**Gordon Institute
of Business Science**
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**Exploring HR practices to build business model innovation capabilities in the
new normal**

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Abstract

In the New Normal, the business environment continuously change. Business review and evaluate the value delivery model and can change the business model through Business Model Innovation (BMI), as a response to these environmental changes. The business model changes are initiated internally, and through BMI capabilities manage to identify the opportunity, and change the business model accordingly. Human Resource (HR) architecture enables the development of BMI capabilities, and provides the strategic ability for business to respond to disruptions and change. A qualitative exploratory research was conducted to determine what HR practices supported the HR architecture, and how these HR practices complimented and reinforced one another. With a different HR architecture lens, a revised BMI capability matrix was developed and proposed.

The research found, that development orientated HR systems are mainly responsible to develop BMI capabilities. Secondly, was the addition of organisational culture to the revised BMI capability matrix, providing a link between BMI capabilities and organisational culture.

Key words

New Normal, Business Model Innovation, BMI capabilities, HR architecture.

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy in Corporate Strategy at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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1 Chapter 1: Problem definition and purpose

1.1 Background to research problem

Organisations operate in markets with external environmental forces that impact the way they do business, and some of these market conditions provide a long-term warning that change is on its way. Recently countries and cities have announced that changes in regulations for selling or operating internal combustion engines in geological areas would not be allowed (Burch & Gilchrist, 2018). Norway for example, intent to ban internal combustion engines from all new vehicle sales from 2025, and this is a country where electric vehicles sales have started to outnumber internal combustion engine vehicle sales in 2018 (Ryghaug & Skjølsvold, 2019).

In addition to Norway, 10 other countries and 21 cities have indicated that they also intend to impose restrictions on internal combustion engine vehicles, which include China, France and India for example and cities intend to have internal combustion engine free zones include, Madrid, Mexico City and Athens who have targeted 2025 for the implementation of the restrictions (Burch & Gilchrist, 2018). For the motor vehicle and supporting industries this is a call to review their strategy and is an opportunity to review how they do business, especially if the organisation is reliant on fossil fuels as the technology driver, since their market is changing seemingly slowly, but there are other environments that change at a much faster and erratic pace.

In a 2009 article in the Harvard Business Review, Anthony (2009) reflects on the rapid changing environment of the magazine industry where it has to deal with " recession, changing consumer behavior, and a range of disruptive technologies." (Anthony, 2009), he used the article as a call for "true transformation", in that leaders should view this new and ever-changing environment and reflected that constant change may be the New Normal.

The term "New Normal" became much more prominent in an interview with Mohamed El-Erian with Collins (2011). In the interview the 2008 global financial crisis led to the 2009 recession was discussed, and it became apparent that the new environment of business is an ever changing one (El-Erain & Collins, 2011). These changes also include other environmental factors, which included technological

changes that led to greater competition from previous non-rivals and these expanding industry boundaries increased the competitive forces in the markets (Ahlstrom et al., 2020).

An example of failure to change and respond to the technological changes is the video rental company, Blockbuster video, who operated from 1985 but delisted from the stock exchange in 2010 (Maxwell, 2010). The company specialised in supplying customers with films that was rented on a portable storage devices, but failed to transform the business after competition in the form of Netflix in 2004 introduced a price war for their on-line offerings (Wagner, 2004). In hindsight, this is one example of a company that had to change and transform the way they perform business in the New Normal business environment.

Recently, the novel COVID-19 pandemic has impacted business worldwide (Kano & Oh, 2020). In most cases the pandemic has resulted in abrupt change, and business had to review the way they manage staff and how they did business. These changes were predominantly a result of governments taking drastic action and installing lockdown curfews whereby people movement was restricted to reduce the spread of the virus. Businesses were forced to adapt and change the way their employees work and even the way to delivered their value proposition (George et al., 2020; Mithani, 2020). The abrupt and unusual change that the global pandemic caused is part of the New Normal construct and impacted all the industries.

In the New Normal, companies have to be able to understand their changing environments, which include the economical, technological, demographic, and the socio-political environmental impacts (Ahlstrom et al., 2020). With the changes that will take place in the motor vehicle industry, how will these organisations change and adapt to the New Normal; how will these organisations transform their business models or will they seize to exist in the New Normal? These are some of the business questions that requires further exploration, and how should top managers respond to competition and even global crises in the New Normal (Ahlstrom et al., 2020).

1.2   The research problem

In the leading article of a special edition in May 2020 of the Journal of Management Studies that focus on the "Strategy, innovation, and new ventures in the New Normal global business landscape" Ahlstrom et al (2020) combine current research that highlights "challenges and opportunities alike that firms can experience in this New Normal environment." (Ahlstrom et al., 2020). In this special edition of the journal there are nine contributions made in this field of the changing business landscape of the New Normal.

These contributions addresses many environmental factors and include "economic, technological, demographic, and sociopolitical factors" (Ahlstrom et al., 2020). It further highlights that the context of the organisation matter and that seemingly small changes can have a material effect on the organisation, and that the organisation should develop the required dynamic capacities to respond to the New Normal environment (Ahlstrom et al., 2020; Petricevic & Teece, 2019).   Ahlstrom et al (2020:428) further identify the need to know how firms build the required attributes and capabilities through their managerial practices.

In their earlier work, Paauwe and Boon (2018) identified that the "unique strengths and capabilities of the employees determine the range of possible business strategies to be implemented." (Paauwe & Boon, 2018). They further agree that organisations operate in a changing environment and required that the whole organisation should have the built-in capability to "shift, flex and adjust" with the environmental changes (Paauwe & Boon, 2018). Teece (2019:15) also agrees that capabilities are developed within the organisation. But how are these capabilities then built and developed, especially if the organisation does not know what the environmental changes will be, or more particular "How do firms truly build a fluid organization that can change quickly?" (Ahlstrom et al., 2020).

In the May 2020 edition of the Journal of Management Studies, Loon, Otaye- Ebede, and Stewart (2020) further explored the process of innovation in the context of business models and how Human Resource (HR) microfoundations enable Business Model Innovation (BMI) (Ahlstrom et al., 2020; Loon et al., 2020). Loon et al (2020) argues that the BMI is a set of capabilities that is developed through the HR architecture which is a unique set of HR system and practices (Ahlstrom et al., 2020; Loon et al., 2020).   Loon et al (2020:719) concluded that BMI are "collective

capabilities (which are) used purposefully across individuals, and organisational units, and time." and that these capabilities can be developed thought the understanding of HR microfoundations and their developmental HR practices (Loon et al., 2020).

This research will focus on the work done by Loon, Otaye- Ebede, and Stewart (2020) in their article "Thriving in the New Normal: The HR Microfoundations of Capabilities for Business Model Innovation. An Integrated Literature Review" to further explore how organisations build BMI capabilities to thrive in the New Normal.

1.3 Research questions

The research question that Loon et al (2020:43) is posing is articulated as " Researchers can build upon our finding that a BMI HR architecture is orientated towards a development system by exploring what other HR practices may be adopted and how such practices are applied in different contexts (Young et al., 2014)" In this request for further exploratory research relating to HR practices in different contexts, Loon et al (2020) refers to the work of Young et al., (2014) whom explored the strategies of firms in emerging economies competing in the global markets, and highlighted the need to better understand the differences between local institutions and global markets.

This research question are then focused to build on the finding of Loon et al (2020) in that BMI HR architecture is oriented towards employee development and the associated HR practices that supports the employee development systems. The second element of the research question is also focused on "how such practices are applied in different context" with reference made to the work of Young et al (2014) in emerging markets.

This give rise to the following research questions:

Research Question 1: What are the HR practices used to support an organisation's HR systems when there is a disruption to the organisation arising from abrupt changes in the external environment?

Research Question 2: What HR practices reinforce or complement each other?

Research Question 3: What are the HR practices used to further develop BMI capabilities within organisations?

Research Question 4: What are the outcomes of these HR practices in terms of the organisation HR systems and the BMI capabilities?

1.4   Research contribution

The research contributes to the strategic management and human resources literature from the exploratory research conducted. The research was conducted during the New Normal period and more specifically when business was abruptly disrupted due to COVID-19 and lockdown restrictions. Data was gathered and analysed within the constraints of the research design, and the theory and literature was extended to include the findings.

The research contributes with an extended BMI capability matrix that provides the linkages to BMI capabilities and what HR practices and systems are used to develop individual capabilities and also organisational capabilities. These capabilities are essential for BMI and for business to reposed to the New Normal and abrupt disruptions.

The contribution concludes with practical recommendations for business, who could be interested to prepare their organisations for environmental changes or even abrupt changes.

1.5   Roadmap of the research

There are seven chapters in this research report. The first chapter provides background information and is used to give an overview of the report. Chapter 2 is the literature review that covers relevant literature and build the theoretical foundation required to develop the research questions. In this chapter the original BMI capability matrix from Loon et al. (2020) is discussed and a transformed BMI capability matrix is developed. In chapter 3 the research questions are formulated and chapter 4 provides a detailed review of the research method used and indicate some of the data points. Chapter 5 present the data results from the semi-structured

interviews systematically. The findings are summarised and tables for use in the Chapter 6, which then go through the process of answering the questions as articulated in chapter 3. Chapter 7 concludes the research report with the primary contributions and make management recommendations. The research limitation and proposed future research questions are also discussed. In the end are the references and supportive appendixes to the research report.

2 Theory and Literature Review

2.1 Introduction

The anchor article by Loon et al., (2020) calls for businesses to be more innovative in the New Normal environment where there are increasing competition and even radical change. Loon et al. (2020) focused their research, where new business models were developed to meet these challenges of the New Normal environment. The article by Loon et al. (2020) further proposed a conceptual framework of five Business Model Innovation (BMI) capabilities required by business, and explored how Human Resources (HR) architecture can help build these capabilities within an organisation. The article by Loon et al. (2020) then called for further exploration of their findings and to build on, or support their findings in different settings.

The literature review further explored the different constructs used by Loon et al. (2020) and used the following framework to define the constructs used:

1. The New Normal and BMI	2 HR architecture	3. BMI HR architecture
• New Normal • BMI as a tool for the New Normal • BMI capabilities	• HR architecture and practices • HR microfoundations	• HR architecture for BMI • HR practices for BMI
4. BMI and HR architecture theoretical framework	**5. BMI capabilities theoretical framework**	**6. HR systems**
• Theoretical framework for the New Normal and BMI capabilities	• BMI capabilties and HR architecture framework	• Organisational learning • Perfronace and control • Employee relations

Table 1: Literature review framework. (Source: Author's own)

These constructs are essential since a framework was developed to link these constructs together, establishing the BMI and HR architecture theoretical framework for this research, see Table 3. The HR architecture from Loon et al. (2020) was used to development BMI capabilities and HR architecture framework, see Table 2, where different HR practices were plotted against the BMI capabilities of Loon et al. (2020).

The framework formed the basis for the research question and the associated findings of this research.

2.2 The New Normal and BMI

2.2.1 New Normal

The construct of the New Normal has been used since 2010 and has been described as an economic environment where businesses have seen "radical, nonergodic, high-frequency change and sharp inflection points" (Loon et al., 2020), which requires organisations to review their business models to adapt in the ever changing environment. The New Normal construct was originally used to define the continuous changing world in which businesses operated, and global pandemics were not explicitly mentioned in the definition.

The New Normal is rather a term that used to describe the characteristic of the environment where the organisations tend to operate lately. It's seen as a place where radical changes with sharp inflexion points are also frequent and unpredictable (El-Erain & Collins, 2011; Loon et al., 2020; Smolka & Heugens, 2020). Some examples of these inflexion points include; economic downturns, cross border competitors entering markets, demographical changes to the markets, and even technological changes that influence the competitive landscape in the long turn (Ahlstrom et al., 2020; Clougherty et al., 2020).

The global COVID-19 pandemic has been described as a crisis (Spicer, 2020) and has disrupted how business operates in their global value chains (Kano & Oh, 2020). The COVID-19 pandemic also influenced business in different and sometimes profound ways, for example the differences between on-line teaching organisations versus travel agents operating in the tourism industry, where the pandemic allowed certain sectors to thrive and others were at a standstill (Shepherd, 2020). In both examples, the COVID-19 pandemic impacted the business environment, and as a sharp inflexion point or abrupt disruption, requires a broader understanding of the New Normal. In addition, the New Normal construct includes not only global pandemics but also natural disasters and any environmental influence that the business can experience (Mithani, 2020; Salvato et al., 2020). Therefore, the New Normal is the business environment where there are abrupt and frequent changes, irrespective of what causes the change.

The New Normal is also a multispeed environment where the rate of change is also inconsistent; in some instances, the rate of change can be fast or slow, but also persistent and also includes the social, political and economic landscape (Hasija et al., 2020; Mithani, 2020). The COVID-19 pandemic also provided insight in how fast and abruptly the business environment changed, while the rate of change experienced due to globalisation should also be a business concern (Petricevic & Teece, 2019). The changing environment where the business operates can also result in internal challenges that result in the reduction of productivity growth and stagnation of innovation of the business (Clougherty et al., 2020). It also impacted organisations internally and has changed the organisational culture (Spicer, 2020). The rate of change in the New Normal was dependent on the cause agent of the change, and the business should be aware of the rate at which the business environment was changing and respond accordingly.

The characteristic of the New Normal can be reviewed, and the following two features are prudent; that the competitive and institutional landscape of the business environment were changing at a radical pace (Loon et al., 2020). Secondly, the environmental changes caused significant shifts in how organisations behaved to counter the changing environments. Therefore, business should know how to prepare and respond when operating in the New Normal environment.

The construct, "New Normal", was commonly used in the media to describe the COVID-19 pandemic environment of business and the effect on people's daily lives. However, in academic literature the construct was predominantly used to describe the abrupt changing environment of business, and not a global pandemic.

2.2.2 BMI as a tool in the New Normal

The organisation's business model could be defined as a structured approach that defines how an organisation creates, delivers, and captures value (Geissdoerfer et al., 2018; Hock et al., 2016; Zott & Amit, 2017). This structured approach may also be multidimensional and differ during the business's lifecycle (Christensen et al., 2016). During the onset of the business, was the business focused on the value proposition and the resources needed to create the business model. When the business continued to grew, the business required the organisation to sustain its

innovation process, and as the business matured the organisation started to focus on business model efficiency and its profit model (Christensen et al., 2016). Therefore, business should continuously evaluate its life cycle maturity, and how value was created though its business model in the current business environment.

The business model was also viewed as a combination of the value proposition and its operating model, where the business has to clearly understand how it creates and deliver this value to the customers (Lindgardt et al., 2009). In contrast, Amit and Zott (2020) has an "activity system" view, where the business model is "an interdependent activity system that may span both firm and industry boundaries" (Amit & Zott, 2020) where the business model was designed to create and deliver value to the customers from a perceived market opportunity.

The business model of an organisation was intended to deliver value for its customers. Notably, business have to adapt to changes, either as it moved thought its life cycles or due to the changing environment. Therefore, the business model is not cast in stone, and business managers have to be aware and make the required changes to adapt the business model to ensure that it still captures and delivers value to its customers.

The organisation should continuously review the business environment for changes in the current and future market conditions, review their strategic approach and innovate their business model to support the customers' needs (Romero & Molina, 2009; Schoemaker et al., 2018; Teece & Linden, 2017). The review was not intended to be once-off, and for this reason each firm should have a plan to continuously review their business model fit with the current and future environmental conditions (Fjeldstad & Snow, 2018; Teece & Linden, 2017).

Business model innovation (BMI) is therefore essential for the sustainability of the organisation by adapting its value proposition or to reconfigure its business architecture to create and capture value to improve the business performance (Geissdoerfer et al., 2018; Loon et al., 2020; Ricciardi et al., 2016). BMI strategies include: an iterative process of internal reconfiguring to match the business with the target market; to redeploy the primary business resources to pivot towards a new business model; setting up an alternative business model in parallel and migrate the value proposition; and to de-escalate the firm to reduce non-value creating business models (Wallin et al., 2018).

Business models were also defined differently in the activity system approach as having four core elements (Snihur & Zott, 2020). The first element is content, which refers to the activities the business has selected to perform; the second is structure, where it explained how the different activities were linked; the third is governance, which refers to the way the system was controlled; and the fourth is the value logic, where it described how the business created and captured value (Amit & Zott, 2020; Snihur & Zott, 2020; Zott & Amit, 2017). Therefore, BMI is a change in the business model content, structure, governance and, or value logic to compete in the market space (Amit & Zott, 2020; Snihur & Zott, 2020), and in responce of the New Normal, how the business responded to the abrupt changes in the business environment, through the changes in one or more elements of the business model.

In the changing environment of the New Normal, businesses responded strategically, by re-evaluating and innovating their business model to survive or even thrive (Loon et al., 2020; Teece, 2010). Therefore, businesses should actively and continuously evaluate and reconfigure their business model to the given and future environments and be proactive in their approach or develop the capabilities to respond to the New Normal's abrupt changes.

Businesses also compete against new entrants or novel technologies and in many cases, have to be innovative with their business model to ensure survival, or to grow as a business. During the COVID-19 pandemic, many businesses had to respond and change their business models to survive or even thrive. Therefore BMI has been recognised as a strategy in nonergodic environments where the business adapts to frequent change (Chesbrough, 2010; Loon et al., 2020). Therefore, each business needs to understand how they will change their business model, either through one or more of the activities systems model, or how they will develop certain inherent BMI capabilities to allow the business to adapt faster in the New Normal.

2.2.3 BMI capabilities

In the context of the business organisation, capabilities were defined as the skills that the workforce possesses; and where consistent outcomes were embedded in the business as routines (Loon et al., 2020). Felin and Ross (Felin & Foss, 2005) argued that routines were not to be mistaken for procedures since routines gradually

changed the procedures and rules, while skills resided with the individual and the person's tacit knowledge (Felin & Foss, 2009). The individuals in the business then collectively shared tacit knowledge in the form of instructions with others, so the individual capabilities translated and became organisational capabilities (Knudsen, 2004; Loon et al., 2020). This link between individual capabilities and the organisational capabilities is essential, and helps our understanding of how organisational capabilities are formed and build.

To combine the two constructs of BMI and capabilities into BMI capabilities, Loon et al. (2020) explained that "successful BMI is demanding and requires a broad set of capabilities including analogical reasoning, sensemaking, dynamic capabilities, organisational ambidexterity and organisational learning" (Loon et al., 2020:702). These five BMI capabilities are organisational capabilities that reside within individuals, as individual capabilities that the workforce possesses in all organisation levels (Foss & Lindenberg, 2013). These BMI capabilities that reside within the organisation's employees can be acquired, developed, diffused and embedded in the organisation (Loon et al., 2020). Still, it required a better understanding of how the organisation was structured to develop and manage their employees, how they align their HR systems, and how employees were developed to have the capabilities required in the New Normal purposefully.

As defined as the New Normal, the organisation should determine if their current business model still created, delivered, and captured value to survive or even thrive in the fast-paced and changing world. A strategic approach would be to innovate and change the current business model, and this was done thought employee capabilities within the organisation. These individual capabilities translated to organisational capabilities. Loon et al., (2020) has defined five BMI capabilities and called for a structured approach, which would required a review of human resources management and how these capabilities were developed through the HR architecture.

2.3   HR Architecture

2.3.1   HR Architecture and HR practices

Human resource management (HRM) can sometimes be seen as very reactive and focused on the short term. Still, Paauwe and Boon (2018) describes strategic HRM

as a "pattern of deliberate and planned deployment of Human Resources and activities in attaining organisational goals" (Loon et al., 2020; Paauwe, 2011). These deliberate actions that form part of HRM can be viewed as HR systems that is a unique combination of HR practices (Boon et al., 2019). These unique combinations of HR practices were of interest since the intent was to improve the organisation's capabilities through its resources.

HR Architecture is a combination of the HR practices, employment modes (internal or external resources) and employee relationships (transactional or relational) to create strategic value for the organisation (Kang et al., 2007). On the other hand, value creation was done by attracting, acquiring, and accumulating talented resources so that the organisation can increase its performance and ability to innovate (Loon et al., 2020). Therefore, to increase value for the organisation, the HR architecture must be structured to ensure that HR practices improved the employees' talents or capabilities.

These HR practices can be combined in a coherent system that reinforces the different practices to function as a synergetic group known as the HR system (Boon et al., 2019). These HR practices have been identified by Boon et al. (2019) as "the six most widely adopted practices as shown by our review: training and development, participation autonomy, incentive compensation, performance evaluation, selection, and job design" (Boon et al., 2019). While Loon et al., (2020) has identified three HR systems for BMI and grouped the HR practices into three systems; development oriented, performance and control, and employee relation systems (See **Error! Reference source not found.**). This purposeful combination of HR practices was in line with the view that it formed part of the HR architecture, in that it was orientated towards value creation and improving the organisation's capabilities.

2.3.2   HR Microfoundations

To understand how routines and capabilities of individuals were constructed, the term mircrofoundation required further exploration. Foss and Lindenberg (2013:85) reviewed microfoundations for strategy and first concurred that microfoundations must be focused on individuals and was a human resource concern, especially the individual's motivations and cognition. The construct of microfoundations was underpinned by Barney and Felin (2013) as the willful choices individuals made.

They are a combination of their activities and results through their teams' interactions and routine activities. Loon et al., (2020) provided further clarity on how microfoundations are formed and explained that their HR practices largely determine their capabilities. Microfoundations is, therefore, the link between the HR practices and the organisational capabilities by focusing on the individual's capabilities and skill.

Felin et al., (2012) also structured microfoundationtion into three groups; individual abilities, process and structure (See Table 2), which helped to group the different HR practices (Loon et al., 2020). The individual abilities, are the HR practices that focus on the individuals in the organisation; processes, are HR practices that focus on relationships; and structures, develop capabilities in the organisation throughout HR practices in an organised manner (Felin et al., 2012; Loon et al., 2020). This classification helped to understand how certain HR practices were required to build capabilities in the organisation, especially BMI capabilities.

The link between the BMI capabilities and the employees is HRM, and how the HR architecture is constructed. HR architecture is a structured approach that considers HR practices and HR microfoundations. Therefore, it provided a platform for exploring and understanding what and how different HR practices were used to support and develop organisational BMI capabilities.

2.4   BMI HR Architecture

2.4.1   HR Architecture for BMI

BMI required the organisation to continuously reconfigure its business model to ensure that it could survive or thrive with the business environment changes. In the setting of the New Normal, and as per Loon et al. (2020), these organisations required the following five BMI capabilities: analogical reasoning, sensemaking, organisational learning, dynamic capabilities and organisational ambidexterity. These five constructs need further exploration to understand how HR architecture supports the BMI process.

Analogical reasoning was a unique and creative approach where the individual applied the characteristic of a known business model in a new setting or application (Loon et al., 2020; Martins et al., 2015). In this way, the individual could use past

experiences and threat seemingly unconnected parts in a new context (Suddaby et al., 2020), while sensemaking was the ability to frame and create a shared understanding in the organisation, for example how the organisation make money (Loon et al., 2020; Nayak et al., 2019). This was closely related to analogical reasoning (Martins et al., 2015) and these two capabilities combine in a complementary manner to initiate a new business model. This implies that analogical reasoning and sensemaking are the initiation capabilities required in BMI.

After the analogical reasoning and sensemaking have initiated a new business model, it is the organisation's dynamic capabilities that take it forward to the next step (Loon et al., 2020). Dynamic capabilities "are the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments in which there is deep uncertainty" (Teece et al., 1997). In the context of BMI capabilities, Loon et al. (2020) suggest that dynamic capabilities were the continuous alignment of people's skill, process, partners, and systems to sense, seize and transform (Loon et al., 2020; Teece, 2018). This alignment within the organisation requires a great degree of individual capabilities to change the business model.

After the new business model has been defined, the organisation should have changed over to the newly defined business model, and it required a capability known as ambidexterity (Loon et al., 2020). This process of switching over between the business models, compelled the organisation to be exploitive of the old business model and explorative of the new business model (Ricciardi et al., 2016). However, in most cases, it was not likely that the organisation will operate the two business models simultaneously (Loon et al., 2020).

The last BMI capability in accordance to Loon et al., (2020) was the capability of organisational learning, which included "individual learning; process or system; culture or metaphor; knowledge management; and continuous improvement." (Wang & Ahmed, 2003). This capability resided within the organisation's individuals, where employees could be explorative within the new business model, where experimentation and new knowledge were created and shared (Loon et al., 2020).

These five BMI capabilities required an HR architecture, which combines different HR systems, to ensure that the organisation would be enabled to develop these capabilities and gain a competitive advantage in the New Normal (Kang et al., 2007;

Loon et al., 2020). These HR systems were clusters of HR practices, and Loon et al. (2020) defined these as the development system, the performance and control system, and the employee relations system (Loon et al., 2020).

These five BMI capabilities were not only organisational capabilities but should manifest as employee capabilities. To ensure that the organisation has the right employees to follow through on BMI, the organisation has to develop, acquire, diffuse or embed the HR microfoundaitons though its HR practices (Loon et al., 2020). It is proposed by Loon et al., (2020) to explore further what other HR practices are adopted and applied.

2.4.2   HR Practices for BMI

The three BMI supportive HR systems (See Figure 2) that were identified by Loon et al. (2020) were the development system, performance and control system and the employee relations system (Loon et al., 2020). The development system is a cluster of HR practices that include: "training, learning and development; knowledge capture and diffusion; organisational form and structures; and to some extent including 'rewards'" (Loon et al., 2020). The HR system of performance control includes recruitment and selection, and performance based appraisals HR practices, while the employee relations HR system had practices listed as employee communication, and engagement (Loon et al., 2020).

A more in-depth review of the different HR practices by Loon et al., (2020) has placed the various HR practices into the HR microfoundations of individual abilities, processes and structure, and created a matrix (See Table 2) of how these different HR practices fitted with the five BMI capabilities (Loon et al., 2020). To further explain HR practices' complexities in the context of BMI capabilities, the analysis also reviewed micro, group and meso environmental views. The different life cycle stages of the organisation during the BMI process were also reviewed by Loon et al. (2020). These multidimensional relationships are complex, but the study highlighted the view that there was a direct link between the organisations' HR practices and the organisation's BMI capability, but this was done through a development system enabled approach (Loon et al., 2020). The study concluded that "BMI is largely about developing people in a purposeful way" (Hansen et al., 2019; Loon et al., 2020).

The HR architecture was a structured approach to ensure that the organisation has the required BMI capabilities, of which there were three HR systems of importance to BMI. These HR systems each have HR practices identified by Loon et al. (2020) that are required to develop the employees to have BMI capabilities. This list of HR practices from Loon et al. (2020) will be used as a reference in this research, but the intent is to explore and identify other HR practices that can form part of BMI.

2.5   BMI and HR architecture theoretical framework

A process flow diagram is used to explain how the different construct fit to create the theoretical understanding, see Figure 1.
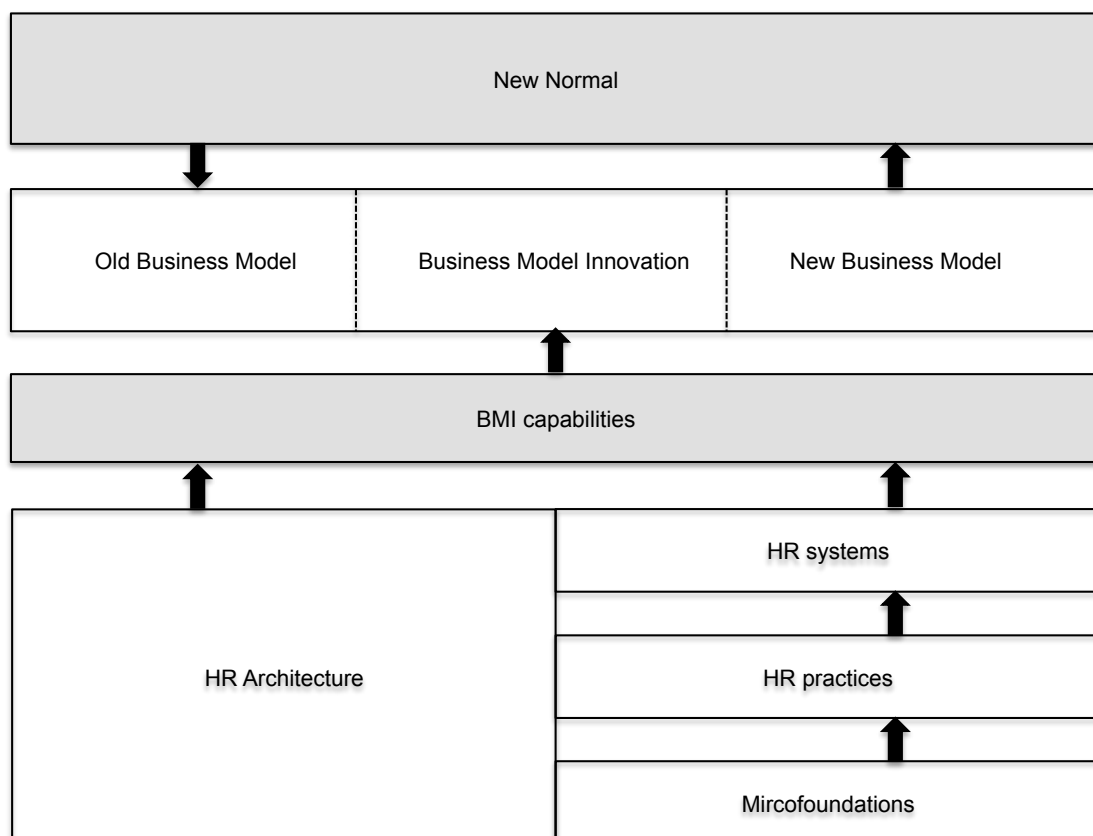
Figure 1: Theoretical framework for the New Normal and BMI capabilities.
(Source: Author's own adapted from Loon et al. (2020))

In the New Normal environment there are continuous environmental changes that requires the business to respond. Some of these change could be in the form of a pandemic that causes an abrupt change to the business environment (Mithani, 2020; Salvato et al., 2020; Spicer, 2020). The business responds through BMI an adapts the business model content, structure, governance or value logic (Snihur & Zott,

2020), by adapting the value proposition or reconfigure its business architecture (Geissdoerfer et al., 2018; Loon et al., 2020; Ricciardi et al., 2016). BMI transition the business from the "Old business model" to the "New business model" and it is a recognised strategy to respond to change (Chesbrough, 2010; Loon et al., 2020; Teece, 2010, 2018).

BMI capabilities are organisational capabilities that reside within the individuals of the organisation (Foss & Lindenberg, 2013). BMI capabilities are essential for the business to change the business model (Loon et al., 2020). The business can acquire, develop, diffuse and embed the BMI capabilities that reside within the individuals of the organisation through the HRM and HR architecture (Loon et al., 2020; Paauwe, 2011).

Microfoundations are the knowledge and skills of the individuals in the organisation (Felin et al., 2012), and are the wilful choices individuals made (Barney & Felin, 2013). Therefore, microfoundations that reside within the organisations individuals, are acquired, developed, diffused and embedded through different HR practices (Loon et al., 2020).

Microfoundations and HR practices therefore grouped into individual, process and structures (Felin et al., 2012; Loon et al., 2020), while Loon et al. (2020) grouped mirofoundations and HR practices into development orientated, performance and control and employee relations. These groupings are the different HR systems that support the groupings form the mircofoundation level. The HR architecture is the combination of the HR systems, practices and microfoundations and part of HR management.

2.6   BMI capabilities theoretical framework

The HR Architecture described the unique combination of different HR practices and mircofoundations to form: individual, process and structure HR systems (Barney & Felin, 2013; Felin et al., 2012; Loon et al., 2020; Strauss et al., 2017).

BMI capabilities and HR systems Table 1		HR systems		
		Individual	**Process**	**Structure**
BMI Capabilities	**Analogical reasoning**	**Recruitment and selection** Target recruitment and selection for creative abilities	**Training, learning and development** Current and new staff training using structure-mapping **Knowledge capture and diffusion** Embed knowledge gained from analogical	
	Sense making	**Recruitment and selection** Who has led large scale and complex projects Person who are able to recognize patterns	**Organisational form and structure** Job redesign and rotation processes across the organisation **Communicate and engagement** Establish multichannel communication processes with employee engagement programs	**Training, learning and development** Learning through teams structures(action-set) Across department learning interventions
	Dynamic capabilities		**Training, learning and development** Develop flexibility and adaptability of staff target with specific technical skills **Appraisal** Align performance targets with rewards for BMI	**Knowledge capture and diffusion** Knowledge diffusion structures such as committees or special teams Business processes to diffuse knowledge and re-enforce organisation wide competencies
	Organisational ambidexterity	**Recruitment and selection** Person who has ability to operate and manage new BM	**Training, learning and development** For trans-specialists and broader skills development	**Reward system** Adapt incentive/reward system to explore new and adaptive business processes **Organisational form and structure** Modulize work structures for flexibility
	Organisational learning	**Recruitment and selection** Selection practices for persons who has a high disposition to learn	**Training, learning and development** Leadership development programs and skills development programs needed for the future **Organisational form and structure** Job redesign to allow for autonomy and empowerment of teams	**Reward system** Adapt incentive/reward system for a learning and competency based organisation **Knowledge capture and diffusion** Embed knowledge capture structures

Table 2: BM capabilities and HR systems framework for microfoundations.
(Source: Loon et al. (2020))

The matrix of Table 2 identifies which HR practices were required to support the different BMI capabilities, and how these are grouped to form the defined HR systems as defined in Figure 1.

The study done by Loon et al. (2020) have identified different HR practices groupings, and defined three different HR systems. The three different HR systems are found in Figure 2, including development oriented, performance and control, and employee relations HR systems. Loon et al., (2020:718), and have found a link between the HR practices and the development of each BMI capability, and that a development oriented HR System leads to the development of BMI capacities (Loon et al., 2020)(Loon et al., 2020)(Loon et al., 2020)(Loon et al., 2020)(Loon et al., 2020)(Loon et al., 2020)(Loon et al., 2020).

The development oriented HR system that was highlighted by Loon et al. (2020), was also an important focal point for the HR Architecture, and has identified that the HR Architecture requires different focus areas for the type of workforce per business to develop BMI capabilities.
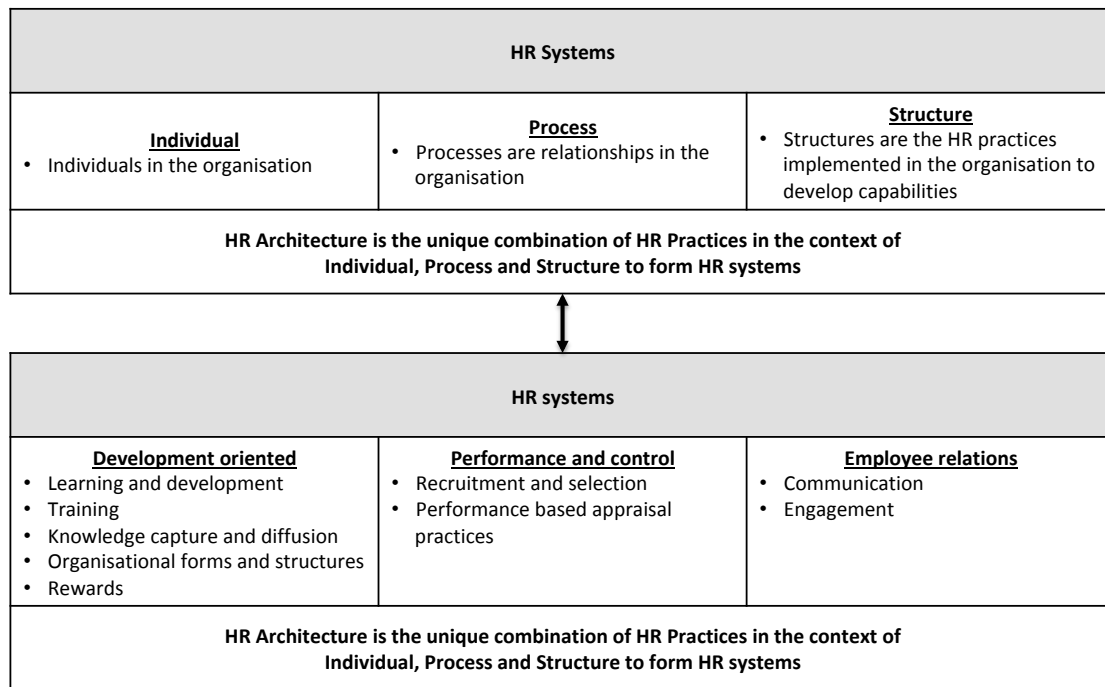
HR Systems		
Individual • Individuals in the organisation	**Process** • Processes are relationships in the organisation	**Structure** • Structures are the HR practices implemented in the organisation to develop capabilities
HR Architecture is the unique combination of HR Practices in the context of Individual, Process and Structure to form HR systems		

HR systems		
Development oriented • Learning and development • Training • Knowledge capture and diffusion • Organisational forms and structures • Rewards	**Performance and control** • Recruitment and selection • Performance based appraisal practices	**Employee relations** • Communication • Engagement
HR Architecture is the unique combination of HR Practices in the context of Individual, Process and Structure to form HR systems		

Figure 2: Transformation diagram to transfer HR Practices between the different HR systems. (Source: Author's own, adapted from Loon et al. (2020))

The two different HR system groupings provide an opportunity to transfer the HR practices from the one HR system to the other and reframe the HR practises with the different BMI capabilities.

The different HR practices were converted into the different HR systems as defined by Loon et al. (2020) from Table 2, to arrive at Table 3, which indicate the same HR practices in a matrix, with the same BMI capabilities, but reconfigured in accordance to the conversion diagram as per Figure 2.

For example, the HR practice associated with the BMI capability for analogical reasoning is "Recruitment and selection"; where on an individual level, you want managers with creative abilities. In the conversion diagram of Figure 2, this HR practice is part of the "Performance and control" HR system and this HR practice is found in Table 2, in the analogical reasoning BMI capability and performance and control HR system intersection. This process was repeated for the other HR practices, and the matrix in Table 3, was developed to help indicate the theoretical framework that was used in this research.

It is important to note that all these frameworks and diagrams were based on the work of Loon et al. (2020) and assisted in framing the research question of this study.

BMI capabilities and HR Systems Table 2		HR systems		
		Development orientated	**Performance and control**	**Employee relations**
BMI Capabilities	**Analogical reasoning**	**Training, learning and development** Current and new staff training using structure-mapping **Knowledge capture and diffusion** Embed knowledge gained from analogical reasoning	**Recruitment and selection** Target recruitment and selection for creative abilities	
	Sense making	**Organisational form and structure** Job redesign and rotation processes across the organisation **Training, learning and development** Learning through teams structures(action-set) Across department learning interventions	**Recruitment and selection** Who has led large scale and complex projects Person who are able to recognize patterns	**Communication and Employee engagement** Establish multichannel communication processes with employee engagement programs
	Dynamic capabilities	**Training, learning and development** Develop flexibility and adaptability of staff target with specific technical skills **Knowledge capture and diffusion** Knowledge diffusion structures such as committees or special teams Business processes to diffuse knowledge and re-enforce organisation wide competencies	**Appraisal** Align performance targets with rewards and development opportunities	
	Organisational ambidexterity	**Training, learning and development** For trans-specialists and broader skills development **Reward system** Adapt incentive/reward system to explore new and adaptive business processes **Organisational form and structure** Modulize work structures for flexibility	**Recruitment and selection** Person who has ability to operate and manage new BM	
	Organisational learning	**Training, learning and development** Leadership development programs and skills development programs needed for the future **Organisational form and structure** Job redesign to allow for autonomy and empowerment of teams **Reward system** Adapt incentive/reward system for a learning and competency based organisation **Knowledge capture and diffusion** Embed knowledge capture structures	**Recruitment and selection** Selection practices for persons who has a high disposition to learn	

Table 3: BMI capabilities and HR systems framework for this research. (Source: Author's own, adapted from Loon et al. (2020)

One of the findings of Loon et al. (2020) indicates that there is a "direct link between HR practices, the development of each capability and in turn BMI" (Loon et al., 2020:718) and that BMI is mainly about purposefully developing people. This is noted in Table 3, due to HR practices' primary grouped under the development oriented column and the noticeable lack of HR practices in the performance and control and the employee relations HR systems.

The revised matrix from Loon et al., (2020) does indicate and confirm the finding that "a bespoke HR architecture led by a developmental system enables the requisite five capabilities to be developed for BMI" (Loon et al., 2020:718). It also highlights some areas where no HR practices support the different HR systems and the associated BMI capability. For example, there is no HR practice associated with organisational ambidexterity and employee relations; and the lack of the reward systems in the

organisational learning BMI capability cluster. The revised matrix in Table 3 helps to highlight the current strengths and shortcomings of the current HR practices to support the business's BMI capabilities.

2.7 HR systems

HR systems were a collection of HR practices that were grouped in individual, process and structure HR systems by Loon et al. (2020) and consequently into the BMI capabilities and HR systems framework for mircofoundations in Table 2. The findings from Loon et al. (2020) proposed that the HR practices could also be grouped in the following: organisational development, performance and control, and employee relations HR systems.

2.7.1 Organisational development HR systems

The organisational development HR systems include HR practices as an organisational structured approach and impacted across all three of the; individual, process and structure HR systems of the original framework by Loon et al. (2020). The transformation diagram was used to transform the BMI capabilities and the four HR practices were grouped in the organisation development HR systems.

The four HR practices were identified as the following: Training, learning and development HR practice; Knowledge capture and diffusion HR practices; Organisational form and structure HR practice; and Reward HR practices. Loon et al. (2020) have identified that organisational development was the most prominent HR systems and was intended to develop and improve employee capabilities.

Training, learning and development HR practise that had an impact to develop BMI capabilities, included microfoundations activities that were a result from a number of activities (Loon et al., 2020). These activities included the establishment of targeted training programs to train and develop employee in analogical reasoning capabilities (Andries et al., 2013), the embedment of action-learning programs across departments (Maitlis & Christianson, 2014), and the development of adaptability and flexibility in individuals and teams (O'Connor, 2008; O'Connor & McDermott, 2004). Furthermore the activities also included trans-specialist and cross team boundary skills development (Faisal Ahammad et al., 2015), leadership development programs

to enable organisational learning practices (Cable et al., 2013), and skills development to improve learning abilities with the organisation and the employees (Shipton et al., 2002). The training, learning and development HR practices were the most prominent practice used to develop BMI capabilities (Loon et al., 2020). These practices were important to train and developed the individual capabilities and by so doing improved the organisational capabilities.

Knowledge capture and diffusion HR practices included activities where committees and other structured groups could capture knowledge and diffuse throughout the organisation [reed]. The information and knowledge gained from analogical reasoning practices were embedded using knowledge management structures [corneliison], and these included business process to diffuse knowledge and re-enforce organisation wide competencies (Loon et al. 2020).

Organisational form and structure HR practices focused on activities that implemented job redesign and facilitated rotation of personnel into different roles to develop and grow employees (Rouleau, 2005). Job redesign also included the change to a more autonomous job design to empower individuals, teams in the organisation (Lopez-Cabrales et al., 2011), while the practice to modularise work teams to create a flexible workforce was also of importance (Garaus et al., 2016).

Reward HR systems to enable BMI capabilities were a specific activity focused on incentivising and rewarding the organisation and the employees to: develop and adapt new business processes and structures (Prieto & Santana, 2012) and to enhance and institutionalise learning based structures (Jerez-Gomez et al., 2005)

2.7.2   Performance and control HR systems

The performance and control HR systems were the second most prominent HR system that organisations used according to Loon et al. (2020). Furthermore, the intent of the HR system was to motivate and build the current capabilities within the organisation through recruitment and selection HR practices and appraisal HR practises.

The recruitment and selection HR practice required the organisation to recruit and select talent that would build the BMI capabilities within the organisation. Therefore

targeted recruitment was used to select talent that had creative abilities, who could recognise patterns, and had the ability to make sense of complexity (Argyris, 2002; Lengnick-Hall et al., 2011; Miller & Lin, 2015). Likewise the activity to tailor the selection practices to identify and recruit individuals who had a predisposition to learn quickly was also included, as well as the selection and recruitment of managers that worked in a similar business model to assist the business to transition between the two business models (Patel et al., 2015; Waddell & Pio, 2015).

Organisational appraisal HR practice was used in organisational to align performance targets with business objectives. However the intent of this practice was to facilitate dynamic capabilities through a focused appraisal practice to align the performance targets with BMI (Messersmith & Guthrie, 2010).

2.7.3 Employee relations HR systems

Employee relations HR systems were the third prominent group of HR practice and presented the "practice of communication in employee engagement" (Loon et al., 2020). Loon et al. (2020) further explains that the practices allows the organisation to have a coherent and unified vision of the new business model and allowed the transition to take place from the old business model to the new business model. The HR practice has been identified as a single practice by Loon et al. (2020).

Communication is the ability for the organisation to establish multichannel communication processes and plans for employee engagement and other sense making activities (Ericksen & Dyer, 2005; Park, 2014). Consequently, enabled employees to rapidly respond to change (Marković, 2008). Ahlstrom et al. (2020) explained that technology further enable organisations to create information and communicate to their employees.

Employee engagement was the ability to motivate employees so that they become emotionally attached to the organisation and to go the extra mile for the business (Kompaso & Sridevi, 2010). Furthermore employee engagement have been associated with improved organisational performance (Kompaso & Sridevi, 2010), where engaged employees were motivated to innovate and improve the organisation (Kwon & Kim, 2020). Saks (2019) argue that employers could achieve employee engagement by focusing on the employee wellbeing, reward and recognition

practices, ensured procedural fairness, and developed employees with skills needed to perform their work. Notably every part of HR management has to be aligned to enable employee engagement (Kompaso & Sridevi, 2010). Therefore, employee engagement is collection of activities in association of an HR practice to ensure an environment where employees can innovate, and wilfully go the extra mile to support the business during disruption.

Organisational culture is influenced by employees and their predisposition towards the organisation and towards change (Hock et al., 2016). In an BMI environment the organisation should be aware of the current organisational culture and understand the enablers and barriers toward change (Hock et al., 2016). Furthermore dynamic capabilities are hard to develop and deploy, and should be institutionalised as part of the organisational culture for the business to respond to change (Schoemaker et al., 2018). In addition "A culture of continuous renewal keeps organizations supple and responsive." (Teece & Leih, 2016), and by developing agile and nimble business models and structures requires an appropriate risk taking culture to innovate and respond to these changes (Sousa-Zomer et al., 2020). Organisational inertia is an concern for organisations that want to change and should manage their change initiatives successfully (Marković, 2008). Organisational cultures that was conducive to share information whether good or bad supported innovation and creativity (Cunha et al., 2019), furthermore a conducive culture that supports continuous learning supports an innovative organisation (Vey et al., 2017).

Evidently, the ability for an organisation to respond to change resides within the organisational culture, where employees and leaders have the freedom to innovate and develop new business model to respond to change.

2.8   Conclusion

This literature review has focused on the different constructs used further in this research, and have strung together how these constructs build towards an understanding of how an organisation can develop BMI capabilities through a well-defined HR architecture.

The first construct of the New Normal highlights the need for business and academics to understand that the business environment is erratic, and can change

rapidly and that the business can thrive or just survive in this period of uncertainty. A strategic response to the New Normal includes the organisation's ability to change its business model and still deliver the required or new value proposition for its customers. The ability to innovate its business model is inherent to the business and reside with specific capabilities identified by Loon et al. (2020).

The five BMI capabilities included: analogical reasoning, sensemaking, dynamic capabilities, organisational ambidexterity and organisational learning, which were defined and reviewed. It was argued that the organisation could attain these capabilities through effective HR management and the development of a supportive HR architecture. The HR systems are the HR architecture building blocks and consisted of individual abilities, structures and processes HR systems.

Microfoundations is the building blocks from the organisations' routines and capabilities (Felin et al., 2012; Loon et al., 2020). Per the construct of mircofoundaitons, the organisational routines and capabilities were grouped into three HR systems of individual abilities, structures and processes. These practices were essential for this study and was the focal point for further exploratory research.

A BMI capability and HR systems matrix (see Table 2) that was developed by Loon et al., (2020) and with a different lens developed by Loon et al., (2020), was transformed into a BMI capability and HR systems matrix where the HR systems were defined as development orientated system, performance and control systems, and employee relations systems. The new matrix, see Table 3 provided a different view to the current microfoundations and HR practices, and from the matrix, there was opportunity to structure and build on the work by Loon et al., (2020) and explore other HR practices that could form part of this matrix.

3   Chapter 3: Research questions

3.1   Introduction

In this chapter, the origin of the research question is clarified, and with the development of the BMI capabilities matrix as per Table 3 in Chapter 2, four research questions were developed. The exploratory nature of the research question and request for further research was articulated, and a qualitative research approach is supportive of answering the research questions. The chapter ends with a brief clarification and continues to develop the research approach.

3.2   The research questions

The request for further research by Loon et al. (2020:719) ask to build on the findings as described above and "Researchers can build upon our finding that a BMI HR architecture is orientated towards a development system by exploring what other HR practices may be adopted and how such practices are applied" in the context of BMI. There is also a second request where the authors ask for "Future research can also explore how practices classified in the same HR system reinforce one another and how they complement practices from other HR systems." These two questions can now be referred to the matrix in Table 3, where the first question asks if any other HR practices can be added to the matrix, and the second question asks if there are any other reinforcing or complementary practices within this matrix.

These two research requests from Loon et al. (2020), translate towards a qualitative research methodology where the researcher either has a broad or narrow research question (Braun & Clarke, 2006) and then through an inductive style, create understanding to a complex situation (Creswell, 2014).

The proposed research questions are:

Research Question 1: What are the HR practices used to support an organisation's HR systems when there is a disruption to the organisation arising from abrupt changes in the external environment?

Research Question 2: *What HR practices reinforce or complement each other?*

Research Question 3: *What are the HR practices used to further develop BMI capabilities within organisations?*

Research Question 4: *What are the outcomes of these HR practices in terms of the organisation HR systems and the BMI capabilities?*

The qualitative research method that will be followed involves an inductive, constructionist world view approach where open-ended questions are used to extract personal experience from the research population (Creswell, 2014). It is important to note that themes may emerge through data collection that can provide broad explanations (Braun & Clarke, 2006; Creswell, 2014). This is in line with phenomenology, wich focus on the lived-experiences of the individual and the basic essence and structure of the experience (Merriam, 2009). Therefore, it is essential to select employees who will share their lived experiences and who have HRM responsibilities.

3.3   Conclusion

The four exploratory research questions were developed from the anchor article from Loon et al., (2020), which leads to a qualitative research approach. The appropriate inductive approach supports the call for further exploration of the other HR practices, but the research questions were also designed to explore what and how the HR practices support one another, build BMI capabilities in the organisation, and identify outcomes from the HR practices used. The intent is to possibly further build on the matrix from Loon et al., (2020) and add to the body of knowledge in the field of BMI capabilities and HR practices. In the New Normal business environment, this could also add value to HR architectural design and management.

4 Chapter 4: Research methodology

4.1 Introduction

The research questions were used to select the research methodology, which included consideration in the subset of research methodology, the population group, the sample size and selection of participants, analysing the data, how the quality of the research will be assured, and also how the findings of the research will answer the research question. There were many key considerations, and for this research, the quality of the research was the priority. To assure quality and trustworthiness, the research methodology must be well designed to ensure that the research instrument establishes credibility, transferability, dependability, and confirmability (Pratt et al., 2020).

In this chapter, the research methodology reasoning and design are explained where the emphasis is on the justification of the design choices and how the research instrument intended to provide credible data to answer the research questions.

4.2 Research method

The appropriate research approach has to ensure that it provided the best methodology to bring the researcher closer to answers the four research questions. The first question asked for further exploration into different HR practices that emerged from abrupt changes in the business environment. The second and third questions further asked for a deeper understanding of how these practices supported and reinforced one another and how they were used to develop BMI capabilities. The fourth question enquired about the perceived outcomes from the HR practices of the sample populations. These research questions supported a qualitative research approach since all of these broad, open-ended questions were based on an enquiry to find more information from the current known (Braun & Clarke, 2014; Creswell, 2014; Miles et al., 2014).

The qualitative research method that was followed involved included an inductive, constructionist world view approach, where open-ended questions were used to extract personal experience from the research population (Creswell, 2014). This research approach allowed for data to be collected through the answers provided from the open-ended questions, which translated to emerging themes, and was used

to develop emerging themes and was used to answer or provide insight into the research questions (Braun & Clarke, 2006, 2014; Creswell, 2014).

This is in line with phenomenology, which focused on the lived-experiences of the individual and the basic essence and structure of the experience and phenomenon (Cunliffe, 2011; Merriam, 2009; Sanders, 1982). Therefore, it was essential to select participants who will share their lived experiences and who had the required experience to provide trustworthy and quality data for the research.

4.3   Population sample of the study

The level of analysis was the HR practices, within the organisation and the HR management system. It is important to note that the organisations' industry setting was not of importance here and that in the study by Loon et al., (2020), also did not differentiate or defined the industry setting where the organisations operated for their research study.

The sample selection was not prescribed by Loon et al., (2020:719) in the original call for further research, but did require further exploration "in different context", and provided the researcher with an opportunity to explore other settings the context of interest. This study explored other HR practices used by organisations within the South African context and by the nature of the sample selection process have answered the call from Loon et al. (2020). The sample selection included organisations that operated in the New Normal construct and who has an established HR architecture and HR practices. Large organisations listed on the Johannesburg Stock Exchange (JSE) or equivalent were used as one of the selection criteria since these organisations required HR management and provided access to individuals experienced in HR management. Organisations within this broad selection group would relate to abrupt environmental changes with sharp inflexion points. Three or more organisations were targeted to ensure that the population group was not industry-specific and supported the analysis level.

Research Constructs	Business Context	Criteria to Participate
New Normal	Organisations that operate within the New Normal	Actively involved in the business in a senior leadership position
HR architecture	Large organisation within different industry sectors	Experiences of HR practices employed within the organisation
HR practices	Organisations with established HR management	Experienced in the field of HR management

Table 4: Research criteria for participants. (Source: Author's own)

The unit of analysis was the individual HR managers within the organisations. This was in support of the main research question and the primary focus of this study. As part of the research design, practising HR managers were interviewed and gained access to the HR practices that the organisation employed. These individuals were identified through publicly available information based on professional social platforms such as LinkedIn. These individuals were approached based on their current HR role and leadership position their selected organisations, and it was their lived experiences that were of value for this study. Furthermore, three or more HR managers within an organisation were interviewed to create depth of understanding within an organisation, which helped ensure that the HR practices per organisation were identified.

Industry	Participants	
Services (X)	Senior Executive (X1)	Business partner (X2)
	Senior Executive (X3)	
Banking (Y)	Senior Executive (Y1)	Business partner (Y2)
	Senior Executive (Y3)	
Heavy industry (Z)	Senior Executive (Z1)	Business partner (Z2)
	Senior Executive (Z3)	Business partner (Z5)
	Senior Executive (Z4)	Business partner (Z6)
	Senior Executive (Z7)	

Table 5: Summary of participants, their position in the business and their code reference (Source: Author's own)

Appendix B contains the standard consent documentation for the individual participants for this study. The research participants' sample selection included HR executives, senior managers, and managers of three different organisations in three different industries, including engineering and asset management, financial services, and chemical manufacturing. Furthermore, three or more participants were interviewed per organisation, to obtain a breadth of understanding, and industry-specific. In one organisation, the sample was extended to seven participants to provide a depth of understanding from the one organisation. This strategy was employed to provide a form of data triangulation (Flick, 2017; Hlady-Rispal & Jouison-Laffitte, 2014; Serfontein et al., 2009) to determine if the three participants per organisation or industry provide enough detail to support the view from that organisation.

4.4 Data collection design

The semi-structured interview was the primary data collection tool for the phenomenology approach and the exploratory research question (Josselson, 2013; Merriam, 2009). The semi-structured interviews were not intended to "measure, predict, or classify" (Josselson, 2013:viii) the person, but gained a better and more in-depth understanding of their experiences. To explore the research questions further, a semi-structured interview questionnaire was prepared, which included open-ended questions and other exploratory probing questions used to extract the

participants' story and life experiences (Josselson, 2013; Miles et al., 2014). A sample of the interview guide and interview questions is available in Appendix A that was approved by the University of Pretoria's ethics committee. The link between the research questions, from Chapter 3 and the semi-structured interview questions are available in Table 6.

Research question	Interview questions
Research Question 1: What are the HR practices used to support an organisation's HR systems when there is a disruption to the organisation arising from abrupt changes in the external environment?	**Q2:** "Can you tell me about a disruption to the organisation arising from factors in the external environment?" **Q3:** "What HR practices in your experience can help you to prepare for such eventualities?" **Q4(a):** "What are the challenges you encounter with HR practices and the ability of the organisation to respond to such abrupt changes?" **Q4(b):** "In your experience, what is needed to overcome these challenges?
Research Question 2: What HR practices reinforce or complement each other?	**Q5(a):** "Which of the HR practices that you have mentioned, are essential in themselves in order to improve the preparations and response to the disruption?" **Q5(b):** "Which of the HR practices that you mentioned, support and reinforce these essential HR practices?"
Research Question 3: What are the HR practices used to further develop BMI capabilities within organisations?	**Q7:** "Going forward, how do you see HR practices in the organisation developing in the face of future disruptions?"
Research Question 4: What are the outcomes of these HR practices in terms of the organisation HR systems and the BMI capabilities?	**Q6:** "What are the outcomes that you were looking to achieve from the HR practices:" (a) "In terms of being prepared?" (b) "In terms or responding?"

Table 6: Link between the research questions from chapter 3 to the interview questions. (Source: Author's own)

Data gathering process involved the interview process, but due to the recent COVID-19 pandemic, interviews were completed online using applicable software to stream

live video and audio to both the researcher and the interviewee or participant. This form of data gathering also had challenges that involve: getting the required consent documentation from the participant to ensuring confidentiality, and the required security measures are in place (Merriam, 2009). The online interview process provided access to the population sample's diaries since the interview could be conducted without travelling, and other logistical challenges were eliminated, and the interviews could be recorded for visual and audio analysis. Online interviews were conducted and recorded for analysis by using the Zoom and Microsoft Teams online audio-visual platform for meetings, and field notes were taken for all interviews.

4.5   Data analysis

Analysing the data from the interviews involved; firstly transcribing the interview, which helped with the initial thematic analysis (Josselson, 2013; Merriam, 2009), and the process ensured that field notes were also included in the analysis. Transcriptions were initiated through transcription software Otter, which used Artificial Intelligence that provided a foundation transcription; however, these transcriptions had to be tested and reviewed for correctness from the audio and voice recordings made. These were done by the researcher, who verified that the transcripts were accurate. A non-disclosure agreement was authorised by the ethics committee and was available when a third party had to support the researcher to transcribe or test the correctness of the transcription from the software. In this case, all the transcriptions were verified for correctness by the researcher. This provided a form of credibility, in that the initial transcriptions were performed by artificial intelligence (AI) software, and verified for correctness by the researcher. This approach reduced the risk of bias, in that the task of transcribing a recording to text from a recording, was performed through AI software in a short time. The researcher only then assured that the transcripts correctly reflect the interview and that confidentiality was maintained.

Confidentiality was assured in that all the names and organisational identifiers were not recorded in the research report and the transcription documents.

The transcriptions were then coded, where coding is a process of organising data into meaningful groups (Braun & Clarke, 2006). This was done through an inductive process of developing the codes during the coding process, using defined or

expected codes, surprising codes, and codes of unusual interest (Creswell & Creswell, 2018). The number of unique codes generated per interview was reordered during the coding process, see Figure 3. These codes did form code groups and themes, which described the majority of the findings or recurring patterns (Creswell & Creswell, 2018; Merriam, 2009). The program ATLAS.ti was used to support the analysis process and is a supportive tool widely used in qualitative research (Flick, 2017). The use of field notes and analytical memos was essential and used extensively in the development of the codes, code groups and the thematic development of this research.
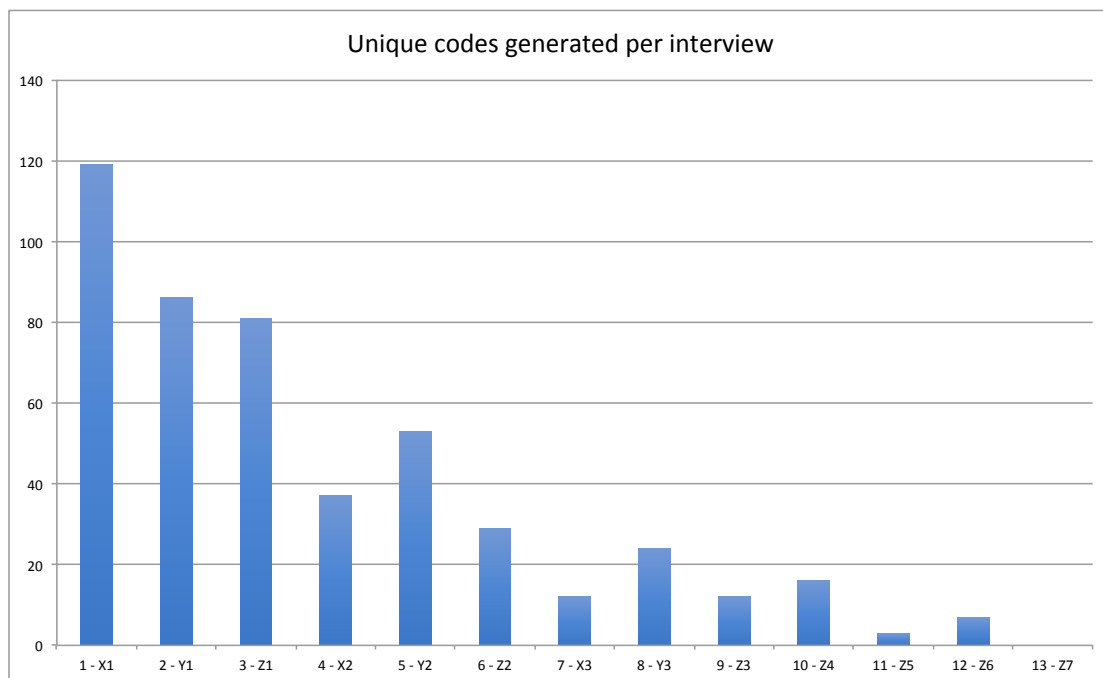
Figure 3: Number of unique codes generated during coding process.

(Source: Author's own)

4.6   Research rigour and quality

The best form to build quality into a qualitative research design is to ensure that the design and methodology are aligned, and to ensure that the research instrument is well designed, which would enable a naturalistic inquiry approach to establish trustworthiness in the research methodology (Lincoln & Guba, 1985; Pratt et al., 2020). This requires that the design included practices that establish credibility, transferability, dependability, and confirmation (Pratt et al., 2020). To assist with

credibility, prolonged engagements with the participants were arranged, where open-ended questions explored the full breadth and width of the participants' answers and experiences. These interviews were recorded and transcribed first through AI software and then verified by the researcher to assure the correctness of the data captured. To establish conformability, the finding was presented to demonstrate that the respondents' views were accurately recorded, and verbatim were used to provide "thick and rich" descriptions of the arguments that were to follow.

Transferability is concerned about the finding's applicability in another context (Merriam, 2009; Miles et al., 2014). It is a concern that should be noted. The appropriate strategy would be to ensure that any finding is articulated in a way that is " highly descriptive, detailed presentation of the setting and in particular, the findings of a study." (Merriam, 2009). The research question, however, did require this study to articulate "what other HR practices may be adopted" (Loon et al., 2020), which were the theme for RQ1 and RQ2, while RQ3 focus on the reinforcement HR practices. Transferability was attempted through the research design in that purposive sampling techniques were used by selecting three different industries to collect data, and three or more participants per industry were interviewed to provide a depth of data per industry.

Reasonable care was taken to achieve dependability to ensure that the research was done in a consistent manner (Miles et al., 2014), with the use of the same semi-structured interview sheet, and utilising the same processes to transcribe and analyse the data. Reasonable care was also maintained to assure stability data collection, interpretation and findings generation process (Miles et al., 2014).

4.7 Ethical considerations

The research information and data gathered in the form of video and audio recordings were stored on a secure cloud-based service accessible to the researcher through encryption software and password protection. The research was done on the researcher's account and laptop and did not require any third-party organisation for support. All the audio and video recordings were destroyed after the findings chapter were concluded, and only the anonymous transcriptions were stored as part of the data storage agreement. After the study's conclusion, the research information and supportive files would be submitted as per the standard agreement with the

university, and another copy was stored on a separate flash drive and is kept in a fireproof safe. No other records were kept, and the cloud-based working platform was permanently cleared of all records.

4.8   Conclusion

A qualitative research methodology was selected to collect data to answer the research questions. This research methodology was designed to assure quality and to produce trustworthy findings. Various techniques and methods to provide trustworthiness were elaborated, and the instrument used to gather data was used. The thematic analysis of the data intent to "build upon our finding" from Loon et al., (2020), and gain a deeper understanding of the HR practices during times of the New Normal.

5   Chapter 5: Results

5.1   Introduction

This chapter present data that was collected through 13 semi-structured interviews, and thematically analysed to develop emergent themes. The interviews were conducted with HR executives and business partners, experienced in HR architecture and practices. The chapter follow a structured approach, where the basic logic is explained, and how the data was analised and presented. The themes were categorised and discussed systematically, where verbatim and triangulation was used to provide credible and transferable data. The chapter ends with two tables that summarise the data collected and visually display the emergent themes that will be used in chapter 6.

5.2   Data gathering and business disruption

5.2.1   Research participants

The research participants were contacted and interviews were scheduled in accordance to the requirements as per Chapter 4. All the interviews were conducted by using virtual meeting software Micro Soft Teams (MS Teams), due to the COVID-19 pandemic concerns that the participants and the researcher shared. Consequently the researcher was able to interview participants in remote areas, and in different site location throughout South Africa. Using the MS Teams also provided access to the diaries of the participants and further improved access, since most of the participants were working from home during their working hours.

The participants were granted anonymity and all the participants' information and identifiers were removed or replaced with random alphabetical letter. There were 13 interviews conducted in three sectors of business. The participants' role within their organisations were HR senior executive or HR business partners, and shared their experiences thought the semi-structured interviews conducted.

5.2.2   Research participants

The three organisations that participated were not associated with each other and operated in three different sectors of business, additionally providing services and

products to different markets. The focus of this study was to understand the role of HR during disruptions and therefore nonrelated business were selected to participate in the research.

Disruption matrix	COVID-19	Lockdown Level 5	Technology	RSA Economy	Internal financial pressure	Market forces
Services (X)	● (blue, major)	● (blue, major)	○ (minor)	◐ (blue, some)	○ (minor)	◐ (some)
Banking (Y)	● (blue, major)	◐ (blue, some)	● (major)	◐ (blue, some)	○ (minor)	● (major)
Heavy industry (Z)	● (blue, major)	◐ (blue, some)	◐ (some)	◐ (blue, some)	● (major)	● (major)

Legend: Industry specific disruption

● Major disruption to operations

◐ Some disruption to operations

○ Minor disruption to operations

Legend: Common disruption

● Major disruption to operations

◐ Some disruption to operations
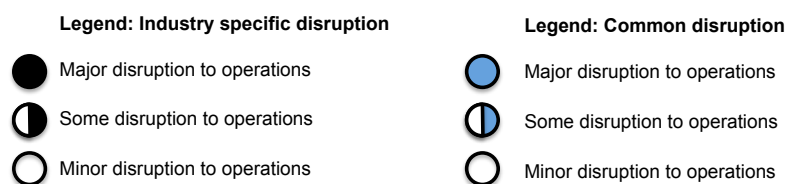
○ Minor disruption to operations

Table 7: New Normal disruption matrix experienced by the businesses in the research (Source: Author's own)

The three industries experienced different and also similar disruptions during the time of the research as reported by the participants and noted in Table 7. Most notably all three businesses were influenced by the COVID-19 pandemic and associated lockdown that ensued, which caused various degrees of disruption to their businesses and operations. The COVID-19 and lockdown disruption was universally applied to all participants in the sample, and this provided a unique environment for this study that gathered data in the three sectors, and particular responses to the disruption. The "big thing now is COVID" (Z7) explained, and the disruption were unexpected as a participant expressed that "all of a sudden COVID came in" (Z6). In most cases when the participants were asked to name a disruption in their environment, the response was unanimous as participant (X3) expressed: "Jeez, COVID, sjoe, like that, that was just staring you in the face". The impact of the pandemic and the lockdown had far reaching effects as the one participant explained "with COVID, hitting, and all of us having done all our strategic plans last year, it required a significant shift in how you approached a couple of key elements" (Y3).

Another similar but notable influence on the sample was the downturn in the South African economy, and participants shared their experiences and explained that the "current economic climate makes it very hard for any businesses" (X3). This concern was shared "that the economic situation forms part of the impact on the business"

(Z2) where the participant continues to explain the financial impact on the business. The South African economy in relation to the impact of COVID-19 and the lockdown required some business to temporarily reduce operations (Z3), due to poor market demand. Therefore, it was noted that businesses from different industries had similar disruptions, and provided an opportunity to gather data how each responded to the same disruption.

The different businesses were also engaged with their own unique or market related disruptions that resulted in various degrees of different responses. These disruptions were business or industry specific, and influenced how each business responded to the COVID-19 and lockdown disruptions. It was evident from the responses that business had to manage multiple disruptions and as one participant expressed "you would never know what type of disruption is going to come next" as participant (Z3) expressed concern with regards to the financial constraints, COVID-19. In some cases the multiple disruptions were expressed as "it was really a perfect storm" (Z1). The need to respond to multiple disruptions were also evident in other sectors where the participant expressed that "the disruption in technology…, the COVID pandemic, the financial constraints, the economy, taking a dip" (Y1) supported the view that businesses had to respond to multiple disruptions on an on-going basis.

For this reason participants were able to contribute to the study by providing lived experiences within these businesses, and how their organisations responded to both similar and unique disruptions to their business environments. The different participants provided their insights in HR management, HR architecture and the HR practices and shared how the business responded. In the next sections the data provided were used to answer the research questions as expressed in Chapter 3.

5.3   Analysis of the interview data

The data was analysed by using an inductive approach, where the transcriptions were coded, and these codes were grouped into code groups. The code groups also formed themes and the codebook for this analysis is available in Appendix C. There were 489 codes generated, which were grouped into 111 code groups, 34 higher order code groups and 5 themes.

To present the analysis of the data, a structured process was followed, where three main categories were used to present the emergent themes. The different categories were used to present the data to supported the four different research questions. To present the data in a structure approach, a diagram was provided per category in the beginning of each category section.

The category sections that follow were a systematic review in accordance to a category diagram, that indicates the different themes and the main code group that was used to present the data. Each theme of every category was reviewed following a review of the key findings, in-case and cross-case analysis, and conclusion per theme. This systematic review is presented in Figure 4.
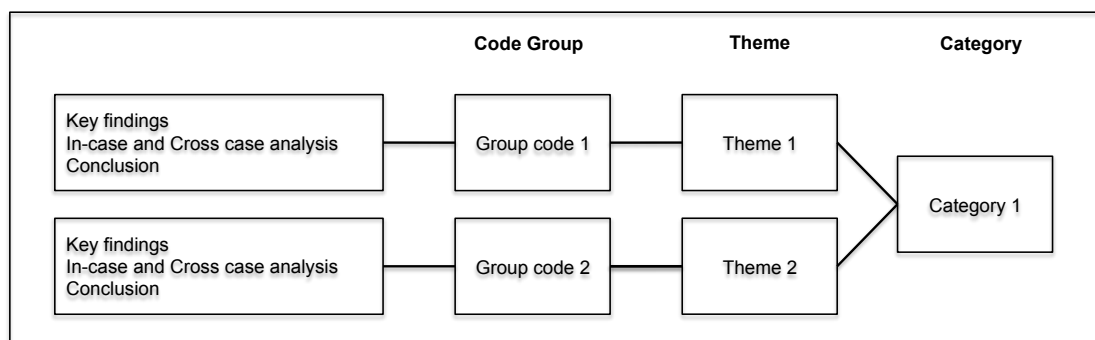

Figure 4: Structure used to present data per category. (Source: Author's own)

This systematic review of each category was repeated until all the data was presented per theme. In the conclusion of category a summary of the finding from the different categories are presented in one table. This table uses Harvey balls to indicate and present the findings. A legend is provided for each table to indicate what each Harvey ball represent.

Harvey Ball Logic	X + Y + Z =						Collective feedback	
Theme:	Present			Future			Present	Future
	X	Y	Z	X	Y	Z		
Example 1	◯	◯	◯	◖	◯	◯	◯	◯
Example 2	◖	◖	◯	◖	◖	◖	◖	◖
Example 3	●	◖	◯	●	◖	◖	◖	◖
Example 4	●	●	◯	●	●	◖	●	●

Legend: Current

● **Practice used**

◖ **Practice somewhat used**

◯ **Practice not used at all**

Legend: Future

● **Practice to be used in future**

◖ **Some indication of practice to be used in future**
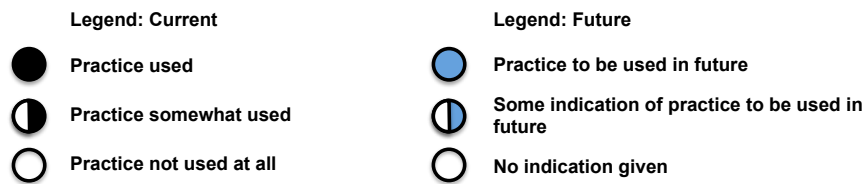
◯ **No indication given**

Table 8: Harvey ball logic table. (Source: Author's own)

The Harvey ball logic that was used are summarised in Table 8. The logic follows the approach where any of the three indicators are presented with an empty circle, a half filled circle or a fully filled circle, and are populated in accordance to the legend supplied. The data collected from the participants per theme were used to select the appropriate indicator. The "Collective feedback" column is populated based on a minimum standards approach, where two or more half filled circles represent a half filled circle for the collective, and where two or more fully filled circles represent a fully filled circle for the collective feedback column.

5.4   Analysis of data per category

The data is presented in three categories, which include development oriented, performance and control, and employee relations. These categories are aligned with the different HR systems as presented in Chapter 2, Table 3, where the different HR systems as presented by Loon et al., (2020) were used to identify the required categories for this section. The category analysis approach was used to present the data from the themes and support the four research questions.
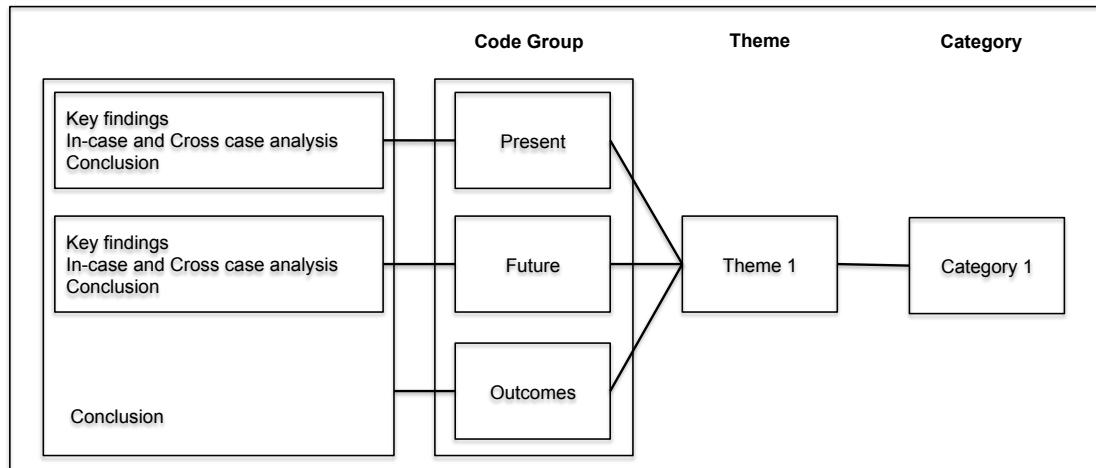
Figure 5: Category and theme diagram. (Source: Author's own)

It was noted that during the thematic analysis, two emergent responses were noted from every participant. All the participants provided a response about the present practices, and also included a response indicating a future or desired response. These two data sets were kept separate to indicate what the present HR practices were to support the different HR systems, and to indicate what the desired or future HR practices should be. Participants were encouraged through exploratory questions to further provide data about the future or desired HR practices. Furthermore, a third conclusion from the data was included per theme to indicate the HR practice outcome as per BMI capability matrix from Loon et al., (2020). The data for the outcomes conclusion was also included in the present and future data review.

To present the data for the present and future practices, the data reviewed used the following structure: key findings, in-case and cross-case analysis, and conclusion, but was repeated for both the present and future cases. In addition, each category has a summary table indicating both the present and future data. Furthermore to the present and future summary, each theme has an outcomes summary, based on the data supplied, to indicate the expected or experienced outcomes of the HR practices. A second summary table per category was included, indicating the outcomes per HR practice and BMI capability.

The summary form the three categories are available at the end of the chapter.

5.4.1 Category 1: Development orientated

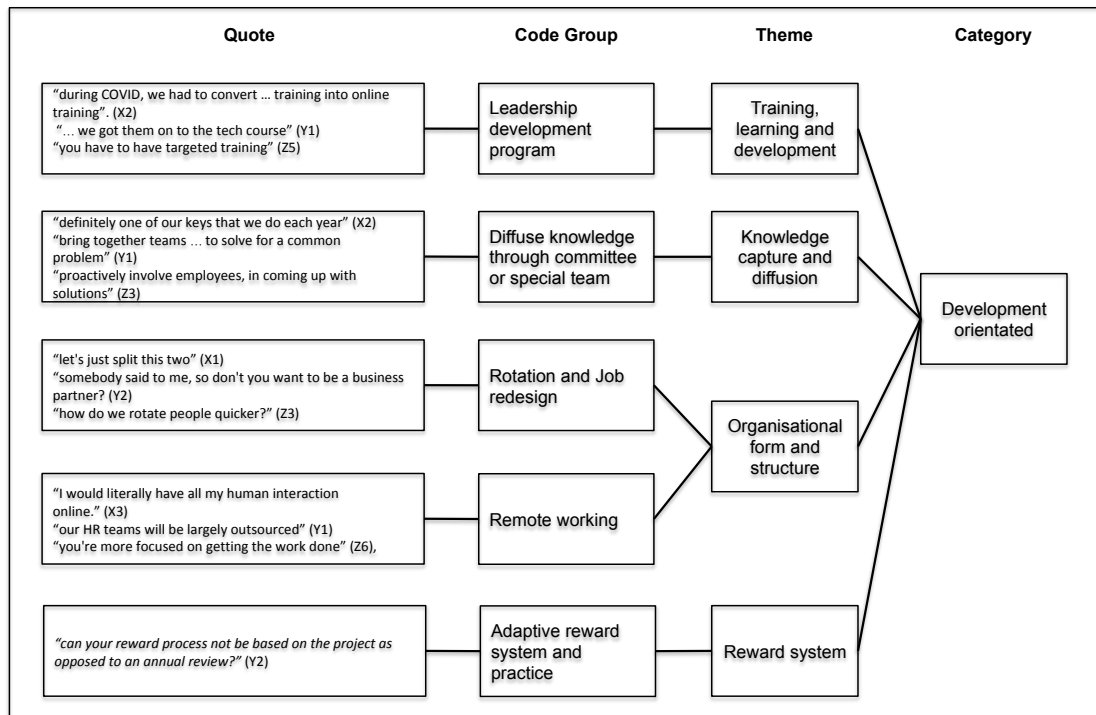This category will be reviewed using the following diagram in Figure 6

Figure 6: Category and theme diagram for development orientated HR systems. (Source: Author's own)

In this category the different HR practices that support the development oriented HR system were reviewed. Data form the participants were thematically analysed and grouped into codes, code groups and themes. HR practices are presented as themes, while the code groups are activities supporting the HR practice. Each theme was supported with more than one code group, however for the purpose of presentation, only the most prominent supporting code group for that theme was presented in the category diagram, see Figure 4.

5.4.1.1 Theme 1: Training, learning and development

Present: The data indicated that training, learning and development HR practice was well supported through various HR activities, including job redesign and rotating, and leadership skills development. The participants highlighted that leaders were instrumental to support the organisation during abrupt change, however skilled leaders could respond effectively. The data also indicated that external training was stopped during the lockdown period or due to cost considerations. Nevertheless, as noted by participant X1 that training, learning and development is "maximizing the potential of our human beings working for us."

Participant X1 indicate that "we've sort of recharged the leadership program in the last two years" which was done through the "[Business] X academy and they focus on all the training that is required" (X2). The results of the training provided were echoed by X2 in that "we train our managers, so that they can be better managers". In Business Y the HR personnel "about a cohort of maybe 34 people… we got them on to the tech course" (Y1) where the participant shared how the HR leaders were developed to understand the technology and the impact on the banking sector. Participant Y2 also shared that there is support for other personnel in that "[Business Y] offer them courses that you can at eight o'clock at night, you can sit in front of a computer" (Y2) to further develop skill. However, the participant also indicated that the development effort was not well supported. The Business Z indicated that all external courses were stopped, nevertheless as Z5 indicated that "without spending any money by using internal experts.." a front line supervisor leadership course was developed and rolled out during the COVID-19 disruption.

All things considered the data indicated that the HR practice of training, learning and development was used to respond to the disruptions with all the participants indicating that on-line training was used as a delivery vehicle as expressed by Participant X2 in that "during COVID, we had to convert … training, into online training". Business Z however had to reduce spending on training and development.

Future: The participants all shared the same view that on-line training will further develop and utilised, and that development of employees and leaders would continue to be a priority.

In Business Z, participant Z7 expressed

> *"We are slowly as an organization trying to move away from classroom learning, I think it was the push, because of the situation that we're living in now, because of COVID,… but it's not really a company initiated. So it is going towards the right direction, but we need to make sure that it's really deliberate and not accidental"*

The need to have a unified approach towards training, learning and development was further expressed as "you have to have targeted training" (Z5). The future of leadership development, which was described as "a big chunk of work…[and that] building the right talent is critical" (Z3) in Business Z and was noted that a great deal of work still has to be done.

In conclusion the participants expressed that training, learning and development of their people will stay a priority in the future. There are challenges as indicated by the participants in Business Z, however the following captures the view that all participants expressed.

"So one day, you know, this chief financial officer asked the CEO, know what happens if we invest in developing our people, putting money in, and then that person just leaves…, the wise CEO answered…, what happens if we don't, and they stay." (X1)

Outcomes: The participants shared that skilled leader were instrumental to support the business to adapt and change the organisation during the disruption. This was also highlighted by participants in Business Z that were skilled leaders are the change agents during the restructuring process. The need to develop flexibility through skills development programs, as well as trans-specialist knowledge was also addressed, however the practice was not represented throughout the study.

5.4.1.2   Theme 2: Knowledge capture and diffusion

Present: Participants shared their experiences of the various special committees were formed to respond to COVID-19 and lockdown restrictions. These multidisciplinary teams were formed though interventions by senior leaders in the business who provided the required flexibility for these team to be effectively collect information, shared best practices and in all the cases change company policy. Furthermore the use of external support and consultants, provided to be a useful source of knowledge in the non COVID-19 related disruptions.

The onset of COVID-19 and lockdown resulted in the participant businesses to set up response teams to provide support to business and leadership. Participant Y1 expressed that "there were a number of people response teams", where they "bring together teams that was spanning multiple disciplines, that were not necessarily working in the same environments to solve for a common problem." (Y1) These teams were functioning when "… we leveraged diversity, not just of thought, but of perspective, of experience of learning" (Y1). In Business Z an existing change management team were converted to the "COVID team" (Z6) and supported

business through a multidisciplinary team structure that "built a model to forecast, when we will then reach our peak." (Z6). This information and speedily action was necessary to provide quick solutions. Longer term practise were also shared to capture knowledge, through the use of external Consultants as Z3 explains "we have started working on a bit of a capability map with the consultant company" to gain information what worked in other business. Benchmarking was also used as "definitely one of our keys that we do each year." (X2) and to further diffuse knowledge throughout the business, allow rotation of personnel "draw in somebody from another division…" (X1) to support, in this example, the research and development division with the skills needed in that function.

In conclusion, the ability to respond to change has been associated with the use of multidisciplinary teams, and business used these multidisciplinary teams to capture knowledge and diffusion best practices to survive crisis situations. It was found that long-term knowledge capture and diffusion structures and practices were fragmented or a shortcomming in two of the businesses.

Future: The ability to capture knowledge through special committees and formalised structures were identified as key future requirement. The need for these structures included the ability to be proactive for future challenges and to provide innovative solutions.

The participants in Business Z had a unified view, which participant Z3 indicated that "[Business Z needs to] set up these multi discipline new agile teams to tackle problems [in an] innovative way" and also to "proactively involve employees, in coming up with solutions"(Z3). Participant Z1 further indicated that for these teams "you need people who are not scared to explore" and Z7 expressed to have these structures embedded in the business so that these teams can "understand, and be able to be in a position to guide their organization(s)" (Z7). This ability to utilise multidisciplinary team structures to improve business was also highlighted by Y3 saying that "our ability to share, our ability to collaborate, our ability to cross pollinate, that becomes very important in shifting organisational policies going forward". In Business X, the use of "innovation days" (X1) was explained where "we allow people actually during business time, to take half an afternoon or half a day, and just work on an idea they have" (X1) where these ideas are presented to others in the organisation. These and yearly benchmarking (X2) were found to be a structured

approach that the business was using to capture knowledge and share with others in the organisation.

Taking everything into consideration the participants expressed the need to become more proactive in the approach to capture knowledge, predominantly through multidisciplinary teams. However, the practice to capture knowledge through other means or structures in a sustainable way were not shared by all the participants.

Outcomes: The participants shared the use of special committees or multidisciplinary teams to help the different organisations to respond to the change. The organisations used these committees to capture information to change policy, business practices or shared the information within the business. Team members of these multidisciplinary teams were selected by senior management in Business Y, and indicated that diversity in thought, perspective, experience and learning was important.

5.4.1.3 Theme 3: Organisational form and structure – rotation and job design

Present: The ability to rotate personnel to other teams were found to be one of the practices articulated to support the HR practice of organisational form and structures. Participants also shared their experiences of redesign job profiles for autonomous work and providing the required structures for employees and teams to respond to abrupt changes.

The practice to rotate personnel to other teams was evident in the experience shared by participant X1 in the knowledge capture and diffusion theme. Futhermore, X1 explained that after consultation with senior leadership to "let's just split this two" and redesigned the HR department and the roles within. Job rotation was also a development activity in Business Y, where Y2 shared the participant's background information "don't you want to be a business partner at … and so today, I'm a business partner" (Y2), indicating job rotation within Business Y. The development requirement to rotate employees through various roles was acknowledged, and recognized by Z3 asking "how do we rotate people quicker?" sharing the risks as well in that "we also have to mitigating our risk. You know, you want to keep [Joe] because [Joe] is excellent in what he's done. So he's been in this job for six years, but we don't want to rotate [Joe]" (Z3). There has to be a structured approach to job

rotation as explained by Z4, "So our structures are set, if you've got a job, and if the vacancy isn't there, then you can't have the job" (Z4) expressing the concern of not having the flexibility to rotate employees to grow and develop.

To concluded, the participants were in agreement that job rotation and redesign were an important practice used to develop employees and future leaders. However, some participants indicated gaps in the current approach.

Future: A key finding in the organisation form and structure HR practice is that in Business Z most of the participants expressed the need for an improved structured approach. It was evident that some job rotation does take place but the practice required a review.

Job rotation to develop leader are an important HR practice, nevertheless "it's also not a quick process" (Z2) as the participant explained, that the employee on rotation requires to get them exposure "to these type of environments to get them there" (Z2) and as Z3 explained that job rotations is "a process where leaders can literally learn while they're doing it". For this reason the organisation requires flexibility, and was questioned by Z3: "So how do we become a lot more flexible about moving people around?". The concern expressed by the participants of Business Z was captured though this statement:

> *"So our structures are set, if you've got a job and if the vacancy isn't there, then you can't have the job, but we have to develop the skills. I mean, we've seen that in our neighbor country operation. Really not transferring skills, in environments where we should, because we never have positions available. Okay. Understanding that there needs to be a basic structure, but you have to have flexible structures as well. And that could be development jobs, as well as project jobs."* (Z4)

There was enough supportive evidence to conclude that Business Z requires a review of how the business grow and develop employees through job rotation. There was further support to have a structured approach to develop multi-skilled leaders through exposure to different environments.

Outcomes: Job redesign and rotation of personnel was a practice shared by the participant, but the participants shared that a structured approach should be used.

Note that the information from Theme 3 and Theme 4 will be combined for the summary table.

5.4.1.4 Theme 4: Organisational form and structure – remote working

There were rich discussions about the organisations' ability to respond to abrupt change, especially during the COVID-19 and lockdown period. The second supportive practice for this theme was the ability of the organisations to implement job redesign processes to allow for autonomous work and empowering teams in their work place. The abrupt change, brought on due to the lockdown restrictions, resulted in moving employees away from the traditional work place to the confines of their homes. It was not the intent of this research to investigate remote working, on the contrary the movement of employees to their homes was a response to the abrupt change which resulted in organisations to review their business models to deliver their products and services. The next section will still follow the same present, future and outcomes structure. A table was included to summarise the findings, see Table 9.

Present: All the participants indicated that their HR teams were working from home, where 11 of the 13 interviews were conducted with participants in a remote working environment. The key finding was that leadership and their teams were struggling to make the shift, of switching over from pre-COVID-19 work practices to new work practices of remote working, and organisational ambidexterity was tested in all the environments with various successes.

The use of technology enabled this transition from working at the office to remote working and one participant summarized "I would literally have all my human interaction online." (X3), notably all the participants shared the view. Various information technology platforms were used, but some concerns was initially noted, for example "people that are working from home in head office couldn't take their screens" (Z3), while employees were given the opportunity to provide feedback "we ask people to tell us if they are unable to work, if they've got Wi Fi problems…" (X2).

Participants also reported that the transition for leaders to autonomous working was a challenge, as explained: "what we've realised the big change in our organisation is that a manager, actually without seeing the employee at his desk, must trust his

employee to still do their work" (X2), hence participants also reported that "we have a quick check-in once a week, sometimes twice a week" (Z5).

Notably, participants reported that the teams were more productive at home or their remote locations. Participant Z6 investigated and found "the answer that I keep on getting is if you're at home, you're more focused on getting the work done" (Z6), and "nobody interrupts me the whole day" (Z4). Productivity improvement was also investigated: "what does ergonomics in the home look like? And how do we help them maintain productivity" (Y1), which was addressed over a course of six months (Y1). However, the abrupt change had an effect on employee wellbeing where stress changed to anxiety.(Y1).

In conclusion, the abrupt change to remote working, required teams and business leaders and to address immediate concerns, for example information technology, ergonomics, leadership trust and other concerns. These were addressed mostly through special committees as reported in Theme 2, however post lockdown most of these teams continued to stay at home since the business models to provide services and products have changed for teams to continue to work from home. As one participant have noted "So we saved so much money, and time, by implementing online. Or just doing things remotely from home online" (X3).

Future: Remote working continued even after lockdown was lifted, and participants have indicated that teams will continue to work remotely in future. Autonomous teams required a different job design, where employee outputs are the principal measureable that leaders have. Therefore, participants have questioned and expressed views of the future workforce and possible changes in the environment.

Participants shared their findings from surveys conducted with their remote working teams, and shared that:

> *"And we ran one [survey] after schools opened. So initially, 45% only said they would like to work from home. 55% said they want to come back to the office. Post stage four, that number shifted 90% prefer working from home. Wow. 10% want to come back to the office."* (Y3)

Additionally, a hybrid model was also shared: "most employees actually wanted a hybrid model, they didn't want to just sit at home, they did want to come in and connect" (Z2). The ability to work autonomously was shared as "I think, just the

concept of, working remotely, … , managing outputs, as opposed to managing time" (X3). Participants further questioned the future workforce, and explained:

> *"you know, people don't necessarily even want to work for a company anymore, they might want to set themselves up in a virtual market, there's things called virtual markets, where I sell my hours"* (Z3)

Participants were forthcoming, as Y1 explained that "it's changing rapidly, and we cannot remain static. If that is the case, our HR teams will be largely outsourced…" (Y1). This view was supported by another participant in the same business "I mean, nothing prevents us now from, if it's possible, having a person sit in Germany and work for us, right, because there's no difference to me working from home" (Y1). Employees also could change the future workforce landscape, Z4 explains:

> *"because you can use the people better, what we also should allow our people to do, as part of the flexible work model, is to do more than one job. Well you know, obviously you can't go and diverse all the intellectual property of that organization into another one. So we understand conflict of interest. But people can do more than one job, allow them to do other jobs, let them come in, do the data analytics, put the system on for you, why must it be the permanent employees to do that".* (Z4)

In conclusion, the participants have expressed that remote working will continue, as employees and leaders have made the transition to autonomous work and managing teams. Some participants also articulated outsourcing and cross border remote working as a possibility. Virtual job markets and other needs from employees could also disrupt employers to change their business models again.

Outcomes: The participants shared the ability for their different teams to switch over from a business model, where employees were in the same physical location to a virtual workspace. The practices used to enable autonomous work, included job redesign, leadership awareness training, and sharing of best practices.

Category: Development orientated	Per Industry						Collective feedback	
	Present			Future			Present	Future
Theme: Working from home	X	Y	Z	X	Y	Z		
Using information technology	●	●	◐	●	●	●	●	●
Autonomous teams	●	◐	◐	●	◐	◐	◐	◐
More productive teams	◐	●	●	●	●	●	●	●
Using external resources for work	○	○	○	◐	●	●	○	●

Legend: Present
- ● Practice used
- ◐ Practice somewhat used
- ○ Practice not used at all

Legend: Future
- ● Practice to be used in future
- ◐ Some indication of practice will be used in future
- ○ No indication given about the practice

Table 9: Summary table of the key finding for employees working from home.
(Source: Author's own)

In summary, the participants shared that the transition to remote working was sudden and abrupt, however information technology was an enabler to transition employees to remote working teams and to ensure service and product delivery. Participants also expressed that remote working teams were more productive, and autonomous work design is required to enable an output driven workforce. The participants also articulated that remote working allows for further investigation for outsourcing strategies, local and abroad. The future workforce could also disrupt the employee market through virtual job markets as some participants shared.

5.4.1.5 Theme 5: Reward system

Present and Future: There was very little evidence provided that organisations utilised adaptive rewards and incentivise to support development systems.

The only evidence of an existing HR practice was found in Business Z, where artisans were up-skilling for better salaries and even this practice was a concern as participant Z2 highlighted:

> "so that every two years [the artisan] increase from a grade one to grade two, fitter to a senior fitted, to a specialist fitter and master fitter…. we need to give

some career growth, prospects for these guys. But you're ending up in, steadily but surely increasing your cost." (Z2)

A proposal was made by Z2 to review the reward system towards an incentive system instead of salary increases.

The similar comment made by Y2, focused on rewarding employees based on outputs, which included evidence of current and proposed future HR practice:

"I don't think we are clear yet. If we look at most traditional HR practices, some of them have stayed the same. So for example, you reward practice of doing a reward review twice a year. But we are now seeing the complexity, people are saying, but Okay, so if you have more projects, and if your organisation is agile, and if you have project milestones, can your reward process not be based on the project as opposed to an annual review?" (Y2)

The lack of data for this HR practice was noted, and initially it was not included in the category. However, the lack of evidence is also of importance and should be noted as such. In both cases, the participants required a review of the current HR practice towards a more adaptive reward HR practice.

Outcomes: There were no conclusive data provided by the participants for reward practices. The only example supplied covered career growth only, but was used to illustrate a possible future practice for the business.

5.4.1.6   Conclusion for category: Development orientated

The data collected from the participants were discussed in the different themes and was used for Table 10. The table is a summary that provides a holistic view of the category in three axes. The first axis provides information for the HR practice per theme. For example, training learning and development indicate that the three participating businesses have shown that the practice was used. The second axis provides information per business or industry. The third axis provides information based on time by indicating the present state and a desired future state. This information is based on the data provided by the participants.

Category: Development orientated	Per Industry						Collective feedback	
Theme:	Present			Future			Present	Future
	X	Y	Z	X	Y	Z		
Training learning and development	●	●	◐	○	◓(blue)	●(blue)	●	●(blue)
Knowledge capture and diffusion	●	◐	◐	●(blue)	◐(blue)	◐(blue)	◐	◐(blue)
Organisational form and structures	●	●	◐	●(blue)	●(blue)	●(blue)	●	●(blue)
Reward system	No data	○	○	No data	◐(blue)	◐(blue)	○	◐(blue)

Legend: Present
- ● Practice used
- ◐ Practice somewhat used
- ○ Practice not used at all

Legend: Future
- ●(blue) Practice to be used in future
- ◐(blue) Some indication of practice to be used in future
- ○ No indication given

Table 10: Summary table for development orientated HR systems. (Source: Author's own)

In summary, training, learning and development practice was used by all the participants, this was also demonstrated with the organisational form and structure practice where remote working has forced most organisations to change business models to ensure continued operations. Knowledge capture and diffusion practices were lacking in formal structured approached for knowledge capture and diffusion practises while establishing multidisciplinary teams to solve immediate problems was practice. Additionally, reward practices were not demonstrated to be used in our sample.

The data form Business X indicate that the organisational learning HR is functioning well given the lack of data for the reward systems. In contract, Business Z's data indicated that some practises are lacking. The present and future review also indicates that all the business want to improve their systems as many participants indicated. It was Business Z that indicated the greatest need for a review of the organisational learning HR system.

Category: Development orientated	BMI capability				
Theme:	Analogical reasoning	Sense making	Dynamic capabilities	Org. ambidexterity	Org. learning
Training learning and development	○	○	◑	◑	●
Knowledge capture and diffusion	◑	◑	●	○	◑
Organisational form and structures	○	◑	○	●	◑
Reward system	○	○	○	○	○

Legend: BMI capability

● Practice used for BMI

◑ Some indication that practice was used for BMI

○ No indication given

Table 11: Outcomes table for development orientated HR systems. (Source: Author's own)

The data from the participants were used to develop the outcomes table, see Table 11. The table is a summary that provides a holistic view of the HR practices, and how the practices were used to support the business to respond to the abrupt change. Leadership development programs were commonly used and developed leadership skills needed during disruptions. However, during abrupt disruptions, committee and special teams were formed to gather information, developed the required action plans, and shared best practices. COVID-19 and lockdown conditions forced most organisations to change over to a remote working environment, where employee roles were redesigned to enable autonomous working. Notable, reward practices could not be assessed from this sample.

5.4.2   Category 2: Performance and control

This category will be reviewed using the following diagram in Figure 7
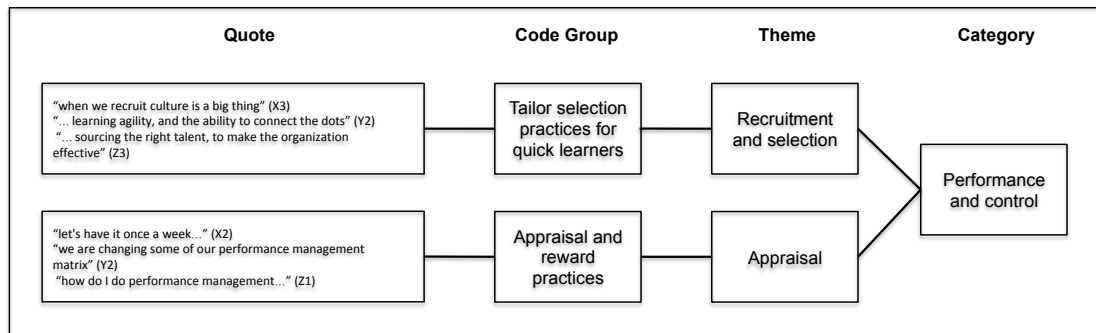
Figure 7: Category and theme diagram for development orientated HR systems. (Source: Author's own)

This category will follow the same approach as the previous category. The two themes were reviewed in accordance to the data that was provided from the participants. Verbatim was used to substantiate the data and the concluding summary tables at the end of this section. The first summary table further illustrates the use of practices for performance and control HR systems during abrupt changes to the external environment, while the second table is a summary of the outcomes from these HR practices.

5.4.2.1 Theme 6: Recruitment and selection

Present: Recruitment is one of the key HR practices that are performed throughout industry. In contrast to the administration duties of HR, this HR practice focus on attracting and selecting talent that would be able to assist the organisation to respond to abrupt changes. Participants shared data about current shortcomings as well as best practices for talent selection. Two opposite ends were found where two of the businesses indicated sound HR practices, while the other business' participants shared frustration and the need for reform.

The recruitment practice in Business X looked at multiple criteria for their future employees, participant X3 explained:

> "when we recruit, culture is a big thing, you know, do you have the right mind-set? Do you have the right attitude? Are you teachable…, and so that's the type of talent we would like to attract into our business". (X3)

The recruitment process also included a "working day interview" (X3), where candidates are exposed to a full day of work where both the organisation and the candidates have an opportunity to determine culture fit between the candidate and

the organisation. "Our talent strategy focuses a lot on understanding mental agility as an identifier for potential" (Y1). Participant Y1 further explained, that personnel with mental agility have the capability to learn quickly. Participant Y3 contributed by adding that "…but that speaks to the type of people we hire, we hire doctorates, we hire MBAs" (Y1) and indicated the use of consultants and other external talent recruitment practices were used in the business. In contrast, participant Z3 expressed concerns stating, "we [are] flat footed, right, we follow the old fashioned recruitment process, it's too late, we have to start, a big chunk of work" (Z3). The request for procedural reform was shared as participant Z1 explained the current constraints: "but my recruitment process says, "No", you must advertise all positions" (Z1).

In summary, participants shared supportive business practices to identify and select talent, to ensure that future employees have the mental ability and cultural fit for their organisations. The participants in Business Z, shared that the current talent recruitment and selection practices in their business was restrictive and a review of the practice was required.

Future: Participants expressed the need to tailor selection practices for future talent. Participants share the need to find talent that has specific mental capabilities that would enable the organisation to respond to change.

Challenging environments required skilled employees and leaders who could "thinking critically, [had] learning agility, and the ability to connect the dots" (Y2), while further explained that talent already had the opportunity to differentiate themselves, and shared:

> "If I was interviewing somebody next year, I'd say to them, how did you survive 2020? What did you do? What did you call on, you know, to survive? If you were a leader or a person leading people? You know, so what did you do differently?" (Y2)

Other skills that were also identified include "creativity, is also one of the qualities that is coming up quite more and more helpful in the HR space" (Z7). The "big chunk of work" (Z3) refers to the following "we're going to have to look at sourcing, sourcing the right talent, to make the organization effective" (Z3), and required a review to ensure that the right talent was recruited for future capabilities.

All things considered, participants requested a review of the talent selection practice. The proposed practice as shared by the participants required the ability to tailor the recruitment and selection practice to ensure that talent with the skills needed for the organisation could be identified and selected. Participants identified skills that included creativity, critical thinking, learning agility and the ability to connect the dots.

Outcomes: The participants shared that recruitment practices were focused on selecting personnel that were able to fit within their cultures, and had the ability to learn quickly. Individual skills that included creativity and the ability to connect the dots were also shared. These practices did make part of some selection process, however it was not a deliberate practice in all the organisations.

5.4.2.2 Theme 7: Appraisal

Present and Future: According to some participants, leaders struggled with their current appraisal and performance management practices during the COVID-19 and the lockdown disruption. However, data from participants indicated that appraisal and performance targets were not considered during times of abrupt change.

The abrupt change that resulted in remote working, challenged management and leaders differently, for example participant Z1 was frequently asked by leaders in the organisation: "how do I do performance management, in this in this environment, where people work from home?" (Z1), indicating the current gaps in appraisal practices as participant Z3 explained the gap as a question: "the other thing that we have to do is change the way we manage people's performance? I mean, are we typically managing time, and not output?" (Z3). A review in the appraisal practice was also shared by (Y3) in that "we are changing some of our performance management matrix, more moving towards your OKR [Objective and Key Results] instead … of your normal scorecard type conversations." (Y2), as a result due to the large number of remote working employees. There was also practices shared that the frequency of performance reviews changed, "have it [performance review] once a week. Even if it's just five minutes, making sure that you focus on the right thing" (X2), which created alignment in the business. (X2)

To conclude, participants shared some frustration about the inability of leaders to manage performance of remote working personnel. Participants shared that the

appraisal system requires a review since the remote working personnel exposed gaps in the appraisal practices. This include a review of the appraisal review frequency and the deliverables that the organisation intent to achieve

Outcomes: The participants shared that the appraisal and performance management practices were a concern and did not assist the organisations to respond better to the abrupt change. The participants shared data that the appraisal practices had to be updated to improve remote working. No other data was shared how appraisal practices were used to align performance targets with rewards and development opportunities.

5.4.2.3   Conclusion for category: Performance and control

The conclusion for this category will follow the same approach as the previous category conclusion. The data collected from the participants were discussed in the two themes and was used to populate Table 12.

Category: Performance and control	Per Industry						Collective feedback	
Theme:	Present			Future			Present	Future
	X	Y	Z	X	Y	Z		
Recruitment and selection	●	◑	○	◓	●	◑	◑	●
Appraisal	◑	◑	○	◑	◑	◑	◑	◑

Legend: Present
● Practice used
◑ Practice somewhat used
○ Practice not used at all

Legend: Future
● Practice to be used in future
◑ Some indication of practice to be used in future
○ No indication given

Table 12: Summary table for performance and control HR systems. (Source: Author's own)

Recruitment and selection practices were reviewed and the participants indicated two different practices. Participants from Business X and Y, indicated that talent was selected based on culture fit and critical skills needed to adapt to changing environments. However, participants from Business Z indicated a restrictive recruitment system that required a review. The appraisal practices of the different business also revealed similar constraints. Participants from Business X and Y

indicated adaptation in their appraisal practices during disruption, in comparison with Business Z, where remote working exposed appraisal practices concerns.

Participants from Business X shared how their recruitment and selection practice was tailored to identify and select talent based future needs and to fit with the culture of the organisation, in addition the frequency of appraisals were amended during the disruption to ensure alignment to the performance targets. The participants of Business Y also indicated adaptation to their recruitment and talent selection practices, furthermore also amending their performance targets to the accommodate the large remote working employees of the business. Participants of Business Z, indicated that both the recruitment and selection, and the appraisal HR practices require a review.

Category: Performance and control	BMI capability				
Theme:	Analogical reasoning	Sense making	Dynamic capabilities	Org. ambidexterity	Org. learning
Recruitment and selection	◑	◑	○	◑	◑
Appraisal	○	○	○	○	○

Legend: BMI capability

🟠 Practice used for BMI

◑ Some indication that practice was used for BMI

○ No indication given

Table 13: Outcomes table for performance and control HR systems. (Source: Author's own)

The data from the participants were used to develop the outcomes table for the performance and control HR system, see Table 13. The table is a summary that provides a holistic view of the HR practices, and how the practices were used to support the business to respond to the abrupt change. The participants shared that recruitment and selection practices were used to select specific talent, however were not sufficient data to indicate that practices was aligned with a recruitment strategy so that the business can respond to change. Furthermore, the practice of appraisal did not support BMI for this sample selection.

5.4.3   Category 3: Development orientated

This category was reviewed using the following diagram in Figure 8
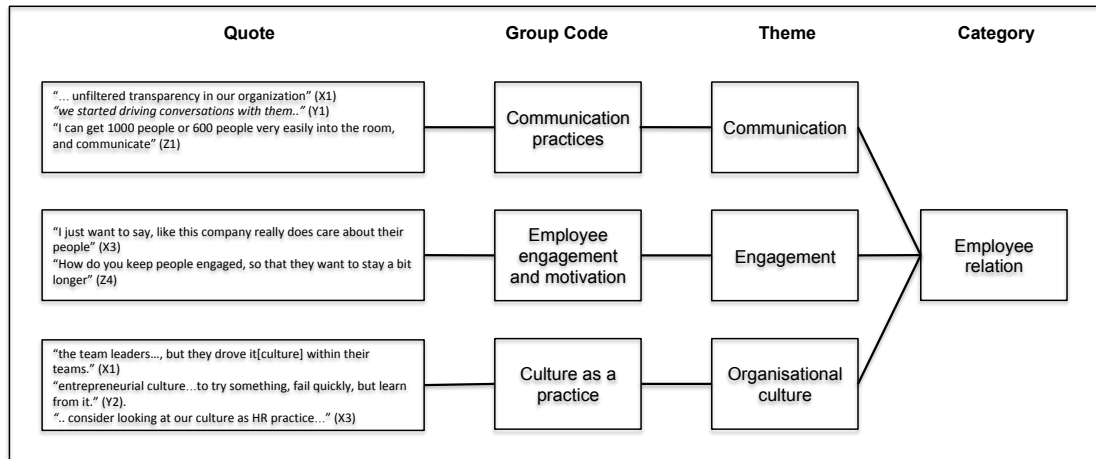
Figure 8: Category and theme diagram for employee relation HR systems.
(Source: Author's own)

This category will follow the same approach as the previous categories. Three themes were reviewed in accordance to the data that was provided from the participants. Verbatim was used to substantiate the data and the concluding summary table at the end of this section. The table further illustrated the use of practices for employee relation HR systems during abrupt changes to the external environment.

As a result of the data provided by the participants, and the inductive nature of the thematic process followed, three distinct themes emerged. The first theme was communication practices employed during the abrupt change, additionally the second theme was data related to employee engagement. The third theme from the data provided more insight into the role of organisational culture during disruption.

5.4.3.1   Theme 8: Communication

Present: The participants shared how leaders used technology to communicate with their employees during the COVID-19 and lockdown disruption. Technology also enabled the ability to communicate to a wider audience and to communication was done in novel ways.

Communication frequency increased, as participant X1 explained, "our focus is very much now these days on frequent, shorter, more elegant, open communication, very much unfiltered transparency in our organization" (X1). These online communication sessions replaced physical meetings, where management had to travel to the different sites. "We get it done in one day, all online, everybody there, very interactive" (X3) explains that "Company days" were now weekly and the executive management team could use technology to directly communicate to all the employees at the same time. Participant X2 highlighted that "taking into account that this year,… , communication is key" (X2) explaining the importance of communication during the disruption period. Even the participants utilised online communication technology to communicate directly with their teams, as participant Z1 shared "I can get 1000 people or 600 people very easily into the room, and communicate"(Z1). Alternative technologies were also used, as participant Z6 shared how they communicated where laptops were not available, "because we do not have laptops, we have a mobile service, we call it inTouch,… , like a mobile app" (Z6).

Remote working also had an impact on employee wellbeing, and technology was used to support remote working personnel and their families as Y1 explains:

> *"we started having conversations with them, we started bringing them and their families into sessions, where we could talk about, you know, how do you understand the difference between stress and anxiety? Do you know when your anxiety levels are up? Do you know what to do? Do you know where to go and reach out for help?"* (Y1)

In summary, all the participants shared how important communication was in their respected organisations. Communication from CEO and executive levels could be done to the entire organisation, even opening the floor for questions or conducting surveys. The participants all shared how communication practices changed, as a response during the abrupt change.

Future: All the participants shared how policy changed during the COVID-19 and lockdown disruption. The participants shared two concerns where future change are required; the use of policies to communicate content, and the communication methods used. All the participants also shared that online team meetings and large scale organisational communication will continue.

The data provided suggests that multi-channel communication practices during disruption will continue as a response practice, participant Z1 explained "I think also to clearly inform employees and keep them in the loop" (Z1). Participant Z1 further highlighted the importance of communication during the forthcoming organisational restructure. Irrespective of the communication channel, it's the content that the participants were concerned. Participant Y1 summarised the collective view:

> "we've got a fundamental challenge, they speak the language about being interested in our people, our people at the heart of everything we do, people at the centre of our existence, etc. Please speak it and try to live it, however, when it comes to policies, processes, procedures, etc. They don't have a cooking clue, and they rely only and solely on HR to be the guiding radar."
> (Y1)

Policies are used to manage the organisation, as participant Y3 shared that HR policies do not change and that there "was an allergic reaction to changing the policies. And I think, again, it's based on that traditional format of HR to say, these are the rules, we stick by the rules." (Y3). Participants from Business Y also confirmed that "decision making principles" (Y3) were used until the policies were updated. The fundamental principle of the policy structure was also questioned by participant Z1, explaining "what we have done in the HR space, we've developed the policy which actually defines all eventualities, and allow not a great deal of judgment" (Z1). To be able to respond to changing environment a different approach is required as participant Z7 shared "to explain that whatever was drawn in 2008 is working now, the organization will be left behind." Policy development, updating and communication is an interactive process in Business X as participant (X2) explains that policy is a process with "input from the employees asked them certain questions" and also asking senior management "What is the guidance regarding this specific policy?" (X2)

In summary the participants shared two future views, communication content and communication channels. The participants were concerned about the foundation of communication content in the company, and how policy content was outdated, policy use was restrictive, and policies are slow and difficult to change, especially during disruption. Participants were also in agreement that online, multichannel communication will continue.

Outcome: The participants share that communication was a key enabler for the organisation to respond to change. The participants shared three main themes. Firstly, the participants shared how communication was used to create a shared understanding of the disruption, and the business response with organisation wide, online communication events facilitated by senior management. Secondly, participants also shared how communication was used with their teams during the transition process to remote working conditions, ensuring that leaders and their teams could transition between the two business models. In previous themes the use of surveys was also noted to measure the transition process and track the effectiveness. Thirdly, the participants shared how information content, in the form of policies, could support or reduce the ability for business to respond to change. Participants shared that guiding principles or quick changing policies support the organisation, especially when the latest organisational learning were included and communicated to the organisation.

5.4.3.2   Theme 9: Employee engagement

Present: There were three distinct different data sets from the participants. The first data set supports a view that employee engagement is important to the organisation, the second data set shares the lack of employee engagement in an organisation, while the lack of data forms the last data point.

Participant X3 shared during the interview: "I just want to say, like this company really does care about their people" (X3). At Business X, employee engagement starts already at the recruitment process, with a standardized new employee engagement program that is followed during the initial 28 day period (X1) with daily messages to new employees. "Not just getting the person on board. But it's also making sure that you maintain, or getting that employee engaged right through from beginning to end. So that that employee also works 10, 15, 20 years at company X" (X2). The organization also does employee engagement surveys multiple times per year, "but really acting on it, making sure that, you know, we listen and that we act upon" (X1). The result is an organization with engaged employees as participant X1 shared "So eight out of 10, of our people indicated, "I am fully engaged" with only a small, dismal 2% in that red category" (X1). Participant Z1 explained the role of HR in the organisation: "I make sure that we've got order in the workplace and that everybody behaves with the least amount of disruption" (Z1). Participant Z3 reflected

on the challenges within Business Z, "But if you want to be effective, agile, you want energy and engaged people who, who really think oh, my goodness, you know, if we don't respond..." (Z3). While Participant Z7 captured the employee engagement concern by stating "[does your] typical employee think Company Z is your employer of choice? I'm not sure if they'll confidently say is that Company Z is the employer of choice at this stage." (Z7).

In conclusion, the participants from Business X all shared data about employee engagement. The participants also shared how engaged employee worked "through the night" (X1) to develop solutions for clients during the COVID-19 and lockdown period. The participants in Business Z shared concerns about employee engagement at the time of the study, but could not confirm with any engagement survey information. All the participants suggested that engaged employees supports their organisations during periods of abrupt change.

Future: The participants of Business X indicated that they would continue their practices of regular surveys, and responding to the surveys to ensure an engaged workforce. However, participants in Business Z indicated the need for change.

The participants in Business Z expressed the need to "get back to basics" (Z7), but fundamentally still asked the questions: "How do you keep people engaged, so that they want to stay a bit longer" (Z4). The intent is clear "So I do think that there's really a focus on employee value proposition, how do we further improve on employee engagement?" (Z1). However, as there are two concerns: "[the] two things is, we need to change organizational culture, [and] we need to help to get the organizational culture back to being people feeling engaged" (Z3), indicating the link between organisational culture and employee engagement. The contrast between the statements of Participant Z7 and Z3 indicate uncertainty about the current employee engagement score. There was also no clear indication given about how employee engagement would be changed. An organisation restructuring and employee reduction program was in progress during the time of the study, had an effect on employee engagement as participant Z7 explained earlier "[does your] typical employee think Company Z is your employer of choice? I'm not sure if they'll confidently say is that Company Z is the employer of choice at this stage." (Z7)

Evidently the participants in Business Z indicated a need to improve employee engagement. The response to the financial disruption resulted in organisational

restructuring and downscaling, causing concerns about employee engagement and organisational culture. Data provided by the participants indicate that the business will have to improve employee engagement through their HR practices.

Participants in Business Y did not provide any data about employee engagement.

From the participants that provided data, it was evident that engaged people will do more what is expected during disruption, and disengaged employees not.

Outcome: The outcome of employee engagement is well articulated with the following event, as explained by X1:

> *"So basically, a group of people in the academy department was faced with the challenge of all of a sudden,… we couldn't be with the client anymore.[due to COVID-19 restrictions] How are we going to deliver this training in a different way, and obviously where to go what they call blended learning online, all of a sudden material has to be rewritten and adapted for online training environment, all of a sudden, we need to think about how do we engage, you know, the people that we train now we all sit behind the screen now so how can we be sure that they're actually gonna listen to us and take part in the conversation and overnight basically, the team came up with wonderful ideas on Okay, all of a sudden, we need a new platform, we need to research what's out there in terms of, you know, just name that our main program is the Big Blue Button folks, we didn't know the system but overnight, the training manager figured it out. And it was literally I almost want to say a week, less than a week after this big company, big mining company came to us and said listen, we cancelling this training, we presented an alternative to them, and they were blown out of the water. And you know, now we train them, and we can continue [to do business], so that's just one example where people were willing to walk that extra mile and there was a few midnight candles that was burned during that time to obviously be ready. But in a non engaged environment, you just get people "that's not my problem, I'm not available…", and it was beautiful to be able to bank on our people too to come up with a new solution"* (X1)

This shared experience of participant X1, highlights the impact engaged employees have when and organisation has to respond during disruptions. The key area that was demonstrated with the example above was; the ability to integrate external and

internal processes, build a new system for new service delivery and change over to meet the customer demand of remote learning.

5.4.3.3 Theme 10: Organisational culture

Participants shared through their lived experiences how their respective organisations responded to a changing environment. Organisational culture was identified through the inductive process as a theme form the data provided. The participants referred to organisational culture as "culture".

Present: Participants shared that culture change is a lengthy process and requires effort. The participants also shared the need for an entrepreneurial or innovative culture to respond to a changing environment.

> *"I mean, if you consider looking at our culture as HR practice, shaping the culture, I would argue, that's one of our big, big challenges."* (Z3)

Participants in Business Z shared that "culture differently plays a role in responding to change." (Z6), further stating that transparent communication and trust is important, in that "if you have that kind of culture, then I think that people are more accepted to change, and they're more willing to change." (Z6). Participant X6 also highlighted that leadership has an important role in establishing trust. Culture is also about establishing a learning approach as shared by Participant Y2: "Company Y talk about crafting an entrepreneurial culture. An entrepreneur means the ability to try something, fail quickly, but learn from it." (Y2). Participant X1 explained the entrepreneurial culture was also prominent in their environment where the organisation were encouraging their employees, "we want you to be entrepreneurial in your thinking" (X1), however "it didn't happen overnight, it took 10 years of continued focus, creating that environment where human beings are recognized" (X1). Participant X3 also supported, in that: "We have a culture, we pride ourselves..." (X3) explaining the importance of culture.

In conclusion, the participants shared data that culture was important to respond to change. All the participants identified leadership as the driver of culture and that culture change was not a quick process.

Future: Culture is an on-going process and participants shared data indicating that organisational culture required continuous effort. The participants also shared data indicating that HR and leadership are responsible for the future culture.

Participant Z3 explains the continuous work from HR by stating:

> *"not only COVID, but just disruptions, you know, what new organizations are able to respond quickly and make calls and innovate,… from an HR perspective, it sits so squarely in that space, because it all about culture."* (Z3)

Participant Z3 also continues to explain the importance of an innovative culture, focused on the front line worker, and not bureaucratic systems and policy, rather to have a "founders mentality" (Z3). There is an understanding for the continuous work needed: "from a change perspective, the stuff that we talking about, from an HR perspective is one of the critical capabilities we need to build in Company Z, in our business, that will ensure that we are successful" (Z3). Participant Z1, also discussed a change needed in the organisational culture, "I think it's a different way of managing, its a different culture" (Z3). Participant Z4 also supported the work required for Business Z, by saying "I think that is the strategic focus, what HR practitioners should be doing is: talent and culture and change. But organizations that are running behind such as ourselves, we'll probably have to focus on getting the basics in place." (Z4). The entrepreneurial culture drive in Business X is the result of leadership, as participant X1 explains:

> *"I think what happened in our space at Company X was that the leadership bought in, and it took some time, believe me, but they then started seeing the results. And they were the team leaders…, but they drove it[culture] within their teams."* (X1)

In conclusion, Participants shared that a culture change is a long but continuous effort. The different participants shared that their organisations already have, or want to have an entrepreneurial and innovative culture. Participants in Business Z shared the need for an improved culture and a review of current practices was proposed. The participants also shared that organisations with and entrepreneurial or innovative culture will better respond to abrupt change.

Outcomes: Participants shared data of the conceptual importance of culture within the organisation. Thematic analysis suggested that organisational culture and

employee engagement were separate groupings of thematic codes, however more data is required to for a deeper analysis. The expected outcome of the participants, was that organisations to behave in an innovative and entrepreneurial way, especially during disruptions. This would require organisations to quickly assess the market requirements, innovate the service delivery and deliver a new product in accordance to the customers demands, as per example from participant X1 in the previous section.

5.4.3.4 Conclusion for category: Employee engagement

The conclusion for this category will follow the same approach as the previous category conclusion. The data collected from the participants were discussed in the three themes and was used to populate Table 14

Category: Employee relations	Per Industry						Collective feedback	
	Present			Future			Present	Future
Theme:	X	Y	Z	X	Y	Z		
Communication	●	◑	◑	🔵	🔵◑	🔵◑	◑	🔵◑
Engagement	●	No data	○	🔵	No data	🔵	◑	🔵
Organisational culture	●	●	○	🔵	🔵	🔵	●	🔵

Legend: Present
● Practice used
◑ Practice somewhat used
○ Practice not used at all

Legend: Future
🔵 Practice to be used in future
🔵◑ Some indication of practice to be used in future
○ No indication given

Table 14: Summary table for employee relation HR systems. (Source: Author's own)

Communication was an important practice used by all the participants during the disruption to share and collect information from their employees. This was possible due to information technology that improved the ability for leaders to have more frequent and direct communication. Participants shared that policies were slow to respond to the abrupt change and how its communicated, and proposed that a different approach is required. People engagement and organisational culture were identified as key drivers to respond to the change and develop innovative solutions.

Organisational culture is a continuous process and it was noted that the participants noted culture as an HR practice

There was again a difference between the three organisations, and the main differentiator is the organisational culture and people engagement. The participants shared that future actions were a continuation of the communication practices in their organisations, however there was a need to review policies, employee engagement and organisational culture in general.

Category: Employee relations	BMI capability				
Theme:	**Analogical reasoning**	**Sense making**	**Dynamic capabilities**	**Org. ambidexterity**	**Org. learning**
Communication	○ (No indication)	● (Practice used)	○ (No indication)	● (Practice used)	● (Practice used)
Engagement	◐ (Some indication)	◐ (Some indication)	◐ (Some indication)	◐ (Some indication)	○ (No indication)
Organisational culture	○ (No indication)	○ (No indication)	◐ (Some indication)	◐ (Some indication)	◐ (Some indication)

Legend: BMI capability

● **Practice used for BMI**

◐ **Some indication that practice was used for BMI**

○ **No indication given**

Table 15: Outcomes table for employee relation HR system. (Source: Author's own)

The data from the participants were used to develop the outcomes table for the employee relations HR system, see Table 15. The table is a summary that provides a holistic view of the three practices that were discussed in this category, and how the practices supported business to respond to the abrupt change. The participants shared that communication was important during the disruption and created a shared understanding and assisted the organisation to transition to remote working conditions. Furthermore the organisations received and shared organisational learning in the form of guidelines and policies.

Employee engagement was critical in one business, where engaged employees managed to apply an existing training model in a new setting, developed by the

training team to meet a disrupted market demand, which resulted in the team to switch over to a remote learning model. Organisational culture was reviewed and participants shared the need for their organisations to have an innovative and entrepreneurial culture. Successful outcomes could not be confirmed from all the participants, however the data supplied by the participants in Business X, resulted in the half filled Harvey ball indicators, to indicate the data supplied.

5.5   Conclusion

The data collected from the participants were discussed per theme and summarised per category. The collective data from the supportive tables of the three categories are summarised in Table 16.

Summary table		Per Industry						Collective feedback	
		Present			Future			Present	Future
Category	Theme:	X	Y	Z	X	Y	Z		
Organisational learning	Training learning and development	● (black full)	● (black full)	◐ (black half)	○ (blue empty)	● (blue full)	● (blue full)	● (black full)	● (blue full)
	Knowledge capture and diffusion	● (black full)	◐ (black half)	◐ (black half)	● (blue full)	◐ (blue half)	◐ (blue half)	◐ (black half)	◐ (blue half)
	Organisational forms and structures	● (black full)	● (black full)	◐ (black half)	● (blue full)	● (blue full)	● (blue full)	● (black full)	● (blue full)
	Reward system	No data	○ (empty)	○ (empty)	No data	◐ (blue half)	◐ (blue half)	○ (empty)	◐ (blue half)
Performance and control	Recruitment and selection	● (black full)	◐ (black half)	○ (empty)	● (blue full)	● (blue full)	◐ (blue half)	◐ (black half)	● (blue full)
	Appraisal	◐ (black half)	◐ (black half)	○ (empty)	◐ (blue half)	◐ (blue half)	◐ (blue half)	◐ (black half)	◐ (blue half)
Employee relations	Communication	● (black full)	◐ (black half)	◐ (black half)	● (blue full)	◐ (blue half)	◐ (blue half)	● (black full)	◐ (blue half)
	Engagement	● (black full)	No data	○ (empty)	● (blue full)	No data	● (blue full)	◐ (black half)	● (blue full)
	Organisational culture	● (black full)	● (black full)	◐ (black half)	● (blue full)	● (blue full)	● (blue full)	● (black full)	● (blue full)

Legend: Present
● Practice used
◐ Practice somewhat used
○ Practice not used at all

Legend: Future
● Practice to be used in future
◐ Some indication of practice to be used in future
○ No indication given

Present theme discussed in chapter 6
Future theme discussed in chapter 6

Table 16: Summary table for data analysis: HR practices. (Source: Author's own)

Themes that met the Harvey ball logic in the "present collective feedback" column, were identified as themes with fully filled circles and were highlighted accordingly. These themes represent a collective agreement between the three industries as a HR practices that where used during disruption. Themes that met the Harvey ball

logic for the present environment were: training, learning and development, organisational forms and structures, and organisational culture. These themes are presented in the main findings of Research Question 1, while knowledge capture and diffusion, and communication, present secondary findings. The secondary findings were determined also through Harvey ball logic, but were only included if all three industries had half or fully filled circles. These themes present that the practice was used by the industries, but not to the full extend or successfully, however these does require to s brief review of the findings.

Primary themes were also used in Research Question 2, to review reinforcing or complimentary HR practices.

Harvey ball logic was used to identify themes for Research Question 3. The themes were selected based on the current half filled circles in the "present collective feedback" column, that transition into a fully filled circle in the "future collective feedback" column, which includes recruitment and selection, and employee engagement practices. The themes that meet this criteria represent themes that the participants have identified had current shortcomings in the current environment, but require further development to respond to future disruptions.

Theme:	BMI capability				
	Analogical reasoning	Sense making	Dynamic capabilities	Org. ambidexterity	Org. learning
Training learning and development	○	○	◐	◐	●
Knowledge capture and diffusion	◐	◐	●	○	◐
Organisational form and structures	○	◐	○	●	◐
Reward system	○	○	○	○	○
Recruitment and selection	◐	◐	○	◐	◐
Appraisal	○	○	○	○	○
Communication	○	●	○	●	●
Engagement	◐	◐	◐	◐	○
Organisational culture	○	○	◐	◐	◐

Legend: BMI capability

● Practice used for BMI

◐ Some indication that practice was used for BMI

○ No indication given

Table 17: Summary table for data analysis: outcomes. (Source: Author's own)

The data supplied by the participants for the outcomes of the three categories were tabled at the conclusion per category. The collective data from the three categories are summarised in Table 17, indicating the data supplied about the outcomes of the different HR practices during disruption. This table is used for Research Question 1, 2 and 4, to provide a link between the HR practices and the five different BMI capabilities.

The data that will be used in chapter 6, was collected through interviews, thematically reviewed and presented in a thematic logic. The intent of this chapter was to analyse

the interview data and present the results of the themes that supports the research questions to achieve findings.

6   Chapter 6: Discussion

6.1   Introduction

The discussion of the research findings, reviews the information from the research results from Chapter 5, and the literature from Chapter 2. Each research question has different themes to support the findings. Furthermore, each theme has a systematic approach where the research findings and the associated literature are discussed, where a comparative analysis is conducted between the research findings and the literature indicating similarities and differences. Each theme has a conclusion in accordance to the key findings. This process is repeated for each theme, and the research question conclusion provides a summary of the research question findings.

The research is anchored on Table 3, that was developed in the literature review, based on the BMI capability matrix defined by Loon et al. (2020), see Table 2. The research anchor Table 3, indicates three distinct constructs that require alignment for the research question findings. The three constructs are the BMI capabilities, HR systems and the supportive HR practices. There are HR practices found in more than one combination of BMI capabilities per HR systems. Each research question will address this complexity.

It has to be noted that a review of the literature was conducted after the results were available, including word searches and other techniques of the latest available literature.

6.2   Research Question 1:

Research Question 1: What are the HR practices used to support an organisation's HR systems when there is a disruption to the organisation arising from abrupt changes in the external environment?

The results summary indicated three HR practices that supported the organisation's HR systems during disruption, which include training, learning and development, organisational forms and structures, and organisational culture HR practices. The following Table 18, indicate the three themes from Chapter 5 that will be used for Research Question 1.

Summary table		Per Industry						Collective feedback	
HR Systems	**Theme:**	**Present**			**Future**			**Present**	**Future**
		X	Y	Z	X	Y	Z		
Development orientated	**Training learning and development**	●	●	◐	○	● (blue)	● (blue)	●	● (blue)
	Organisational forms and structures	●	●	◐	● (blue)	● (blue)	● (blue)	●	● (blue)
Employee relations	**Organisational culture**	●	●	◐	● (blue)	● (blue)	● (blue)	●	● (blue)

Legend: Present

● **Practice used**

◐ **Practice somewhat used**

○ **Practice not used at all**

Legend: Future

● (blue) **Practice to be used in future**

◐ (blue) **Some indication of practice to be used in future**

○ **No indication given**

Table 18: HR practices that support HR systems during disruption (Source: Author's own)

Table 18, contain the information of the HR practices that is supportive of the different HR systems.

The HR practices also had various outcomes, see Table 17 in the summary of Chapter 5. The outcome of the different HR practice provides an indication which HR activity of the HR practice supports the HR system. Table 19, is a summary of the three HR practices that was identified in Table 18.

Theme:	BMI capability				
	Analogical reasoning	Sense making	Dynamic capabilities	Org. ambidexterity	Org. learning
Training learning and development	○	○	◐	◐	●
Organisational form and structures	○	◐	○	●	◐
Organisational culture	○	○	◐	◐	◐

Legend: BMI capability

● Practice used for BMI

◐ Some indication that practice was used for BMI

○ No indication given

Table 19: HR practices outcomes for: Training, learning and development, Organisational form and structures, and Organisational culture (Source: Author's own)

Both these tables contain two constructs. The first table indicate the HR system and the HR practice, while the second table indicate the HR practice and the BMI capability. The combination of these two tables determine what HR practices are used to support the organisation's HR systems during disruption, based on noted outcomes per HR practice.

BMI capabilities and HR System: Combined with selected outcomes		HR systems		
		Development orientated	**Performance and control**	**Employee relations**
BMI Capabilities	**Analogical reasoning**	**Training, learning and development** Current and new staff training using structure-mapping **Knowledge capture and diffusion** Embed knowledge gained from analogical reasoning	**Recruitment and selection** Target recruitment and selection for creative abilities	
		● ○		
	Sense making	**Training, learning and development** Learning through teams structures(action-set) Across department learning interventions **Organisational form and structure** Job redesign and rotation processes across the organisation	**Recruitment and selection** Who has led large scale and complex projects Person who are able to recognize patterns	**Communication and employee engagement** Establish multichannel communication processes with employee engagement programs
		● ○ ● ◑		
	Dynamic capabilities	**Training, learning and development** Develop flexibility and adaptability of staff target with specific technical skills **Knowledge capture and diffusion** Knowledge diffusion structures such as committees or special teams Business processes to diffuse knowledge and re-enforce organisation wide competencies	**Appraisal** Align performance targets with rewards and development opportunities	**Organisational culture *** Institutionalising an innovation and entrepreneurial culture
		● ◑		● ◑
	Organisational ambidexterity	**Training, learning and development** For trans-specialists and broader skills development **Reward system** Adapt incentive/reward system to explore new and adaptive business processes **Organisational form and structure** Modulize work structures for flexibility	**Recruitment and selection** Person who has ability to operate and manage new BM	**Organisational culture *** To transition between business models rapidly through change management processes
		● ◑ ● 🟠		● ◑
	Organisational learning	**Training, learning and development** Leadership development programs and skills development programs needed for the future **Organisational form and structure** Job redesign to allow for autonomy and empowerment of teams **Reward system** Adapt incentive/reward system for a learning and competency based organisation **Knowledge capture and diffusion** Embed knowledge capture structures	**Recruitment and selection** Selection practices for persons who has a high disposition to learn	**Organisational culture *** Open, participative learning and knowledge sharing activities throughout the organisation

* Indicate additions to the BMI capability matric from Loon et al. (2020) |
| | | ● 🟠 ● ◑ | | ● ◑ |

Legend: BMI capability

🟠 **Practice used for BMI**

◑ **Some indication that practice was used for BMI**

○ **No indication given**

Table 20: BMI capabilities and HR systems table: Combined with outcomes for selected HR practices (Source: Adapted from Loon et al. (2020))

The combined table presents the findings for the different themes and is used to discuss the different HR practices, and how it supports HR systems during disruption. Take note, in the development orientated column the results information

Harvey balls are available for the following: training, learning and development on the left side, and the organisational forms and structure on the right side of the column.

6.2.1 Findings: Training, learning and development HR practices

The findings indicate that training, learning and development HR practices supported the development orientated HR system. There are five training, learning and development practices identified in the BMI capability matrix adapted from Loon et al. (2020).

The first activity is the training, learning and development HR practice that supports analogical reasoning. The practice support the business through the training of current and new staff according to structure-mapping (Andries et al., 2013), that assists the employees to used known business models in a new setting or application (Loon et al., 2020; Martins et al., 2015; Suddaby et al., 2020). The only training intervention noted in the results, was the training of HR personnel in the field of information technology, nevertheless it was an add hoc activity and not a structured intervention. Therefore, no conclusive evidence was found in this research that supported the practice, where analogical reasoning was encouraged through the use of a planned and structured activities.

The second training, learning and development HR practice supports the HR systems through the training of teams, in cross team boundary and department learning interventions (Maitlis & Christianson, 2014). The intent for this training, learning and development practice is to create a shared understanding of the business between the different teams (Loon et al., 2020; Nayak et al., 2019). There were no evidence found in this research that supported the practice.

Thirdly, was the training, learning and development practice that supported the HR systems through the use of training interventions, that developed team flexibility and adaptability with specific technical skills (O'Connor, 2008; O'Connor & McDermott, 2004). Furthermore the intent of the training intervention was to align the employee's skills, processes and systems so that the organisation can sense, seize and transform (Loon et al., 2020; Schoemaker et al., 2018; Teece et al., 1997). This includes the leadership of the organisation, and evidence from the findings suggests that leadership training provided the required skill and flexibility for the leaders to

respond to the disruption. Furthermore, evidence was presented where organisations changed over to online training interventions, and provided additional training opportunities for employees for skills development after hours. Therefore the evidence is supportive of the literature in that employees and leaders were flexible during the disruption through the training and development programs. The outcomes of the training and the effectiveness require a better understanding, however the practice supported the HR system.

The fourth training, learning and development HR practice, is the practice where specialists and teams received training beyond their current skills to support their organisation to transition, between the two different business models (Faisal Ahammad et al., 2015; Loon et al., 2020). The switch over from the old business model to the new business model requires ambidexterity and is important that the organisation can be exploitive of the new business model through its employees (Ricciardi et al., 2016). Findings from the research indicate that, organisations were training and developing specialists and teams in the identified business disruptions. Furthermore, evidence were also provided that skilled leaders were instrumental in the change over process during abrupt disruption, even though they were not trained in the eventuality. Therefore the evidence is supportive of the literature, however disruptions can be unexpected, and the organisations cannot train their employees for all eventualities, and required an approach to training that would allow teams to respond quicker during disruption. The HR practice is supportive of the HR system, although the outcomes require a better understanding.

The last training, learning and development HR practice is the ability of the organisation to develop their leaders and employees in the skills needed in future. Cable et al. (2013) argued that leadership development programs enable the organisation's learning ability, while Shipton et al. (2002) required employee development training programs to include future skills requirements. It was found that all the businesses had leadership development training programs and that skills development and training was effective to create a learning organisation. It was noted that the leaders were instrumental during the abrupt disruption and noted as an effective outcome. The evidence provided supported the literature and it was noted that leadership competence was instrumental for organisations to respond to the different disruptions. Therefore this practice was also supportive of the HR system.

In summary, there were evidence presented that training, learning and development HR practice, supported the HR system of organisational development. Most notably was leadership training, which highlighted the need to ensure that leadership have the required skill and talent to support the business during disruptions. Secondly it was noted that training, learning and development HR practices were predominantly supportive for the three organisational BMI capabilities, which include, dynamic capabilities, organisational ambidexterity, and organisational learning, in contrast to analogical reasoning and sense making BMI capabilities which predominantly focus on the individual capabilities that are acquired through the HR practices. This is a slight nuance and requires further review and investigation.

6.2.2   Findings: Organisational forms and structures HR practices

The findings indicate that organisational forms and structures HR practices supported the organisational development HR systems. There were three different organisational forms and structures HR practices.

The first organisational forms and structures HR practice requires job redesign and provide rotation opportunities for employees for sense making capabilities. Rouleau (2005) argued that job redesign and rotation of personnel through different roles in the organisation created an environment where employees understand the organisation better, which is in line with the sense making capability (Loon et al., 2020; Nayak et al., 2019). There was supportive evidence from two organisations that job rotation was used, however it was a shortcoming in the other. It was also noted that the one organisation was undergoing organisational restructuring and was responding to the disruption through job redesign and BMI through a different business model structure (Snihur & Zott, 2020). The evidence is supportive of the literature in that job rotation supports sense making and understanding the organisation better, however it is suggested that job redesign is not well supported as a sense making activity and further investigation is required to provide a structured approach. In conclusion, there were sufficient evidence that indicated that the practice supported the HR system, however the outcomes require better understanding.

The second organisational forms and structures HR practice, requires the organisation to modularise work structures for flexibility so that organisational

ambidexterity is achieved. Garaus et al. (2016) explained that modularised teams provide the organisation the flexible to transition between different business models. Evidence was provided through the findings of the remote working transition, where teams in the participating organisations were required to transition between the different physical locations of team members before and during the disruption. Evidence indicates that the team structures stayed intact, and in addition, it was reported that the teams improved productivity in the new business model. Therefore the evidence is supportive of the literature in that team flexibility and modularised work structures is required for ambidexterity, however, in the case of remote working, the ambidexterity was not deliberate and was a response to the disruption. Nevertheless, the HR practice is supportive of the HR system.

The third organisational forms and structure HR practice, required job redesign for autonomy and empowered teams to improve organisational learning. It was argued by Lopez-Cabrales et al. (2011), that organisational learning takes place during autonomous work and that job redesign was required to structure teams accordingly. Furthermore, Wang and Ahmed (2003) explained that individual learning was also an important organisational learning capability. Evidence from remote working, indicated that team members became more autonomous in their work, and allowed the organisation to learn from the opportunity of remote working teams. Evidence also suggests that the organisation had to review how knowledge was captured and diffused into the organisation to allow autonomous work design and leaning. Therefore the evidence supports the literature in that autonomous teams improved organisational learning, however it was noted that knowledge capture and diffusion supported organisation learning from the autonomous teams, which were shared throughout the organisation. The HR practice is supportive of the HR system, although the outcomes require more investigation.

In conclusion, the organisational forms and structures HR practice support the organisational development HR system during disruption. There were sufficient evidence from the remote working teams to indicate that job redesigned and autonomous work improved the organisations ability to switch over from one business model to the other. The development practice to rotate personnel and especially leaders were also important, however it was suggested that more information is required to develop a structured approach would prepare leaders for future disruption.

6.2.3   Findings: Organisational culture

The findings indicate that organisational culture supported the employee relations HR systems. There were three outcomes noted where organisational culture had an influence on the BMI capabilities, including dynamic capabilities, organisational ambidexterity and organisational learning. It has to be noted that in the original BMI capability matric from Loon et al. (2020), organisational culture was not included.

Firstly, the organisational culture HR practice enable the business to respond to disruptions by institutionalising an innovation and entrepreneurial the culture. Hock et al. (2016) argues that employees are predisposition towards change, and therefore organisations can institutionalise this predisposition. Further to this argument, Hock et al (2016) also explained that the organisational culture is either a barrier or enabler toward change. Schoemaker et al. (2018) further explained that dynamic capabilities are hard to develop and deploy, and should be institutionalised as part of the organisational culture for the business to respond to change. Developing agile and nimble business models and structures requires an appropriate risk taking culture to innovate (Sousa-Zomer et al., 2020).

The evidence suggests that organisational culture is important to respond to change, and that the participants in the study all expressed views of institutionalising an entrepreneurial and innovative culture. There were two distinct organisations in the study, one where the entrepreneurial and innovative culture was institutionalised and one where it was not evident from the data. The foremost organisation shared the successes of the innovativeness of the employees during the disruption and managed to rapidly respond to the challenges. Furthermore, evidence suggests that the institutionalising of culture is an HR activity, that goes beyond the daily administrative duties.

Therefore, it is suggested to include organisational culture as an HR practice that support the dynamic capability BMI through an innovative and entrepreneurial culture that can rapidly respond to disruption. The evidence is supportive of the literature in that as a HR practice, organisational culture supports the employee engagement HR System and enables the organisation to respond to abrupt changes. However, it is important to note that participants shared that the practice of organisational culture, is executed by the entire organisation and not only HR personnel.

Secondly. Organisational culture as a HR practice supports the organisation to switch over to new business models rapidly through change management processes. Hoch et al. (2016) explained that organisational culture is either a barrier or an enabler for change, and Marković (2008) supported the view that change management is important to a successfully overcome the inertial that resides within organisations. This capability to switch over is ambidexterity and Loon et al. (2020) suggest that the organisation would not operate the two business models simultaneously. Evidence suggested that top management involvement was critical for the successful transition between the different business models. Evidence also supports the need for effective change management, especially during restructuring of the organisation, or other business model changes. It was explained that the ambidexterity that reside within the organisational culture is locked into the behaviour of the leadership, to shift the organisation over to the new business model, and of the employees that share the behavioural norms. Therefore, the ability for organisations to successfully shift between business models, reside within the organisational culture and the manner through which the change management is execute and accepted in the organisations. The evidence is supportive of the literature in that the organisational culture as an HR practice, supports the employee relations HR system in that the organisational culture supports the transitioning between business models when the organisation respond to change.

Thirdly. Organisational culture as a HR practice supports organisational learning through open, participative learning and knowledge sharing activities throughout the organisation. Cunha et al. (2019) explained that innovation and creativity was enabled in an organisation where open communication became the behavioural norm. Furthermore, Vey et al. (2017) further expanded, in that organisational culture enabled continuous learning and thereby was an enabler for innovation and learning. Evidence that was provided indicated two distinct attributes for entrepreneurial and innovative cultures to develop organisational learning capabilities. The first attribute is a culture of open and clear communication practices that align the organisation with the organisational response to change. The second attribute is the culture of sharing knowledge through activities that include regular surveys and other engagement actions, however it is important to note that it is the quality of the information and knowledge that was shared, and how quickly the organisations responded with the information. Therefore, the evidence supports the literature, and further suggests that organisational culture supports employee relations HR systems

in that the organisational culture enable open, participative learning where knowledge sharing helps the organisation to quickly respond, and innovate.

In conclusion, the current BMI capability model that was shared by Loon et al. (2020), does not contain organisational culture as an HR practice that supported the employee relations HR system. However, the findings from the research suggests that organisational culture supports BMI capabilities and employee relations HR systems in that: (1) Organisational culture HR practices enable the business to respond to disruptions by institutionalising an innovation and entrepreneurial culture, (2) Organisational culture HR practices supports the organisation to switch over to new business models rapidly through change management processes and finally (3) Organisational culture HR practices supports organisational learning through open, participative learning and knowledge sharing activities throughout the organisation.

It is important to note that the findings above, could be nuance in the BMI capabilities matric from Loon et al. (2020) and that in depth analysis is required. However for this research these differences were added to the research anchor BMI capability matrix.

6.2.4   Research Question 1: Conclusion

There were three different HR practices identified that supported HR systems during disruption. These practices were reviewed in accordance to a systematic review of the literature and the evidence provided form the sample group, highlighting similarities and difference.

It was found that organisational development HR System was supported by two HR practices, training, learning and development, and organisational forms and structures. The training, learning and development HR practices were also supportive of organisational BMI capabilities of dynamic capabilities, organisational ambidexterity and organisational learning. There is a proposed nuance in the development of the individual capabilities, which includes analogical reasoning and sense making, through the use of the training, learning and development HR practices. This is due to the lack of supportive evidence from this study and further investigation is required. The organisational forms and structures HR practice were also supportive to the HR system, with only one nuance, where it proposed to

investigate a structured approach to job rotate personnel, to ensure that job rotation is deliberate and done in a purposeful manner.

Employee relations HR systems were supported by organisational culture practices. Organisational culture practice is noted as a proposed nuance on the BMI capability matrix from Loon et al. (2020). It was noted through the research methodology that was followed, that organisational culture emerged as a theme in the employee relations HR system. It is proposed that organisational culture supports the following BMI capabilities: dynamic capabilities by enabling the business to respond to disruptions by institutionalising an innovation and entrepreneurial the culture, organisational ambidexterity by enabling the organisation to switch over to new business models rapidly through change management processes and finally, organisational learning through open, participative learning and knowledge sharing activities throughout the organisation.

The BMI capability matrix with the proposed additional HR practices is provided in Table 21.

BMI capabilities and HR Systems Matrix		HR systems		
		Development orientated	Performance and control	Employee relations
BMI Capabilities	**Analogical reasoning**	**Training, learning and development** Current and new staff training using structure-mapping **Knowledge capture and diffusion** Embed knowledge gained from analogical reasoning	**Recruitment and selection** Target recruitment and selection for creative abilities	
	Sense making	**Training, learning and development** Learning through teams structures(action-set) Across department learning interventions **Organisational form and structure** Job redesign and rotation processes across the organisation	**Recruitment and selection** Who has led large scale and complex projects Person who are able to recognize patterns	**Communication and Employee engagement** Establish multichannel communication processes with employee engagement programs
	Dynamic capabilities	**Training, learning and development** Develop flexibility and adaptability of staff target with specific technical skills **Knowledge capture and diffusion** Knowledge diffusion structures such as committees or special teams Business processes to diffuse knowledge and re-enforce organisation wide competencies	**Appraisal** Align performance targets with rewards and development opportunities	**Organisational culture *** Institutionalising an innovation and entrepreneurial culture
	Organisational ambidexterity	**Training, learning and development** For trans-specialists and broader skills development **Reward system** Adapt incentive/reward system to explore new and adaptive business processes **Organisational form and structure** Modulize work structures for flexibility	**Recruitment and selection** Person who has ability to operate and manage new BM	**Organisational culture *** To transition between business models rapidly through change management processes
	Organisational learning	**Training, learning and development** Leadership development programs and skills development programs needed for the future **Organisational form and structure** Job redesign to allow for autonomy and empowerment of teams **Reward system** Adapt incentive/reward system for a learning and competency based organisation **Knowledge capture and diffusion** Embed knowledge capture structures	**Recruitment and selection** Selection practices for persons who has a high disposition to learn	**Organisational culture *** Open, participative learning and knowledge sharing activities throughout the organisation * Indicate additions to the BMI capability matric from Loon et al. (2020)

Table 21: Extended BMI capability matrix indicating the proposed additions
(Source: Author's own adapted from Loon et al. (2020))

6.3   Research Question 2:

Research Question 2: What HR practices reinforce or complement each other?

The practices that were identified in Research Question 1 qualified for analysis in Research Question 2. The selection was based on the Harvey ball logic that was followed and explained earlier in Research Questions 1. The qualifying HR practices were: training, learning and development, organisational form and structures, and organisational culture HR practices. See Table 18.

The only two supportive HR practices qualified for further discussion in Research Question 2 are: training, learning and development, and organisational form and

structures. These HR practices both support organisational development HR systems.

These two HR practices are both supportive HR practices, in three of the five BMI capabilities including: sense making, organisational ambidexterity and organisational learning. See Table 20. The different BMI capabilities are reviewed for the two HR practices, to determine how the practices are supportive.

6.3.1 Findings: Sense making

In Research Question 1, there was not any conclusive evidence to support that training, learning and development contributed towards sense making. This finding was also noted in the conclusion of Research Question 1. This finding disqualifies training, learning and development HR practice, and therefore, based on the information form the participants, indicated that the two HR practices could not be supportive to promote sense making in the organisation.

6.3.2 Findings: Organisational ambidexterity

The HR practice for training, learning and development indicated that the practice supported organisational ambidexterity through trans-specialist and broader skills development. While the HR practice of organisational form and structures, supported the organisational ambidexterity through modulised work structures.

Organisational ambidexterity is the process of switching over from the old business model to the new business model Loon et al. (2020). The change over provides the organisation to opportunity to be explorative of the new business model (Ricciardi et al., 2016), however Loon et al. (2020) indicated that the business would not operate the old and the new business models simultaneously. Garaus et al. (2016) explained that modularised teams provide the organisation the flexible to transition between different business models.

Findings from the research indicated that training interventions were predominately focused on the known, or apparent disruptions that impacted the organisation, for example information technology. Notably, leaders and employees were not trained beforehand in the abrupt disruption or the response thereof, for example the abrupt

disruption of COVID-19 and lockdown and the response of remote working. However the findings indicated that skilled leaders were instrumental during abrupt disruption, and the participants reported that leadership development courses were used in the different participating organisations.

The finings were supportive of the literature, with the only proposed nuance in that most of the teams continued with remote working post lockdown. However, it was reported that some of the organisations returned to a hybrid model where both business models were used simultaneously.

Remote working was also supportive evidence for organisational forms and structures. The it was reported that remote working teams managed to stay in tack during the transition period and that team flexibility was important. The role of the leader was highlighted, where skilled leaders had the ability to adapt to the new business model of remote working.

Therefore, the ability for teams to work in a modulised manner, require the team and its leadership to transition between the two business models. This flexibility was attained through cross border skills development of the employees and leaders to enable organisational ambidexterity.

To conclude; training, learning and development HR practices are supportive of organisational form and structures, by training employees and leaders to be adaptive during abrupt disruptions.

6.3.3   Findings: Organisational learning

The training, learning and development HR practice, supported organisational learning through leadership development programs and skills development needed for the future. While organisational form and structure, supported organisational learning through autonomy and empowered teams.

Cable et al. (2013) argued that leadership development programs enable the organisation's learning ability, while Shipton et al. (2002) required employee development training programs to include future skills requirements. It was argued by Lopez-Cabrales et al. (2011), that organisational learning takes place during

autonomous work and that job redesign was required to structure teams accordingly. Furthermore, Wang and Ahmed (2003) explained that individual learning was also an important organisational learning capability.

The findings indicate that leadership development programs were used by the participating organisations. These organisations also reported that the leaders were instrumental during abrupt change, but also indicated that skilled leadership supported the organisation during long-term disruption.

Supportive evidence for autonomous working teams was provided with the remote teams example. The participants provided evidence that supported the learning environment of autonomous working, where it was reported that employees were more productive and leaders also learned how to manage the team outputs.

Evidently, the evidence was supportive of the literature.

Therefore, skilled leadership was identified as a key enabler for the remote working teams, however these leaders were not trained in the managing of remote working teams, but rather were supported with leadership development programs. It is noted that leadership development programs does not constitute skilled leaders, similarly does autonomy not empower team. However, leadership development allows leaders to develop the skills needed for autonomous workers or future disruptions.

In conclusion, the two HR practices are supportive to develop a learning organisation, based on the content of the leadership development program.

6.3.4   Research Question 2: Conclusion

The research methodology and the Harvey ball logic identified three HR practices that were used to support the respective HR systems. Only learning and development and organisational form and structures were supporting organisational development HR systems.

According to the BMI capability matrix in Table 21, the qualifying HR practice supports three BMI capabilities: sense making, organisational ambidexterity and organisational learning. There were no supportive evidence that training, learning

and development supported sense making and the supportive nature between the two HR practices were not explored further.

The two HR practices were supportive for organisational ambidexterity and for organisational learning in that both these BMI capabilities resided with the ability of leaders to respond and manage disruption. Organisational ambidexterity requires the leader and employees for cross border training, while organisational learning requires leadership development programs and employee skills development for the future.

It was found that the organisational form and structures were the response for a particular abrupt disruption, where leaders were instrumental in the execution, and managing new modularised work teams and promoted autonomous work in response to the disruption.

Therefore, the two HR practices that were conditionally supportive in this research were training, learning and development HR practices and organisational form and structures HR practices. The conditions are based on the following proposed requirements: that leadership development programs content includes supportive material to empower leaders to manage abrupt changes, and that the leadership development programs include content that trains the leaders in different organisational forms and structure that allow modulised and autonomous work teams.

6.4   Research Question 3:

Research Question 3: What are the HR practices used to further develop BMI capabilities within organisations?

The practices that were identified that require further development was identified in Chapter 5 as the following: recruitment and selection and employee engagement HR practices. The selection was based on the Harvey ball logic in Table 16, included in the conclusion of Chapter 5.

The selection indicate current HR practice that were not fully utilised in the different organisations, but where the participants indicated future work is needed to further

develop the HR practice and by so doing further develop BMI capabilities of the organisation.

6.4.1 Findings: Recruitment and selection

Recruitment and section HR practices support the performance and selection HR systems. The different recruitment and selection HR practices are focused on the different BMI capabilities and the targeted selection and talent acquisition practices that the different organisations use to identify and recruit talent. The focus per BMI capability was as follows: analogical reasoning, individuals with creative abilities; sense making, individuals with pattern recognition abilities and could make sense of complexity (Argyris, 2002; Lengnick-Hall et al., 2011; Miller & Lin, 2015). Similarly, organisation ambidexterity, individuals who has the ability to operate or manage in the new business model; organisational learning, individuals that has a high disposition to learn (Patel et al., 2015; Waddell & Pio, 2015).

Research finding indicate that organisations wanted to tailor their recruitment and selection practices. It was indicated that some organisations already have the flexibility to search for talent with selected skills, while other organisations were still constrained in their recruitment processes. The participants also indicated that future, tailored recruitment selection practices should include the requirement to identify individuals with creativity, who could learn quickly, have the ability to connect the dots and personnel that fit the organisation's particular culture.

Therefore it is notable that the findings and the literature is supportive, and that the intended improvement in the recruitment and selection HR practice as expressed by the participants aligned with the BMI capability improvements.

In conclusion, organisations can improve and further develop the BMI capability of the organisations with their recruitment and selection HR practices. These practices should be flexible and focused on specific skills and talents of the individuals. The tailored recruitment and selection should focus on individuals who are creative, individuals with pattern recognition abilities and could make sense of complexity, manage in the new or similar business model, and individuals that have a high disposition to learn.

6.4.2   Findings: employee engagement

Employee engagement is according to the BMI capability matrix from Loon et al. (2020) part of the communication and engagement HR practice, where multichannel communication and employee engagement programs are aligned. However during the thematic analysis, employee engagement emerged as a theme that required to be noted. This is a proposed nuance in the BMI capability matrix from Loon et al. (2020), in that it could indicate a separate HR practice focused on employee engagement as a standalone HR practice that enable BMI capabilities in the organisation.

It was noted by Kompaso and Sridevi (2010), that employee engagement was the ability to motivate employees so that they become emotionally attached to the organisation and to go the extra mile for the business. Kwon and Kim (2020) supported, and indicated that engaged employees were motivated to innovate and improve the organisation. Furthermore, Kompaso and Sridevi (2010) further argued that every part of HR management had to be aligned to enable employee engagement. Saks (2019) explained that employers should focus on employee wellbeing, procedural fairness, reward and recognition practices and develop their employees for future challenges.

Evidence that was supplied in the findings was based on two different employee engagement views. The one organisation had a positive view of their current employee engagement, while the other not. However, both indicated that employee engagement were of priority in the future. The organisation with engaged employees shared experiences were employees were motivated and innovative with product development during abrupt change. The participants in the positive employee engagement organisation, shared how their HR management system was aligned with employee engagement practices, and how the employee engagement supported their organisational culture.

Therefore the evidence that was supplied from the organisation with engaged employees were aligned with the literature. It has to be noted that the data could not be triangulated, however the participants shared that employee engagement is a future priority.

In conclusion, employee engagement HR practices could be identified to further develop BMI capabilities, however the lack of triangulation makes this suggestion not possible. In accordance to Loon et al. (2020), employee engagement supports sense making BMI capabilities, however, thematic analysis of this research indicated that employee engagement could influence other BMI capabilities and further investigation is required to understand the full extend of employee engagement. Furthermore, better understanding is required to determine the proposed complimentary interaction between employee engagement and organisational culture to enable BMI capabilities, as reported by the participants.

6.4.3   Research Question 3: Conclusion

The research methodology and Harvey ball logic identified two HR practices that could be used to further develop BMI capabilities of the organisation. The HR practises were recruitment and selection, and employee engagement HR practises.

Recruitment and selection practices supported further BMI capability development of the organisation in that targeted recruitment practices identified and selected individuals who could support BMI capability development. A tailored recruitment and selection should focus on individuals: who are creative, with pattern recognition abilities and could make sense of complexity, whom managed in the new or similar business model, and individuals that has a high disposition to learn.

Employee engagement practices were also selected, but due to the lack of triangulation could not be confirmed as a HR practice that further develops BMI capabilities. However, the thematic analysis indicated that employee engagement could influence other BMI capabilities and further investigation is required to understand the full extend of employee engagement. There were proposed nuances identified in the BMI capability matrix from Loon et al. (2020), the first proposed nuance is that communication and engagement was separate HR practices that required further investigation. The second proposed nuance is the complimentary HR practices of employee engagement and organisational culture, and the influence of these two HR practices on the employee rations HR system, and BMI capabilities development of the organisation.

6.5   Research Question 4:

Research Question 4: What are the outcomes of these HR practices in terms of the organisation HR systems and the BMI capabilities?

The outcomes from the different HR practises from Research Question 1, 2 and 3 will be discussed further. Notably all the different HR practices were reviewed in the respective Research Questions and will not be reviewed again to determine literature nuances or similarities. However, selected outcomes based literature was included for review.

There were three HR practices discussed in Research Question 1: training, learning and development, organisational forms and structures, and organisational culture HR practices. Participant highlighted that for training, learning and development HR Practices, the outcomes was focused on having skilled employees and leaders that could manage current and future disruptions. For organisational forms and structures, the outcomes focused on the ability of the personnel to work in different environments and to be able to work and manage autonomous teams. Organisational culture outcomes, highlighted the outcome of an aligned organisation with an innovative and entrepreneurial culture.

For Research Question 2, the outcomes was a combination of the training, learning and development, and organisational forms and structures HR practices. The outcome was to align leadership development programs content, moreover that the leadership development program included supportive material that empowered leaders to manage abrupt changes. Secondly, the leadership development programs included content that trained the leaders in different organisational forms and structure that allowed modulised and autonomous work teams.

For Research Question 3, the outcomes were for: recruitment and selection and employee engagement HR practices. The outcomes were focused on having a targeted recruitment practices to identify and select individuals who could support BMI capability development. Additionally, employee engagement focused on having engaged employee that supported an innovative and entrepreneurial organisational culture.

This hereby concludes Research Question 4 and Chapter 6.

7 Chapter 7: Conclusion and recommendation

7.1 Introduction

The chapter is a summary of the research contribution, indicating the principle contribution and the supportive findings concluded from the research questions. Furthermore, the research contribution explores the theoretical and the literature contribution of this research, and includes a summary of the managerial findings for use in business. The chapter concludes with a list of limitations and possible future research recommendations.

7.2 Principle conclusion

The intent of the research originated from Loon et al. (2020) where a BMI capability matrix was developed, which indicated HR Systems, BMI capabilities and supporting HR practices. Loon et al. (2020) request for further exploration of their findings and to build on, or support their findings in different settings of the New Normal.

Four research questions were developed from the request form Loon et al. (2020). HR executives and HR business partners were interview in three different industries in South Africa. An inductive thematic analysis of the interview data followed, and the results were presented. The four research questions were answered, from the data and results supplied by the participants, and each research question ended with a conclusion and findings.

The principle contribution is based on the original BMI capability and HR architecture matrix developed by Loon et al. (2020), see Table 2. However, a transformed BMI capability matrix was developed from Loon et al. (2020), which include: organisational development, performance and control, and employee relations HR systems as the HR architecture. This matrix was used to structure the results and the finding of the research providing a different lens to the BMI capability matrix from Loon et al. (2020). The research finding and proposed nuances was identified in Research Question 1.

The principle contribution form the research is therefore the revised BMI capability and HR architecture framework that is available in the conclusion section of Research Question 1, see Table 21.

7.2.1 Supportive findings

The research was conducted in a period where South Africa and the three industries in the sample selection were exposed to the same abrupt disruption. In particular, COVID-19 and lockdown enforcement from the South African Government, restricted movement of employees and resulted in abrupt organisational disruption. The three industries were subjected to the same abrupt disruption, and all had responded within the boundaries of their own organisational norms and practices. The abrupt disruption caused all three to respond similarly, as well as differently.

The three industries responded similarly and were forced to change their business model, with some or all their employees performing work form home. This response to change the business model is in line with Snihur and Zott (2020), indicating that BMI takes place in content, structure, governance or value logic. All three industries were not trained or prepared for this specific abrupt disruption and relied on the current HR practices that was included in the BMI matrix from Loon et al. (2020). (Snihur & Zott, 2020)

The differences between the industries were the New Normal changes these three organisations were already exposed to. Table 7 provided a summary of the different and similar disruptions the organisations were exposed at the time of the abrupt disruption. The table is also a summary of the typical New Normal conditions of the participants.

Firstly, this study also supports Loon et al. (2020) finding BMI capabilities is predominantly developed through the development orientated HR systems. This was supported from the finding in Research Question 1 and 2.

Secondly, this study also has found that the development oriented HR systems focused HR practices that supported the development of organisational BMI capabilities and to a lesser extend on the individual BMI capabilities. See Research Question 1.

Thirdly, organisational culture and employee engagement was noted as a nuance from the original BMI capability matrix from Loon et al. (2020). The findings suggests

that employee relations HR systems have greater influence to develop BMI capabilities. This proposes a link between the organisation's BMI capabilities and employee relations and requires further investigation. See Research question 1 and 3.

Fourthly, talent identification, development and training were identified that required renewed focus. The finding stems from the leadership development program recommendations and the revised recruitment and selection proposal form the findings in Research Question 1 and 3.

7.3   Research contribution

This research contributes to the strategic management and human resources literature and theory, through the contributions and extensions made.

The contribution is consolidated in the extended BMI capability matrix of Table 21, indicated organisational BMI capability development through a different HR architecture lens.

Furthermore, the study contributes to the literature through the extensions made in the literature proposing a link between BMI capabilities and employee relations. This proposal could result in a strategic link between BMI capabilities of the organisation culture.

7.4   Implication for management and other stakeholders

The Extended BMI capability matrix of Table 21, provide the foundation for the managerial recommendation. Included are the findings and results from the different Research Questions. The recommendations are for organisations and management teams that want to: develop organisational BMI capabilities for current and future disruptions; develop talent management programs for current and future talent selection practices; and develop a comprehensive human resources strategy to facilitate a future business model change. The various implications are the following:

Firstly, organisations respond to environmental change or abrupt change differently, due to the inherent capabilities that reside within the employees and leaders of the

organisation. Individual capabilities translate to organisational capabilities and to develop organisational capabilities required further development of the individual capabilities.

Secondly, businesses respond to the environmental changes by changing any of the business model, and therefore require different BMI capabilities within the organisations to support the BMI, and transition to the new business model.

Thirdly, BMI capabilities can be developed in the organisation through specific training interventions. This included leadership training and development programs with specific requirement for example.

Lastly, organisations should purposefully determine and articulate the organisational culture. If the organisations are pursuing an innovative and entrepreneurial organisational culture, then the senior management team are required to align the organisation and especially the HR management system.

7.5   Limitation to this research

There are numerous limitations to this research.

The first and foremost, the researcher was a novice in qualitative research, conducting exploratory interviews and data analysis. The researcher also was a novice in the use of ATLAS.ti and other data capturing and codifying tools. To counter these shortcomings, the researcher engaged in academic training to extend the researcher's knowledge and academic foundation for this research methodology approach.

The second limitation was access to the sample population, which consists of HR executives and senior managers in the business organisation within the South African context, and only three industries were part of the study. This limitation was partly mitigated in that all three industries were affected by the COVID-19 pandemic and all three experienced other non-similar external influential factors.

The third limitation was that of time; this research's depth and breadth were limited due to the number of interviews conducted in the prerequisite period to complete this research. This included the number of participants per industry or organisation.

The forth limitation is that the data sample was taken in a short period of time when COVID-19 restrictions were relaxed and lockdown restrictions were none, which resulted in a specific data set that were predominantly focused on the abrupt disruption. The data is limiting to short disruptions, although long term disruptions were data was also shared.

The fifth limitation were the COVID-19 restrictions and remote working conditions, which resulted that data collection interviews were conducted online. The intent was to have video streaming to record gestures and complete field notes, however poor data connection resulted in some of the interviews being conducted without video feed, and some of the non verbal communication was lost.

The final known limitation is that a larger sample pool would have resulted in more conclusive data and improved findings.

7.6   Suggestions for future research

Based on the findings form the research conducted, it is proposed that future research focus on the following:

Firstly, researchers can build on the extended BMI capabilities matrix by exploring what other HR practice supports or builds BMI capabilities in the New Normal.

Secondly, researchers can further explore what employee relations HR practices supports or builds BMI capabilities.

Thirdly, researchers can further investigate what BMI capabilities supports the content, structure, governance or value proposition business model changes (Snihur & Zott, 2020) to the respond to the New Normal.

Lastly, researchers can confirm that the organisational development HR systems are predominantly used to develop BMI capabilities.

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Appendix A: Interview guide

Start with a short introduction of the interviewer, including background information about:

1. "My name is Willem Weber, and I'm conducting research for my thesis.
2. I am a student at GIBS and in my final year of my master's degree."

Statement: "The purpose of this interview is to gain a deeper understanding of South African businesses and how they manage in environments where there are abrupt and unusual changes in the way they do business. This study mainly focuses on the role of Human Resources in this business environment, and I am really interested in your insight and your experiences."

Question 1: "Can you briefly tell me about yourself and your role in the organisation?"

Question 2: "Can you tell me about a disruption to the organisation arising from factors in the external environment?"

Question 3: "What HR practices in your experience can help you to prepare for such eventualities?"

My next question has two parts:

Question 4: **a.** "What are the challenges you encounter with HR practices and the ability of the organisation to respond to such abrupt changes?"
b. "In your experience, what is needed to overcome these challenges?

My next question has two parts:

Question 5: a. "Which of the HR practices that you have mentioned, are essential in themselves in order to improve the preparations and response to the disruption?"
b. "Which of the HR practices that you mentioned, support and reinforce these essential HR practices?"

Question 6: "What are the outcomes that you were looking to achieve from the HR practices:"

    a. "In terms of being prepared?"

    b. "In terms or responding?"

Question 7: "Going forward, how do you see HR practices in the organisation developing in the face of future disruptions?"

For further exploratory questions where the participant is answering the question short:

"What happened?"

"Please tell me more?"

"Please tell me about an example?"

End of the interview:

Thank the participant for the time and information shared, and ask if they can be contacted to clarify information, or if any additional questions may arise.

Appendix B: Sample of consent document

I am conducting research on Business Model Innovation and am trying to find out more about the HR practices used to support business model innovation. Our interview is expected to last about an hour and will help us understand how HR practices is used to enable an organisation to change its business model. Your participation is voluntary, and you can withdraw at any time without penalty. All data will be stored and reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name   Research Supervisor

Signature   Signature

Email   Email

Phone   Phone

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

Appendix C: Code book

Code	Code Groups	Themes
Eroded Org concern - Bureaucracy and/or Red tape		
Eroded Org concern - Central Corporate office control		
Eroded Org concern - Culture of fear		
Eroded Org concern - Decision making is slow	Eroded business practices	
Eroded Org concern - Leadership competence		
Eroded Org concern - Not streamlined in process		
Eroded Org concern - Strategy change with CEO		
Concern - Fear of making a mistake		
Founders mentality - Different approach		
Founders mentality - Frontline obsession		
Founders mentality - Supporting evidence	Founders mentality	
Founders mentality - Why companies fail		
Start up business - Example		
Future looking - How to reduce bureaucracy		Business environment
Business impact - maximising potential of employees		
Definition - Purpose of the business		
Head office - Company Z		
Improvement - No bureaucracy		
Improvement - Process followed to close gap	Reduced bureaucracy businesses	
Improvement - Quick decision making		
Improvement - Quick implementation		
Improvement - Reduced red tape		
Values - process		
Values - recognition of employees		
Values - rollout	Business Values	
Values - rollout committee		
Agile - Become an agile business		
Agile - Challenge and test		
Agile - Leadership required	Individual ability to change	
Agile - Question what does not make since		
Resilience - Employee mental toughness		
Agile - Combining quick learning and diversity in skill		
Agile - How to respond quickly	Agile teams	Business Environment: Agile
Agile - Informed decision making		
Environmental changes - adapt with the environment		
Agile - Forming of partners external	Forming partners	
Agile - Share success with org		
Agile - Short quick cycle of prototyping, implement and bolting	Speed of project delivery	
Agile - Skill to learn quick		
BMI - Future workforce requires new BM for employees to add value		
BMI - new training delivery method		
BMI - Project YY - Operational improvement	BMI examples	Business Environment: BMI Examples
Company service - Class room client training		
Company service - new training delivery system		
New markets - Geographical		
Capabilities - Agile	Agility of the business	
Capabilities - Analogical reasoning	Analogical reasoning	
Capabilities - Critical thinking		
Capabilities - Dynamic capabilities	Dynamic capabilities	
Capabilities - how to define what is mission critical		
Capabilities - Operations excellence		Business environment: Capabilities
Capabilities - Organisational capabilities	Operational execution excellence	
Capabilities - Organisational learning		
Capabilities - takes time to build		
Capabilities - Organisational Ambidextarity	Organisational ambidextatiry	
Capabilities - Sensemaking	Sensemaking	
Change - Change management		
Change - Change working at home BP	Change management	
Change - Management buy-in is important		
Change - Focus on what's important		Business environment: Change management
Change - There will be more future disruptions	Identify changes needed in the business	
Change - The Employee Wellness Program to virtual support		
Change - ID what needs to change		
HR system - access to information		
HR system - Lack of IT system	IT and information system	
Systems - How to integrate systems		
HR system - frequent engagement - survey		
HR system - frequent engagement and communication	Engagement and communication systems	
HR system - to recognise people's behaviours		Business environment: HR Systems
HR Systems - process		
HR Systems - process - Employee driven		
HR systems - Red tape	HR Processes	
HR systems - Silos		
Systems - process, performance and profit		
Employer of choice - Alignment of policies		
Policy - Approval process	How policy is used	
Policy - Leaders use Policy to manage		
Policy - Stress test for agility and resilience		
Policy - Communication to all employees		
Policy - Employee input and review	Policy development and employee engagement	
Policy - Use surveys to determine uncertainties		
Policy - Concern - Business don't understand and implement		Business environment: Policy
Policy - Concern - Changing all the time		
Policy - Concern - It removes the leadership judgement	Concerns related to policies	
Policy - Concern - Very admin intensive		
Policy - Covers everything		
Policy - Currently defines all eventualities		
Policy - Rigid and difficult to change	Review of policies are required	
Policy - Shift is required		
Role of HR - Admin control	Admin and information management role	
Role of HR - Analytics and HR information		
Role of HR - Behaviour control		
Role of HR - Compliance	Compliance and behaviour control role	
HR People seen a police		
Role of HR - Culture	Engagement role	
Role of HR - Engagement		
Role of HR - Develop and train talent	People development role	
Role of HR - People and talent management		
Role of HR - How to redefine		Business environment: Role of HR
Role of HR - HR as business partner or enabler for improvement		
Role of HR - HR as strategic advisor to business		
Role of HR - HR support business		
Role of HR - HR to have business acumen	HR as a strategic business partner	
Role of HR - HR to since and be proactive		
Organisational Design - Organisation		
Organisational Design - Work design future		
HR - Definition		
Value creation - shared understanding		
Investing in your people		
Purpose - Employees to understand purpose of company		
Strategy - Driving a digital strategy	Business strategy and future views	Business environment: Strategy
Strategy - Need guidance from top management		
Strategy - New direction to be able to respond to change		

Code	Sub-theme	Theme
Remote teams - Trust	Remote working and trust	Business environment: Working from home
Working from home - building trust		
Working from home - Better productivity	Productivity impact	
Working from home - Productive environment concerns		
Working from home - Concerns	Concerns experienced	
Working from home - Ergonomics		
Working from home - Setting up a problem		
Working from home - Leading when not face to face		
Working from home - Employee wellbeing		
Working from home - Not close to the office		
Working from home - Ground rules	Business process changes experienced	
Working from home - Regular check ins		
Working from home - Policy		
Working from home - HR process change		
Working from home - Performance management		
Working from home - Technology enabled		
Working from home - Hybrid BM	Prior and Post Covid view	
Working from home - Flexi hours		
Working from home - Post COVID		
Working from home - New job descriptions		
Working from home - Prior COVID		
Gallop survey info	Using surveys to gather information	Business environment: Survey
Survey - client interaction and feedback		
Survey - Client survey		
Survey - culture		
Survey - employee engagement		
Survey - employee skills		
Survey - Employee understanding		
Survey - Employee workplace preference		
Survey - exit interview		
Survey - Future challenges		
Survey - Policy understanding		
Survey - team competence		
Survey - team member skill and behaviour type		
Survey - Training understanding		
Concern - Aging workforce	Employee related concerns	Disruption: Concerns during
Concern - Employee contracts outdated		
Concern - Employee engagement		
Concern - Employee motivation when working with difficult customer		
Concern - Employee personal relationship issues		
Concern - Employee sick leave		
Concern - Employee wellbeing at home		
Concern - Ergonomics and productivity at home		
Concern - Collaboration		
Concern - Conflict management at home		
Concern - Leaders wanting to see their employees		
Concern - skills and capabilities		
Concern - Current job designs unclear	Job design to be reviewed	
Concern - job design for future disruptions		
Concern - Local vs. offshore skill		
Concern - Different SAP systems	Technology as an enabler concerns	
Concern - IT Setting people up to work from home		
Concern - IT systems slow to be updated		
Concern - How to introduce new technology		
Concern - Duration of the disruption		
Concern - HR business process are old and slow to change		
Concern - New technology vs. old business processes		
Concern - No access to technology		
Concern - Working from home issues		
Concerns - Different systems not integrated		
Concern - External training stopped	HR administration routine work concerns	
Concern - Training and development		
Concern - HR is only an admin function		
Concern - Remote discipline enquiry		
Concern - Recruiting talent for the business		
Concern - Recruitment practice		
Concerns - Recruitment red tape		
Concern - Innovation within the company	Business disabilities to respond to change	
Concern - Large organisations are slow to change		
Concern - Systems to be updated		
Concern - Not having a streamlined org		
Concern - Deliver of service to customers		
Concern - Leadership bias	Business leadership concerns	
Concern - Risk based decision making poor		
Concern - Slow decision making		
Concern - Stakeholder virtual engagement - failure	Stakeholder management concerns	
Concern - Human interaction in IR person vs. online		
Concerns - Low productivity during 189 process	Restructuring concerns during disruption	
Concerns - People engagement during 189 process		
Concerns - Restructuring is a slow process		
Concerns - Retrenchment concerns		
Covid - cancelling of service	Market impact	Disruption: COVID
Covid - Market impact		
Covid - no access to client's sites		
Covid - Positive influence to the business		
Covid - Change in HR practice - training	Practices that were updated	
Covid - committee		
Covid - Policy reviews		
Covid - Employee contracts updated		
Covid - Leave policy		
Covid - Leave practices to be updated		
Covid - Recruitment practices		
Covid - Time and attendance	Working arrangements during lockdown	
Covid - Overtime increased		
Covid - Working from home		
Crisis response - Action orientated	Crisis management during onset of lockdown	Disruption: Crisis response
Crisis response - sensemaking		
Crisis response - Structured approach		
Crisis situation - communication		
Crisis situation - strong leadership		
Crisis situation - structure - governance		
Decisions - during crisis		

Code	Subcategory	Category
Future - Better cross business collaboration	Future team composition	Disruption: Future concern
Future - Multidisciplinary cross functional teams		
Future concern - different way teams will work		
Future - Tasks and output recruitment practices		
Future change - Getting direction from employees		
Future concern - HR part of multidisciplinary team to solve problems		
Future - Admin system design	HR administration practices to be reviewed and enabled	
Future - Technology can help with HR Admin		
Future - Technology can help with processes		
Future concern - Technology to perform HR admin function		
Future concern - Focus on the employee and not admin tasks		
Future concern - Different way HR teams will work		
Future concern - Decision making	Forward view of HR function	
Future concern - Leadership skills		
Future concern - Less brick and mortar building needed		
Future concern - need a different skill		
Future looking - How to address people issues		
Future concern - Need new performance management system	HR Process to be reviewed	
Future concern - Learning interventions e-learn vs. F2F		
Future concern - Need new reward and appraisal system		
Future concern - Remuneration and job design requires review		
External information - Benchmarking	Sources of information to identify future disruptions	Disruption: Future disruptions information
External information - Consultants		
External information - Exposure to external environment		
External information - External training, seminars and conferences		
External information - Other HR people		
Respond before disruption - HR participation in forums		
External information - To respond to future challenges		
Future disruption - Another lockdown	Examples of possible future disruptions	
Future disruption - Employee strike action		
Future disruption - Technology and innovative products		
Future disruption - Technology		
Future disruption - Using employees not in SA		
Future disruption - Prepare of eventuality	Preparation action for future disruption	
Future disruption - Require capabilities		
Respond before disruption - Testing of IT systems before lockdown		
Future HR - Employee centric	Future HR to focus on employee	Disruption: Future HR
Future HR - HR Personnel - Passion for people and business acumen		
Future HR - Help solve problems		
Future HR - Integrated systems	Future HR to support business	
Future HR - Different systems for recruitment		
Future HR - Strategic approach		
Future workforce - Different from today	Future workforce skills and HR requirements	Disruption: Future workforce
Future workforce - Different talent needed		
Future workforce - Outputs driven		
Future workforce - Self regulation		
Future workforce - More will work from home	Sourcing the future workforce	
Future workforce - Outsourced		
Future workforce - Not having to be close to the workspace		
Future workforce - Virtual job market		
Disruption - The distant worker		
Disruption - Covid	Disruption experienced - COVID-19	Disruption: Mixed bag
Disruption - Covid 1		
Disruption - Lockdown		
Disruption - Digital innovation	Disruption experienced - Technology	
Disruption - New technology		
Disruption - Financial pressure	Disruption experienced - Financial	
Disruption - South African economy		
Disruption - Project		
Disruption - Natural disaster	Disruption experienced - Natural disasters	
Disruption - Perfect storm	Concerns for future disruptions	
Disruption - Prolonged disruption		
Disruption - Pace of change is fast		
Disruption - Unexpected change		
Financial impact - positive		
Disruption - New products from innovation	Disruption experienced - New products and market entrants	
Disruption - Threats of new entrants into the market		
Disruption - Any (Respond)	Responding to the disruption	
Disruption - CEO/Top management communication		
Disruption - Challenge - keeping the culture the same at different sites		
Disruption - Changed maintenance work execution		
Disruption - Speed to respond		
Disruption - Employee financial pressure	Concerns experienced during disruption	
Disruption - Employee wellness concerns		
Disruption - Internal cost pressure		
Disruption - engaged employees		
Disruption - Multiple sites and spread over large areas		
Disruption - new tech with legacy systems		
Respond to disruption - Ability to unlearn and relearn	Agile response to disruption	Disruption: Respond
Respond to disruption - agility		
Respond to disruption - Change in how to manage	Role of leadership	
Respond to disruption - Communication		
Respond to disruption - Leadership		
Respond to disruption - Important vs. Urgent		
Respond to disruption - Efficiency improvement of workforce	Employee related response to disruption	
Respond to disruption - Employee contracts updated		
Respond to disruption - Employee participation		
Respond to disruption - employee takes initiative		
Respond to disruption - Employee to shift thinking		
Respond to disruption - External training stopped	Responding through cost saving	
Respond to disruption - Training stopped		
Respond to disruption - Vacancies not filled		
Respond to disruption - Restructuring		
Respond to disruption - Financial impact		
Respond to disruption - Remote working	Team related response to disruption	
Respond to disruption - Different on site work arrangements		
Respond to disruption - Response teams		
Respond to disruption - Review people strategy		
Respond to disruption - digital strategy		
Technology - Helping to respond to disruption	Technology enable business to respond	
Technology - Helping with HR Admin		
Using Virtual platform - Disciplinary and grievances		
Using Virtual platform - Recruitment		

Employee - Behaviour map of causation		
Employee - mapping of skills		
Employee - obedience, intellect and intelligence	Mapping employee behaviour and skills	
Employee - understanding their strengths		
Employee environment - managing the emotions		
Employee skills - mapping		
Employee skills - survey		
Employee - Caring for other employees		
Employee - new employee induction		
Employee - support system		
Employee - core capabilities to go through disruption	Employee care and support	
Employee - influence other around you		
Employee - Self awareness of health and wellness		
Employee skills - improving the employee skills		
Employee skills - working from home		Employee: Employee
Employee - Involve employees for solution development		
Employee skills - innovation		
Employee skills - Quick to learn	Employee innovation and delivery	
Employee skill - Deliver under pressure		
Employee work space - Free to innovate and to be creative		
Employee - Resilient employee	Employee resilience	
Employee skills - Resilience		
Employee - Retention concerns		
Employee - Retention strategies	Retention strategies of employees	
Employee contracts - Variable contracts for different employees		
Employee - Unobstructed movement		
Employee engagement - definition		
Employee -Engaged employees		
Employee motivation - is it an practice	Employee engagement and motivation	
Employee Value Proposition - What is it for the business		
Fundamental employee questions		
Crisis situation - want engaged employees		
Definition - Strengths		
Employee -Engaged employees		
Fully engaged team		Employee: Engagement
Other - Cost of and engaged team	Engaged teams and response	
Other - Creating an environment for people		
Value creation - through engaged employees		
Job design - Current role of leaders		
Leadership - Develop trust in the team		
Leadership - creating the right working environment	Role of the leader	
Leadership - development		
Leadership - Value contribution		
Leadership driven - Executive team leaders		
Leadership driven - Leaders set the example		
Leadership driven - Team selection	Leaders set the example	Employee: Leader
Leadership driven - Top down		
Leadership - retention of leaders		
Leadership - competence		
Leadership - Leaders responsible for people		
Principle - Employee driven accountability	Leadership accountability	
Principles - Line manager is accountable for people		
Great quotes	Great quotes	
Background Code 1		
Background Code 2		
Background Code 3		
Background Code 4		
Background Code 5		
Background Code 6		
Background Code 7		
Background Code 8		
Background Code 9		
Background Code 10	Participant experience background	
Background Code 11		
Background Code 12		
Background Code 13		
Background Code 14		Participant background
Background Code 15		
Background Code 16		
Background Code 17		
Background Code 18		
Background Code 19		
Background Code 20	Participant educational background	
Background Code 21		
Background Code 22		
Background Code 23		
Background Code 24	Participant current role in the business	
Background Code 25		
A11 - Align performance appraisal system		
A11 - Align performance targets	Appraisal as HR practice	
A11 - Different reward cadence needed		
HR Practice - Reward system		Practices: Appraisal
HR Practice - Appraisal		
HR Practice - employee recognition of behaviours	Appraisal and reward practices	
HR Practice - performance management		
A71 - Establish multi channel communication & engagements		
Communication - Employee input from open communication sources	Communication as HR Practice	
Communication - Using IT for better communication		
HR Practice - Communication and engagement		Practices: Communication
HR system - frequent engagement - survey		
HR system - frequent engagement and communication	Communication practices	
HR system - to recognise people's behaviours		
Role of HR - Culture	Engagement role	
Role of HR - Engagement		
Employee engagement - definition		
Employee -Engaged employees		
Employee motivation - is it an practice		
Employee Value Proposition - What is it for the business	Employee engagement and motivation	
Fundamental employee questions		
Crisis situation - want engaged employees		Practices: Engagement
Definition - Strengths		
Employee -Engaged employees		
Fully engaged team		
Other - Cost of and engaged team	Engaged teams and response	
Other - Creating an environment for people		
Value creation - through engaged employees		

Code	Category	Practice Group
Culture - As HR Practice		
Culture - culture improvement practices	Culture as a practice	
Culture - Verify employee fit with culture		
Culture - Business impact positive		
Culture - impact to business	Impact of culture on the business	
Culture - positive		
Culture - communication to new employees		
Culture - Leaders to know their people		
Culture - Senior management buy in	Leadership and culture	Practices: Culture
Culture - creating a culture		
Culture - do nothing		
Culture - Entrepreneurial culture		
Culture - Refocus to creative innovation		
Culture - Raising the bar for high performance culture	Type of culture and outcomes	
Culture - measure the culture health		
Culture - require an Agile and Resilient culture		
Culture - takes time to build		
Definition - OD (Organisational development)	Organisational development as a practice	
HR Practice - Organisational Development (OD)		
HR Practice - Admin		
HR Practice - Employee timesheets		
HR Practice - Leave Admin	Administration activates of HR	
HR Practice - Technology performing Admin		
HR Practices - Red tape		
HR Practice - Discipline		
HR Practice - Employee wellbeing programs		
HR Practice - Employment equity	Employee relations practices	
HR Practice - Is it value adding and optimal?		
HR Practice - Job rotation	Organisational forms and structures	Practices: HR Practices
HR Practice - Organisational forms and structure		
HR Practice - Knowledge capture and diffusion		
HR Practice - Using external consultants	Extracting external knowledge and diffusion	
Industrial psychology		
HR Practice - recruitment	Recruitment practices	
HR Practice - Recruitment and selection		
HR Practice - Reward system		
HR Practice - Appraisal		
HR Practice - employee recognition of behaviours	Appraisal and reward practices	
HR Practice - performance management		
HR practice - Talent and potential identification		
HR Practice - Training, learning and development	Training, learning and development as a practice	
HR Practice - People and talent management		
A21 - Asking employees for solutions		
A21 - Different skilled team members		
A21 - Diffuse knowledge through committee or special team		
A - Diffuse of knowledge	Knowledge capturing and diffusal practices	
Team composition - Diversity in skills and discipline		
Team composition - knowing team shortcomings		
Team composition - knowing team member strengths		
A22 - Embed knowledge gained from knowledge gained		Practices: Knowledge and diffusion
A22 - Embed knowledge gained from model implemented somewhere else (Wish)	Embedment of knowledge gained	
A23 - Embed knowledge capture structures		
HR Practice - Knowledge capture and diffusion		
HR Practice - Using external consultants	Extracting external knowledge and diffusion	
Industrial psychology		
A41 - Targeted recruitment for creative abilities	Using targeted recruitment practices	
Want - A41 - Targeted recruitment processes		
A42 - Hire individuals who managed large complex projects		
A42 - Hire managers that can recognize patterns	Recruiting talent with specific skill	
A43 - Hire manager who can operate in new BM		Practices: Recruitment and selection
A44 - Tailor section practices for quick learners		
HR Practice - recruitment	Recruitment practices	
HR Practice - Recruitment and selection		
A51 - Adaptive incentive system to reward correct behaviour	Adaptive reward system and practice	Practices: Reward system
A52 - Competence based learning oriented reward system		
A61 - Action learning and boundary spanning activities across dept.	Targeted learning practices	
A66 - Double loop learning		
A62 - Training initiatives for specialized thinking		
Training - in house training		
Training - Train staff to work with new technology		
Training - Wellness training during disruption	Training practices in the business	
Training - Wellness training in general		
Training - leadership training		
A63 - Develop flexibility and adaptability in teams		Practices: Training Learning and development
A64 - Trans-specialists and broader-skills development		
A65 - Leadership development programs	Targeted development practices	
A66 - Develop skills for the future		
Definition - OD (Organisational development)	Organisational development as a practice	
HR Practice - Organisational Development (OD)		
HR practice - Talent and potential identification		
HR Practice - Training, learning and development	Training, learning and development as a practice	
HR Practice - People and talent management		
A31 - Job redesigned for autonomy		
A31 - Job redesigned for autonomy (lack off)	Rotation and job redesign	
A31 - Job redesigned for empowered teams		
A33 - Job redesign and rotation to collaborate across org		
A32 - Modulized work structures	Modulized work structures	
A32 - Modulized work structures, interdepend and flexible		
HR Practice - Job rotation	Organisational forms and structures	
HR Practice - Organisational forms and structure		
Remote teams - Trust	Remote working and trust	
Working from home - building trust		
Working from home - Better productivity	Productivity impact	
Working from home - Productive environment concerns		
Working from home - Concerns		
Working from home - Ergonomics		
Working from home - Setting up a problem		Practises: Org Forms and Design
Working from home - Leading when not face to face	Concerns experienced	
Working from home - Employee wellbeing		
Working from home - Not close to the office		
Working from home - Ground rules		
Working from home - Regular check ins		
Working from home - Policy	Business process changes experienced	
Working from home - HR process change		
Working from home - Performance management		
Working from home - Technology enabled		
Working from home - Hybrid BM		
Working from home - Flexi hours		
Working from home - Post COVID	Prior and Post Covid view	
Working from home - New job descriptions		
Working from home - Prior COVID		