



Pensata

Aspects of Organizational Culture in the Post-Epidemic Period

Recebido: 01/02/2023 | Revisado: 05/02/2023 | Aceito: 21/02/2023 | Publicado: 21/02/2023

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1. Introduction

In 2014, when an article was published about the new paradigms of remote work in companies (Duarte & Glória Júnior, 2012), in which the aspects of distancing between team members and the company could cause problems in terms of performance, at the time, a total distancing and for as long as what has been witnessed in recent years was not imagined.

It is well known that the pandemic, resulting from COVID-19 (C19), caused changes in Brazil and in the world in its almost two years of lockdown (Freitas et al., 2020), transformed people's daily lives and changed the organizational culture in companies, which is the one that governs the behavior of employees in the organization (Hofstede, 2011).

From the year 2020, it was possible to identify several studies regarding publications regarding C19 in the scientific academy, when performing a search on Google Scholar (Google, 2022) the result exceeds 13,700 articles. Oblivious to any value judgment, the research carried out dealt with the origin (Oliveira & Morais, 2020), treatments (Lin & Hung, 2020), concepts about politics (Soares et al., 2021) and the



behavior of individuals (Oliveira & Morais, 2020) and the companies (Steffen Neto & Glória Júnior, 2021) during lockdown.

In recent months, it has been possible to talk to 10 Chief Executive Officers from technology companies, all from São Paulo. When questioned about this type of work, they answered that it was an option that was part of everyday life and will continue in various positions. Some commented on having a hybrid system, with the professional going to the company once a week for a meeting and the other days in the remote format.

Given this scenario, if before HomeOffice work was seen as a way for professionals not to produce, today companies have a very different view and are open to this new way of working.

The behavior change movement is ongoing and adjusting to the new times. The fully remote aspect is a viable option in many positions, especially those that are directly related to technology. Others may remain in the hybrid system, with some days at home and others at the company. Some others will return to the face-to-face system, such as those related to direct retail sales.

Despite the short time that has elapsed since the end of the lockdown, it is plausible that research will try to decipher what will be the impacts that this new organizational culture is being built, based on fully remote and hybrid work.

It is possible to conjecture, based on remote work articles, that there must be less empathy with co-workers, less commitment to the company due to distance and fragile ties between teammates.

The shadow of a new pandemic wave will always be hovering in society and it is up to managers to adapt and take action to keep teams cohesive and productive, whether in person or remotely, and the academy to study these new scenarios.



The reflection that must be done is the one that concerns the changes that organizational cultures have had and that, certainly, will not be the same as in the pre-pandemic period.

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