts on the company's basic assumptions in the future since it takes time for them to change, and since the changes are still ongoing.

6.4 Conclusion of Analysis

After analyzing the empirical data through Schein's levels of culture, it is clear that the first layer has been affected the most, the second layer the second most, and the third layer the least. This is expected, since this is the nature of the model. The changes in artifacts have the lowest impact on the culture, while changes in espoused values and basic assumptions will have more profound consequences. However, just because the artifacts are affected easily, it does not mean that they are not crucial for the strength of culture, since an absence of them leads to a weaker culture. After conducting this analysis, it is more apparent that remote work has had a considerable impact on the organizational culture, since even the deepest level has been affected. This analysis can now be used as a ground for understanding what the main consequences on the organizational culture are.

7 Discussion

7.1 Answering the Research Question

The research question in this paper was stated as follows:

What are the main consequences of remote work on organizational culture?

Through interviews with employees and analysis using Schein's three levels of culture, it was discovered that several areas of organizational culture have been affected by remote work. These areas were the social aspect, leadership, priorities and ways of working. However, these are individual parts of the culture, and it does not reveal the *main* consequences. The answer to the research question is:

1. **The organizational culture has become weaker**

Lack of physical environment, lower collective well-being, poorer possibilities to build relationships, lower shared learnings and group belonging are phenomenons that have led to a weaker culture.

2. **The conditions to create and sustain a strong culture has changed**

It is more difficult for leaders to spread and emphasize culture remotely. Further, it is more challenging to work actively with culture when people do not meet face-to-face. Moreover, the conflict between employees' preferences of working remotely and the companies' interest in having a strong culture are contradictory.

These two consequences have implications for a third **overall consequence**, namely that the **organizational culture has changed** as an effect of remote work. Partly because of what is mentioned above, but also because of the fundamental change in assumptions about where and how to conduct work. It is too early to see the full impact that working remotely has had on the culture, but it is evident that some changes are already visible.

7.2 Discussion with Earlier Research

Several findings in this research agree with findings in previous conducted research within the area. As mentioned in the literature review, Raghuram (2021) has authored a chapter called "Remote work implications for organizational culture" in the book "Work from Home: Multi-Level Perspectives on the New Normal". The main finding that we share is that remote work is related to a weakened organizational culture. The difference is that we claim that remote work has affected factors that have led to weaker culture, while Raghuram claims that these factors are a result of a weakened culture. In the section concerning organizational culture as a mediating mechanism, Raghuram discusses consequences of a weakened culture. Proposition 1-3 concerns lower organizational identification, lower socialization, increased isolation and lower knowledge sharing. Our research supports these findings, as we have discussed similar aspects - namely connection to the company, importance of social exchange and transfer of knowledge. Further, proposition 4 and 5 concerning increased employee turnover and decreased employee productivity are phenomena that we have also seen signs of, and this is further discussed in the implication section. Moreover, Raghuram discusses factors moderating the relationship between remote work and organizational culture in proposition 6-8. Raghuram then discusses remote work programmes (like Microsoft Teams), socialization practices used for remote workers and the extent of support from managers for remote workers. As described in the empirical section and the analysis, we also claim that socialization is important for team success, and that support from a manager is crucial for job satisfaction. However, Raghuram also discusses robust communication technology, industry norms and country norms as moderating factors, which is something that this research does not discuss.

The article "How to Sustain Your Organization's Culture When Everyone Is Remote" authored by Howard-Greenville (2020) explains that culture is best created in the co-presence of others. Moreover, Howard-Greenville describes that leadership is a crucial part of how culture is communicated and enforced. These findings are also aligned with our findings regarding lack of physical environment and leadership. However, a difference is that Howard-Greenville places large emphasis on how communication, creativity and problem-solving are more difficult to conduct remotely, while we have not examined this. Furthermore, Howard-Greenville explains that disruptions (like a pandemic) can challenge

old aspects of a culture that have hindered desired change in an organization. This research paper does not touch upon this, however, we believe that it is an interesting finding.

Regarding the master thesis authored by Santesson & Eriksson (2021), we share the finding that the organizational culture *has* been affected. However, Santesson & Eriksson fail to explain *how* it has been affected, while we manage to say that it has been weakened. The reason for this might be different usage of theory as well as different time frames. Since more time has passed now, we are able to see change in another way and henceforth draw further conclusions.

7.3 Contribution

This paper contributes theoretically to an area that is becoming increasingly relevant in the "new normal". The fact that much of the findings in this paper are aligned with previous literature is an indicator that the presented findings are academically arguable and hence relevant. Further, more practically, this research contributes to the knowledge about what factors within organizational culture that have been affected the most. This knowledge is relevant for companies that have experienced major organizational changes in combination with the shift towards remote work. Being aware of the consequences of remote work on culture can be useful for the future, since experience is valuable when unpredictable events occur. The findings in this paper can be valuable to be able to distinguish what factors are the most important to focus on for organizations if a similar situation occurs. Moreover, there are many indications that hybrid workplaces are a phenomenon that is here to stay. Companies will grapple with the challenge of offering employees remote work possibilities, while still striving towards strong organizational culture. Hence, it is arguable that this thesis contributes to an important area where changes are still ongoing.

7.4 Implications

The lack of social interaction has several implications of interest for organizations. Based on the empirics and the analysis it can be concluded that employees who do not get enough *social exchange* are less satisfied and less productive. If this is not taken into account, this implies great risks for companies, since it can lead to increased employee turnover. It is hence very important for companies to devote resources and act in a way that promotes increased socialization between employees. Moreover, it is clear that *leaders* are very important when it

comes to creating a connection to the company and to emphasize the relevance of culture. Based on our research, it is evident that a manager's leadership can be crucial for an employee's job satisfaction, and their perceived importance for a company. It is hence very important to educate leaders about how to create a rewarding workplace. The benefits of having a strong organizational culture has been emphasized in this research paper and the above mentioned factors are important to *create and sustain* culture in the new normal.

7.5 Limitations

Several limitations can be mentioned in this study. Conducting a case study might mean that the results may not be as generalizable as if a cross-sectional study would have been made. Another limitation is that the chosen analytical framework has been complex to use. Because of the abstract nature of the model and what should be categorized in the different layers, it has occasionally been hard to decipher between the levels of culture. It becomes evident that the levels in the model are interrelated, since some aspects can be interpreted as for instance both artifacts and espoused values. Furthermore, as this study is established on an interpretive approach, the presentation of empirical data depends on the authors' ability to interpret and present the data neutrally. Another factor limiting the study's results is that Tele2 has been involved in two mergers relatively recently, which might have affected the results of the study.

7.6 Further Research

There are many implications for further research within this field. Not enough time has passed since the pandemic to be able to distinguish the long-lasting consequences on organizational culture. Therefore, it would be interesting to conduct similar research but further into the future. Moreover, it would be interesting to conduct cross-sectional research, looking at different organizations to see if the results would be different. Lastly, the discovered conflict between remote work and maintaining a strong culture is interesting. As proven in our research, culture is more easily created and sustained at offices. At the same time, we can also see that employees enjoy a combination of working remote and on-site. It would be interesting to conduct research investigating the possibility of combining a strong culture with working remotely.

Appendices

Appendix 1 - Interview Questions

Introduction

- Please tell us a little bit about yourself and your role at the company

- Please tell us about some classic work duties

- For how long have you been working at Tele2?

- Do you have subordinates? If so, how is that arranged?

Working on site or remote

- How did the pandemic affect your personal day to day business?

- What policy did the company have regarding remote work before the pandemic?

- What is the policy today?

- What do you prefer, working from home or from the office? Why?

- How has the contact with your manager been during the pandemic? Have you received the support you need?

- Do you perceive a difference in your efficiency?

- How has the routine looked like for new employees who were hired during the pandemic when everyone worked remotely?

- What is it like to lead subordinates from a distance? What is required for you as a leader?

- How do you value spontaneous meetings with your colleagues? Is this something you have missed during the pandemic?

Regarding Culture

- Are there any properly expressed formulations of "this is how things are done here"?

- Are there clearly stated shared visions or values at the company?

- How does the company work with sustaining these values and shared visions?

- What are your thoughts about these? Do you think that the company's view on how things should be conducted align with your personal values?

- How did your leader convey culture during the pandemic?

- Do you work with culture with your subordinates? If so, how?

- What does the office look like? Is there an open office space?

- How do you experience the atmosphere at the office?

- If you were to explain Tele2's culture for someone who is an outsider, what would you say?

- How does your organizational culture affect your operations?

- Do you think culture is equally present in all parts of the company, or are there departments where the culture is stronger or clearer?

- Do you think it is different from individual to individual how the culture is perceived? If so, how does the company work with taking this into consideration?

- Can you give an example from your career at Tele2 where you really felt that it was your organizational culture which permeated the course of events?

- How do you "teach" the culture to new employees?

Regarding the combination

- How do you experience that the organizational culture has been affected by the fact that the pandemic forced you to work from home?

- Is your communication with your colleagues or manager the same no matter where you work from? If not, how does it differ?

- Has the collaboration between colleagues and the opportunity to ask others for advice when you need help changed in combination with the shift to remote? How?

- Do you believe that culture affects you differently depending on where you work from?

- Now when people continue to work from home, how does this affect the culture on site?

- Do you believe that the social exchange between colleagues is important? If so, why?

- Do you believe that the organizational culture has become stronger or weaker? Which factors come into play?

Appendix 2 - Raghuram's Propositions

1. "Remote work will lead to lower organizational identification as a result of weakened organizational culture."

2. "Remote work will lead to lower organizational socialization and increased isolation as a result of weakened organizational culture."

3. "Remote work will lead to lower knowledge sharing as a result of weakened organizational culture."

4. "Remote work will lead to increased employee turnover as a result of weakened organizational culture."

5. "Remote work will lead to lower employee productivity as a result of weakened organizational culture."

6. "Clarity in structure of remote work programmes will moderate the relationship between remote work and organizational culture."

7. "The socialization practices used for remote workers will moderate the relationship between remote work and organizational culture."

8. "The extent of supervisory support for remote workers will moderate the relationship between remote work and organizational culture."

9. "Making robust communication technology available to remote workers will moderate the relationship between remote work and organizational culture."

10. "The alignment between industry norms and organizational practices will moderate the relationship between remote work and organizational culture."

11. "The alignment between country norms and organizational practices will moderate the relationship between remote work and organizational culture."

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