COLLABORATIVE ESSENCE: REVEALING THE ORGANIZATION'S DNA IN THE ERA OF THE PANDEMIC HOME OFFICE

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ABSTRACT

With the constant growth of the home office before, during and after the pandemic, the work aims to address the relevance and difference between culture and organizational communication, analyze the advantages and disadvantages of this action, highlighting the importance of organizational culture for adapting to remote work, considering that internal communication and employee involvement are fundamental to the success of the model. The study also noted the need for new communication practices, companies need to adapt their processes and invest in technology to maintain productivity and team interaction. In this way, it is possible to say that the home office is a trend that is here to stay, and that its popularity is expected to grow even more in the coming years. Although advantages and disadvantages as in any modality, companies are realizing the benefits, both for employees and for the business itself, and have adapted to offer the necessary conditions for remote work.

Keywords: Home-office, Pandemic, Culture and communication.

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INTRODUCTION

In 2020, the world was impacted by a pandemic outlook due to Covid-19. On March 11 of this year, the WHO - World Health Organization officially classified the situation as a pandemic. This scenario has begun to shape people's behavior, generating a great concern about how to ensure the safety of individuals without negatively affecting organizations (WHO, 2020).

In this context, the communication area of companies was one of the most demanded to maintain the approximation between employees and companies in a scenario where social distancing was decreed for all. The 2020 Survey by the Brazilian Association of Business Communication (ABERJE) – Covid-19 Challenges for Organizational Communication showed that the biggest concerns were: 55% – keeping employees engaged and productive during the crisis; 45% – protection of the organization's financial health; 45% – flexibility and adaptation to extremely agile strategies, especially to communication through digital means and to the management of teams remotely.

Also according to the ABERJE survey, the main actions taken by the communication areas were: 69% of the companies adapted and/or created new channels for communication; 40% developed campaigns for guidance and engagement; 36% prepared official notes and communiqués in relation to the crisis; 24% focused on creating vehicles, newsletters, booklets, newsletters and videos specific to covid-19, developing guides, tutorials and newsletters; 47% of companies have expanded the use of digital and audiovisual resources. Among the gains for the communication area, the survey pointed out: improvement in communication processes; reduction of expenses in the physical space; better preparation in crisis management and agility in problem solving.

It is in this scenario that the need to reduce the contamination of the Covid-19 virus has become one of the biggest concerns, large companies have closed their doors, small entrepreneurs have closed their businesses and many people have become unemployed. However, the pandemic was also able to accelerate digital adaptation within companies.

From then on, the home office gained great focus, where people could continue doing their work without the need to attend the company, thus reducing the exposure of individuals to the Covid-19 virus. This form of work, although it has been used since the 70s, has become a viable option in the face of the restrictions imposed by the government during the pandemic (GALLEN, 2020).

This modality consists of the use of online tools to carry out the work, where companies migrate from the physical space to the virtual space. This transition in the way of working can bring benefits such as challenges for companies. The company, even if it is not physically active, needs to ensure the productivity and collaboration of individuals.

Parke (2020) points out that, in a study carried out during the pandemic with companies that adhered to the new modality, productivity remained stable or even had a growing rate in some organizations. However, the main concern was to maintain team dynamics, since there was a distance between leaders and employees.

In this context, the magnitude of the symbiosis between communication and culture emerges. During the migration to the home office, numerous companies faced significant gaps in organizational culture, neglecting the valuable social interactions that foster the development of company culture and improve internal communication.

Understanding that organizations are intertwined by communication is essential, as their employees interact and collectively build meanings that underlie organizational culture. According to Marchiori (2001), business culture arises from social interaction and is shaped by the means of communication.

From this context, the following research question arises: How did the factors and effects of the home office affect communication and organizational culture during the Covid-19 pandemic, and how did this transition influence the internal dynamics of companies?

To answer this question, the present work aims to highlight the factors and impacts of the home office on communication and organizational culture during the pandemic period. Specifically: (i) Conceptualize communication and organizational culture and its importance for the development of companies; (ii) Identify the impacts of the home office on communication and organizational culture, in relation to the adaptation of employees to the new modality; (iii) Describe the actions of companies aimed at efficiency in communication and organizational culture in the home office; (iv) discuss the relevant aspects of the home office, resulting from the health crisis from the phenomenon of the Covid-19 pandemic.

The work is justified by its importance in helping to understand and understand the factors and effects of the home office on communication and culture, which are essential to guide organizations in the creation of effective strategies that strengthen their identity and internal cohesion. The investigation of the hybrid models adopted and their effects on cultural diversity and flexibility of the working day will provide fundamental knowledge for the formulation of more inclusive and efficient remote work policies.

Thus, this research aims to contribute to the enrichment of the academic and practical debate on the impact of the home office on communication and organizational culture, offering paths for the development of innovative strategies that strengthen the identity and performance of companies in the midst of the challenges of the pandemic and others that may arise.

THEORETICAL FRAMEWORK

ORGANIZATIONAL COMMUNICATION

Communication is the process through which people or organizations exchange information, ideas, and feelings. In technical terms, it can be defined as the transfer of information from a sender to a receiver, through a means of communication, which can be verbal or non-verbal, actual or potential, and which can be influenced by factors such as noise, perceptual context and even the personality of the sender and receiver. Communication has, therefore, a linguistic, psychological, sociological and technological basis, being important for personal and social development, education, work and culture.

With the evolution of technology and the globalization of business, companies need to be always connected and in constant communication with their partners, suppliers, employees, customers, and stakeholders.

For this, it is necessary for the company to have a well-defined communication strategy, which includes everything from choosing the most effective communication channels to creating relevant content that is consistent with the company's identity and values.

In addition, internal communication is also essential for aligning employees with the company's goals, motivating and engaging employees, and creating a healthy and productive work environment.

Gary Kreps (1995, p. 28), when defending communication as an organizational process, emphasizes the importance of human communication in people's relationships in the organizational environment, states:

> Communication is a dynamic and continuous process. It is the process that allows the members of the organization to work together, cooperate, and interpret the ever-changing needs and activities of the organization. Human communication does not begin or end. People are constantly involved with communicating with themselves and others, especially in the life of the organization. The life of the organization provides an especially rich and varied messaging system. Members of the organization must be able to recognize and interpret the wide variety of messages available, so that they can respond appropriately to different people and situations. It

cannot exist without communicating. Communication is an inevitable reality of belonging to an organization and of life in general.

In this sense, the importance of communication in building relationships, changing behaviors, resolving conflicts and making decisions is emphasized. In addition, Kreps (1995) highlights the importance of considering factors such as culture, language, context and technology in the communication process, effective communication involves the use of appropriate communication strategies, active listening and mutual understanding.

ORGANIZATIONAL CULTURE

To understand culture, it is important to point out that over the years there have been evolutions in its concept.

> With regard to the individual human person in his formation, the word [culture] still corresponds today to what the Greeks called paideia and the ancient Romans, Humanitas: the education of man as such, that is, the education of the fine arts, which are proper only to man and differentiate him from all other animals. The fine arts were poetry, eloquence, philosophy, etc., to which the value for what man is and should be was due, and therefore possessed the capacity to form the true man, man in his genuine and perfect form. (ABBAGNANO 1986, p.272)

In this way, culture as individual knowledge is a form of liberation of the person from dogmas, prejudices and imposed social norms. It enables a broader and more conscious view of the world and human relationships, allowing the individual to position himself autonomously and critically in the face of different situations.

Edward Tylor, in 1871, made an important contribution to the definition of culture, emphasizing the intellectual aspect, in which culture is learned and has a shared knowledge pattern. Sackmann, (1991, p.8) states that "Culture or civilization, taken in its broad ethnographic sense, is any complex that includes knowledge, belief, art, morals, law, custom and any other capacity and habits acquired by man as a member of society".

From the moment culture enters organizations and leaves the individual sphere and gains a political meaning, it helps to explain the characteristics of a group, nation and an era.

This concept attributes to culture an idea of historical collectivity, highlighting its ability to face challenges, overcome crises, renew itself and progress. While culture encompasses the collective collection of knowledge, ways of thinking and living of an individual or social group, civilization refers to the set of ways and instruments that a given political culture uses to assert and perpetuate itself.

For Kroeber (apud Moore, 1996), in addition to culture being learned and shared, it is also variable, plastic, loaded with values, personal and anonymous.

In this way, it is necessary to study the culture experienced by people, evaluating their habits and thoughts, and the functions of their institutions to understand the meaning of a certain behavior. In addition, culture is dynamic and changes over time as people and societies evolve. Therefore, by understanding culture as a system, we can perceive its complexity and importance in human life and within organizations.

ORIGIN AND CONCEPTS OF THE HOME OFFICE

Created in the 1970s, the home office is configured as a flexible modality of work carried out in the worker's own home, made possible by the technological evolutions of the last decades – especially the internet – and by the global reconfigurations in work routines and their management (RAFALSKI, ANDRADE, 2015; TASCHETTO, FROEHLICH, 2019; REIS et al., 2020).

The term "Home Office" began to be widely used in the United States in the 90s. Initially, this form of work was viewed with suspicion by employers, who feared that employees would not produce as much when they worked from home. However, over time, the Home Office gained acceptance and became common in many companies.

There are still some divergences about the terminologies regarding the concept that use the terms in the English language, and the term called telework or home office in Brazil:

> In the USA, the use of the term telecommuting is more frequent, while in Europe the use of telework stands out. The first term emphasizes the displacement between the center demanding the work and the place where it is performed, being replaced by the use of telematic tools. The second focuses on the activities carried out by such technological means. Both terms, however, refer to the same universe of work organization, referring to the current trend of work activities being carried out using telematic means without the need for the worker to travel to the place where the results should be presented. The term home office is also frequently found – however, it refers to a specific category within the larger context of telework or telecommuting, which deals with the peculiarity of being carried out at the worker's home (ROCHA; AMADOR, 2017, p. 153).

According to Rocha (2017), the International Organization of the ILO (ILO) opts for the term telework, but highlights specific categories within it. In its systematization, telework must be conceptualized in terms of different variables:

a) location/workspace;

b) working hours/time (full or part);

c) type of contract (salaried or self-employed);

d) required competencies (content of the work).

Within these variables, several categories of telework can be highlighted. In a study carried out with thousands of teleworkers in 10 European countries, in addition to Japan and the USA, 6 main categories of telework stand out (EUROPEAN COMMISSION, 2000).

These types were systematized by Rosenfield and Alves (2011) as:

> **a) Home work**: also identified with the term *small office*/home office (SOHO), it is the work performed at the worker's home;
> **b) Work in satellite offices:** workers perform work in small units scattered around a central company;
> **c) Work in telecentres:** the work is carried out in establishments normally installed close to the worker's home that offer jobs to employees or various organisations, or telematic services to remote customers;
> **d) Mobile work:** outside the home or the main work centre, including business trips or field work, or at the client's premises;
> **e) Work in remote or *off-shore companies*:** call centers or teleservices through which firms set up their satellite offices or subcontract teleservices companies from other parts of the globe with cheaper labor;
> **f) Informal work or mixed telework**: arrangement with the employer to work a few hours outside the company. (DA ROCHA, 2017, p. 154, emphasis added)

In this way, it is possible to understand that telework is the one that is configured to ICTs, which makes it a novelty, and it is in the modality of home office that this work will be addressed.

Still as a concept, the Brazilian legislator understood that telework is the "provision of services predominantly outside the employer's premises, with the use of information and communication technologies that, by their nature, do not constitute external work" (BRASIL, 1943).

In this context, it is possible for the worker to carry out his professional activities independently and at a distance outside the company's premises, using information and communication technologies as a tool (Nilles, 1997).

BENEFITS OF THE HOME OFFICE

The home office, or remote work, has become increasingly widespread in recent years, being encouraged by companies that aim to increase their productivity and reduce costs with the maintenance of a physical office. In addition, the home office is also an option for many workers looking for more flexibility and quality of life at work.

When contextualizing the studies carried out by several authors over the years, the presence of relevant research on the subject is evident, as shown in the table below. Chart 1 highlights the studies identified in the literature related to the subject in question. Notably, the survey carried out by Filardi, Castro and Zanini (2020) on the benefits of remote work stands out. This study contributes to the understanding of the positive impacts of remote work on organizations and on the lives of workers.

Chart 1 – Benefits of Remote Work for the Employee and Employer of the Home Office

Authors (Year)	Benefits
Soares (1995) Tremblay (2002)	Flexibility of schedules; improved productivity and quality of work; being able to be close to the family and reducing travel time.
Pérez, Sanchez and Carnicer (2007)	Autonomy to organize tasks; cost and space savings; self-employed; flexibility of schedules and labor relations; management by objectives; freedom; improved productivity and quality of work; lower absenteeism and opportunity for the disabled.
Freitas (2008)	Concentration; meals at home; flexibility of schedules; greater interaction with the family; fewer interruptions; privacy; cost reduction for the company and the employee; reduction in travel time; safety and silence.
Barros e Silva (2010)	Flexibility of schedules; improved productivity; less exposure to violence/stress when traveling; cost reduction for the company and the employee.
Nohara, Acevedo, Ribeiro et al. (2010)	Autonomy to organize tasks; greater interaction with the family; better quality of life; less stress when commuting and reducing travel time.
Boscatte (2010)	Better quality of life; improved productivity; lower absenteeism and reduction of employee costs.
Gaspar et al. (2011) Nogueira and Patini (2012)	Autonomy to organize tasks; flexibility of schedules; greater family interaction; better planning of activities; better quality and productivity at work; less stress in commuting and reduction of employee costs.
Costa (2013)	Autonomy to organize tasks and flexible schedules. Work-life balance; flexibility of schedules; better quality of life and reduction in commuting time.
Mello, Santos, Shoiti et al. (2014)	Better quality of life; improved productivity and quality of work; opportunity for people with disabilities and cost reduction for the company.
Hislop et al. (2015)	Autonomy to organize tasks; work-life balance and flexible schedules.
Eom, Choi, Sung (2016)	Work/life balance; better quality, productivity at work; Reduced pollution/displacement time.
Villarinho and Paschoal (2016)	Better quality of life, productivity; Fewer interruptions, stress and time on the go.
Aderaldo, Aderaldo and Lima (2017)	Professional maturation of young people.

Source: Filardi, Castro and Zanini (2020). Adapted by the author.

It is possible to observe, from chart 1, that among all the positive points described by the authors, remote work can bring numerous benefits to both the employee and the employer of the home office.

The most pointed out are; flexibility of schedule and work, autonomy in the execution of tasks, improvement in quality of life and increased productivity. In addition, according to the authors who brought the benefits, over the years it was possible to identify through Aderaldo, Aderaldo and Lima (2017) the professional maturation of young people in this new modality that is already a reality that we can see happening with the arrival of the Home Office, which forced many young people to deal with issues such as organization, discipline and resilience more intensely.

The need to be at home and work in a home environment, often with distractions and interruptions, made them need to learn to deal with their own limits, balancing work and rest in the same environment. In addition, managing one's own time and having more autonomy may also have contributed to the maturation of young people. The home office showed that it is possible to have flexibility, but also that it is necessary to have discipline and responsibility to keep productivity up to date.

CHALLENGES OF THE HOME OFFICE

In addition to the benefits, it is important to note that the home office also presents challenges that need to be faced and managed. The lack of face-to-face contact with colleagues and superiors can negatively impact communication and the construction of professional relationships. Additionally, it is necessary to ensure that the employee has the proper working conditions from home, such as a comfortable environment and adequate equipment.

It is possible to see in the table below studies pointed out in the literature on the subject, among these studies, the survey carried out by Filardi, Castro and Zanini (2020) on the challenges of remote work is presented in table 2.

Table 2. Challenges of Remote Work for the Employee and Employer of the Home Office

Authors (Year)	Challenges
Soares (1995) Tremblay (2002)	Conflict, work and family life; low development and motivation; there is a lack of specific training; social isolation; technology fails, more work.
Pérez, Sanchez and Carnicer (2007)	Equipment costs; developmental, motivational and organizational difficulties; task selection errors; professional isolation; changes in the organizational

	structure; perception of loss, status and psychological problems.
Freitas (2008)	Increased cost of water and electricity; difficulty in control; distraction with household activities; lack of infrastructure; professional and social isolation and fear of poor evaluation.
Barros e Silva (2010)	Conflict, work and family life; lack of infrastructure and supervision; professional isolation and charging.
Nohara, Acevedo, Ribeiro et al. (2010)	Conflict, work and family life; difficulty, control; lack of recognition, co-workers and supervision; insulation; more work.
Gaspar et al. (2011) Nogueira and Patini (2012)	Difficulty in controlling and evaluating performance; lack of infrastructure and professional isolation.
Costa (2013)	Conflict, work and family life; difficulty, development; lack of supervision; social isolation; greater demand, set up structure at home.
Hislop et al. (2015)	Social isolation.
Eom, Choi, Sung (2016)	Professional and social isolation and non-adaptation to telework.
Villarinho and Paschoal (2016)	Professional and social isolation and non-adaptation to telework.
Aderaldo, Aderaldo and Lima (2017)	Precariousness and lack of control of the workload.

Source: Filardi, Castro and Zanini (2020). Adapted by the author

From chart 2 on the challenges of remote work for the employee and employer of the home office, it is possible to observe that the most addressed by the authors are; conflicts about professional, personal and family life, social isolation, in addition to the increase in costs for the employer.

Based on the information developed in chart 2 on the challenges of remote work for employees and employers in the home office, it is noticeable that the topics most addressed by the authors are: conflicts related to the reconciliation between professional, personal and family life; the feeling of social isolation and the increase in costs for the employer. These aspects emerge as crucial and complex issues that need to be considered in the implementation and management of remote work.

While remote work can bring significant benefits to employees, such as increased flexibility and saving time and money on travel, it can also lead to an increase in employers' costs, which may include the necessary equipment to ensure that employees have adequate resources to work from home, such as computers, internet access, and phones. Additionally, businesses may have to deal with other expenses such as liability insurance, health coverage, and cybersecurity.

It is also important to remember that finding the right communication platform and investing in effective internal communication is essential. When workers are out of the workplace, these tasks can be more challenging.

However, while implementing remote work may seem like an increase in costs in the short term, it can lead to long-term savings for employers, such as less office rent and other operational expenses, and it is necessary to evaluate each case individually, based on the needs and goals of the company and employees.

EMERGENCE OF THE HOME OFFICE IN BRAZIL

The home office in Brazil officially emerged in 1997 and in 1999 SOBRATT – Brazilian Society of Telework and Teleactivities was founded, a period in which access to the internet and computers began to grow in the country, in the 2000s it began to gain more strength as a work model in Brazil with the popularization of the internet and online communication and collaboration technologies. However, the concept of remote work already existed previously, in companies that allowed some employees to work from home occasionally or in cases of need. With the Covid-19 pandemic in 2020, the home office has become even more common and necessary for several companies in the country.

HOME OFFICE IN COMPANIES

The home office was established in several countries during the Covid-19 pandemic, imposing itself as a new paradigm of work organization where the reality of the whole world was transformed, through mandatory confinement. Increasingly common in Brazil, the home office has become an even more important option for many companies, which have had to adapt and adopt this practice to maintain activities.

In addition to contributing to the continuity of operations, the home office also has other advantages for companies and employees. For companies, there is a reduction in infrastructure costs, such as electricity, water and office rent, in addition to the possibility of expanding their employee base, being able to hire people from other cities or even countries.

For employees, the home office offers more flexibility and autonomy in their activities, in addition to saving time and money with commuting. This type of work also provides a higher quality of life, since it is possible to reconcile the professional routine with the family and personal routine.

Impact of Schooling on the Home Office in Brazil

Education can impact working from home in several ways, the higher the level of education, the greater the individual's adaptability and ability to deal with technologies, since they will have more knowledge and skills in the computer area. On the other hand, the lower the level of education, the lower the adaptability and challenges faced by the individual.

In a survey carried out by the IBGE in 2020 on the National Household Sample Survey – PNAD COVID 2019, individuals with low education were the most economically affected in the pandemic, the lower the qualification, the higher the probability of unemployment. Of the 7.9 million persons working remotely, regarding the level of education (27.1%) of the persons had completed higher education or post-graduation, (4.4%) of the persons with complete secondary education to incomplete higher education, (0.9%) of the persons with complete elementary school and incomplete secondary education and only (0.3%) of the persons without education to incomplete elementary school occupied the remote modality during the pandemic.

The data show a clear correlation between education level and remote work during the pandemic. It is notable that the largest proportion of persons who worked remotely had completed higher education or a postgraduate degree, corresponding to 27.1% of remote workers.

On the other hand, the lowest proportion of persons in remote work was among those without incomplete primary education, corresponding to only 0.3% of remote workers. This suggests that access to and knowledge of digital technologies is an important requirement for remote work, and therefore people with higher levels of education are more likely to have the skills needed to work remotely.

These differences and impacts point to the need for public and business policies that allow all workers to enjoy the benefits of the home office. It is important that, in addition to providing adequate technological equipment for remote workers, companies also promote training actions for the use of these tools. The government, in turn, should encourage the expansion of technological and telecommunications infrastructure in the country, allowing the home office to be a viable option for an increasing number of people.

Impact of Infrastructure and Mobility on the Home Office in Brazil

According to data from the International Telecommunication Union (ITU), Brazil has 59% of connected users, a percentage lower than that of the United Kingdom (94%), Japan (92%), Germany (90%), the United States (76%) and Russia (76%). Mexico has the same index as Brazil. China and India, countries with more than 1 billion inhabitants, are behind along with Nigeria (Newsletter of the Secretariat of Commerce and Services – SCS Nº 184 – Year 11 – Brasilia, October 4, 2017). The home office presents many challenges in Brazil, including connection problems and inadequate infrastructure. It is important for companies and the government to invest in solutions to overcome these challenges and make remote work more efficient and productive.

The home office can also contribute to the reduction of traffic in large cities, reducing pollution and increasing air quality. In addition, for people with mobility difficulties or special needs, the home office may be the only viable work option.

Despite all the advantages, it is important to remember that the home office is not suitable for all types of work and professionals, and it is necessary to adapt the routine and activities to this modality, and it is necessary to maintain clear and efficient communication between teams and establish goals and deadlines to ensure productivity.

Home Office Before Covid-19

In the past, the home office was viewed with suspicion by organizations, which considered that the physical presence of the employee was essential to ensure the efficiency and quality of work. However, over time, with new ways of working, it has been realized that the home office can be very efficient, as long as it is planned and executed correctly.

After remote work was recognized in 2017 by the CLT, according to a survey released by the Brazilian Institute of Geography and Statistics (IBGE) in 2018, even before the pandemic, 3.8 million of the Brazilian population was working from home, which was a consequence of the increase in informal work in Brazil, which in 2017 was equivalent to 41.1%.

The home office in 2018 was already equivalent to 5.2% of the total employed population in the country, excluding public sector employees and domestic workers, in addition, the IBGE pointed out, the home office fell 2.1% between 2012 and 2014, grew 7.3% in 2015, and fell 2.2% again in 2016. Between 2017 and 2018, it grew by 21.1%.

From this, it is possible to see that even though the home office before the pandemic was uncommon among more traditional companies, it had already been a practice in development and growth for the job market.

Home Office During Covid-19

The home office, or remote work, was already a growing trend before the pandemic, but with the arrival of Covid-19, companies had to adapt to the model to follow social distancing recommendations and prevent the spread of the virus. Working from home was a strategy adopted by 46% of companies during the pandemic, according to the People Management in the Covid-19 Crisis Survey. The study prepared by the Fundação Instituto de Administração (FIA) collected, in April, data from 139 small, medium and large companies operating throughout Brazil. The table below details the growth of the home office during the pandemic in 2020:

Table 3. Growth of the Home Office During Covid-19 in 2020

Events
Covid-19 was characterized by the WHO as a pandemic, based on this and the recommendations for social distancing, many companies started to adopt the home office on a large scale. As of March, the remote work model gained strength as a way to maintain employee productivity and safety.
Initiatives by companies and organizations to support remote workers have started to appear. Many companies have started to offer training to enable employees to work in a home environment, as well as initiatives to support the mental health of employees.
With the pandemic spreading across the country, the demand for videoconferencing software and remote collaboration tools has grown. Companies like Zoom and Microsoft Teams have become highlights in the technology market
Remote work was already seen as a definitive solution by companies and various sectors and also due to the great success achieved. Companies and organizations began to study the possibility of adopting the hybrid working day model, where employees would work some days of the week from home and others in the office.
Consolidation of the home office as a work model for several companies and sectors. Although there are uncertainties in the future, many experts already project that remote work will be increasingly common even after the pandemic, especially with regard to large companies, which adopt the model to reduce costs and increase flexibility.

Source: Prepared by the authors

From the table, it is possible to observe the rapid growth in the adoption of the home office during Covid-19. According to a study by Barrero, Bloom, Buckman, and Davis[1], the share of remote workers in the total employed population doubled every 15 years before 2020. But the growth of this practice during the pandemic was equivalent to 30 years of pre-pandemic growth.

Although there are uncertainties in the future, many experts already project that remote work will be increasingly common even after the pandemic, especially with regard to large companies, which adopt the model to reduce costs and increase flexibility.

Post-Covid-19 Home Office Prospecting

After the pandemic, many companies have chosen to keep working from home as a permanent or partial option for their employees, meaning that those who previously worked from the office now have the option to work from home or another remote work environment.

While working from home may seem appealing to many employees, it can be challenging to manage work and personal life in one place, especially when family members are also at home. This can affect productivity, increase stress, and lead to mental exhaustion.

Companies are offering options for flexible hours, such as allowing employees to set their own working hours or offering employees a hybrid work schedule, allowing them to work one or two days a week from home. They are also providing communication and collaboration tools, such as video conferencing, chat apps, and project management software, to help employees communicate and work effectively as a team remotely.

Another important issue is the ergonomics of the home office, which is essential to avoid injuries and chronic pain. Many companies are providing ergonomics tips and guidance to their employees, as well as equipment, such as ergonomic chairs and tables, to help improve employee well-being at home.

In general, remote work is increasingly common and is expected to continue growing after the pandemic. The key to success is to create a comfortable and efficient work environment by setting clear expectations for work and communication with colleagues and superiors.

Communication in the Home Office in Relation to the Internal Public

As companies have adapted to the home office and new technologies, communication has gained an increasingly personalized character. Companies have started to develop internal communication strategies that take into account the needs of the

The adoption of the home office has transformed internal communication in companies, in a way that has driven the adoption of new technologies and increasingly

personalized and integrated communication. One of the main challenges of working from home is maintaining clear and effective communication between team members.

In the physical work environment, there is the advantage of face-to-face communication, which helps to reduce the possibility of conflicts due to misunderstandings. However, in the remote work environment, it is necessary to use communication tools such as email, video conferencing, and instant messaging to ensure that everyone is on the same page. In addition, it is important that employees have a clear understanding of what is expected of them in terms of responsibilities and deadlines. It's also important that they can ask questions and receive feedback regularly to ensure they're on the right track. Additionally, it is essential that communication is inclusive and accessible for all team members, regardless of their communication skills or even physical limitations.

Communication tools should be accessible to everyone, so that information is provided in a clear and easy-to-understand way. Effective communication is critical to the success of working from home, and it is important to ensure that all team members are aligned and informed of the process.

METHODOLOGY

The type of methodology used in the present work is descriptive, which according to Cervo and Bervian (2002, p.66) is one that "observes, records, analyzes and correlates facts or phenomena, without manipulating them". The research data are secondary, but were obtained from bibliographic works or research reports on the subject (RICHARDSON, 1999). The research was based on a review of the literature available in books, scientific articles, dissertations and academic works that address the topic in question. Analyzed through a quantitative qualitative research, according to the information and numbers that will be carried out in secondary databases available on the internet.

RESULTS

This survey showed that, in the context of the pandemic and social distancing, the communication area of companies was one of the most requested to maintain the connection between employees and organizations. The Survey of the Brazilian Association of Business Communication (ABERJE) - Covid-19 Challenges for Organizational Communication, led in 2020, highlighted the main concerns faced by companies during this period. This highlights the voice of organizational communication as a key component for

the resilience of companies during periods of change. The demand for effective, agile, and digitized communication has become essential to maintain the connection with employees and ensure the continuity of operations and the well-being of teams in a challenging context such as the Covid-19 pandemic.

The survey results emphasized the correlation between education level and the adoption of remote work, which underscores the crucial importance of technological empowerment and digital skills development in today's workforce. This aspect gains even more relevance in flexible and remote work scenarios, driven by events such as the Covid-19 pandemic. Therefore, investing in training and updating employees' digital skills becomes essential to ensure efficiency and productivity in increasingly digital and adaptable work environments.

In view of the results obtained, through the analyses of chart 1. Benefits of remote work for the employee and employer of the home office, it was possible to verify that among all the benefits mentioned by the authors, the most present are; flexibility, employee autonomy in the execution of tasks, improvement in quality of life and consequently increased productivity.

In Table 2. Regarding the Challenges of work for the employee and employer of the home office, among all the challenges cited by the authors, the most constant are; conflicts about professional, personal and family life, social isolation, in addition to the increase in costs for the employer.

In Table 3. Which deals with the growth of the home office during the pandemic in 2020, it was possible to see that there was a rapid growth in the adoption of the home office modality, equivalent to 30 years of pre-pandemic growth, according to a study by Barrero, Bloom, Buckman and Davis.

FINAL CONSIDERATIONS

Through this study, it was evident that communication plays a fundamental role for the efficiency of business processes. When carried out assertively, communication strengthens organizational culture, which, in turn, represents the totality of systems of meaning that interconnect to sustain a specific way of life. In short, proper communication is the "key" to meeting efficiency in processes and maintaining the identity and core values of the business culture.

Faced with the combination of the concepts of communication and business culture, it is possible to see that when the two interact, it brings significant benefits to the development of companies, through the resolution of challenges that arise with changes over the years.

During the 2020 health crisis, many companies migrated to the home office, and with that, the new concern became communication and integration, even at a distance, the adaptation of employees became more important than at any time, essential for the good performance of companies. From this, it is clear that the impacts have been very significant in recent years in the way of communicating and in the culture of organizations, so that they had to adjust and be closer to employees, aiming at a good result through the migration to the new modality.

It is evident that companies that have programmed actions aimed at excellent communication have resisted the economic crisis that was established at the time of the pandemic. Communication, which was already essential in any sector, became indispensable when they were forced to rethink the way they communicated. From this it was possible to identify which companies invested in communication through actions such as; Online meetings, information vehicles, digital tools that are available to everyone, have gained a prominent place in the market, in addition to the benefits that effectiveness in the relationships between company and employee brings.

The home office brought several relevant aspects, including the consolidation process, which happened in a growing and continuous way, as well as the adoption of new technologies that was necessary and the change in the behavior of companies with their employees by having to bring personalized communication to meet the needs that the moment demanded, And even after the pandemic, it can be concluded that the home office has consolidated itself in a rooted way among the work modalities and with this, the trend is to grow more and more with technological advances and new forms of model.

This study made it possible to identify the importance of communication and organizational culture in the context of the home office during a pandemic in Brazil. The survey highlighted the main challenges and obstacles faced by companies when implementing this type of remote work, as well as emphasized how communication and organizational culture can be essential tools to address these challenges. The results of this survey offer valuable insights into the importance of communication and organizational culture in the context of working from home during a pandemic. The best practices and the

timeline of successful implementation can serve as references for other companies looking to adapt to remote work efficiently and productively in times of crisis and abrupt changes in the business landscape.

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