

Discussions and applications of the organizational culture in telecommuting contexts

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Abstract— This article aims to reflect on the implications for research and intervention in organizational culture in telework contexts. Organizational culture needs to address issues related to tasks and goal achievement within the dynamics of individual work, considering the processes of symbolization in the world of work. Additionally, it should expand analytical frameworks to account for the complexities of virtual relationships. The reflection was based on a qualitative synthesis of the results from two master's dissertations. One dissertation focused on organizational culture, while the other examined teleworking. This qualitative synthesis reflected on four fundamental aspects: a) the changes that organizational culture may undergo when individuals change their workplace, b) the changes resulting from alterations in work hours, c) the communicational changes that occur in these new contexts, and d) the cultural changes that can arise from altering contractual relationships in telework settings. The existence of changes in the precepts that shape organizational culture due to the adoption of telework in labor management was discussed. The digitalization or virtualization of work affects social interactions, adding complexity to group dynamics. This prompts academia to reconsider categories and conceptualizations related to the organizational world.

Keywords: digitalization, organizational culture, social interaction, telecommuting, virtuality.

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I. INTRODUCTION

Technology is an extension that compensates for some evolutionary deficiencies that human beings have [1]. In other words, throughout history, technology has become a necessary tool that improves human activity. An example of this is the long-distance communication limitations that are solved through telecommunications. Organizations, being human creations [2], are also susceptible to improvement and adaptation through technology.

Each new technological development makes organizations more complex [3]. This forces the redesign of aspects such as the organizational structure or forms of communication [4]. This situation became more dynamic with the appearance of electronics, the semiconductor, or the personal computer, which permeated processes that until mid-1999 were not completely carried out through technology [5]. This scenario is part of the fourth industrial revolution "which brings with it institutional changes that force organizations and people to adopt or develop new ways of doing things" [6, p. 1162]. For example, financial design and management processes [5].

Since the mid-1990s, technology has allowed the reorganization of work in new figures such as teleworking [7]. With this, concerns appear about the adaptation of some aspects, such as the organizational culture (OC), to this new work configuration [8]-[10], which implies "issues such as power, institutions, social responsibility, new technologies and forms of work" [6, p. 1162].

This document raises the question of what implications could arise from the relationship between organizational culture and teleworking. For this work, a methodology based on four overarching questions was proposed for both the categories of organizational culture and teleworking, identified from the research results of two master's theses conducted in Colombia.

In general, it was sought to inquire about: a) the changes that the organizational culture could undergo when changing the person's workplace, b) the changes resulting from the change in the time dedicated to working, c) the communicational changes that occur in these new contexts, and d) the cultural changes that can occur when changing the types of contractual relationships in teleworking contexts.

Those issues are situated in the context of digitization, or the digital age. The most evident expression of the Fourth Industrial Revolution is also known by some authors as Industries 4.0 [11]-[13] and called by other authors Industry 5.0 [14]. The difference between Industries 4.0 and Industries 5.0 is that the former refers to the emergence and evolution of digital technology [15], and the latter refers to the full adoption of this technology by part of the people, the so-called digital society [15], [16]. However, this discussion is not addressed in this document, and therefore digitization or Industries 4.0 will be used to refer to this period and types of technologies.

Within the frame of reference of the works that are discussed, four texts directly related to the objective of this discussion were found. The first of them is that of Harrington and Ruppel [7]. These authors conducted a quantitative study that states that managers of organizations with bureaucratic cultures positively value control and stability, and therefore find it difficult to interact with their workers in teleworking [7]. In addition, it was concluded that cultures focused on meeting objectives adhere more easily to the dynamics of trust in the worker-employer relationship. Therefore, it "suggests that management trust of employees, the ability to secure the technology involved, a rational culture, and a group culture, which emphasizes human resources and member participation, facilitate telecommuting implementation" [7, p. 223].

The second work is that of Potter [10], who reflected the main concerns from a vision of the culture of teleworking in American society. For this author, it is important to consolidate social, economic, and governmental institutions to ensure the quality of working life and the competitiveness of business organizations in the context of teleworking [10]. Issues range from maintaining corporate culture and supervisor-employee relationships to safeguarding network security and assuring employee safety in handling corporate mail sent directly to their residence [10].

The third document to mention is that of Harrington and Santiago [8] who worked on a study that examines the relationships between the quality of working life, professional isolation, and cultural values of teleworkers and non-teleworkers of an agency of the US federal government. These authors analyzed four variables: hierarchical culture, rational culture, quality of working life, and professional isolation. The study concluded that the level of results-based rational culture was not different between teleworkers and non-teleworkers. This may be because the organization already had values associated with a rational culture compatible with teleworking. Therefore "telecommuting may be more likely to be implemented in a rational culture" [8, p. 7].

Finally, in the work of Hoang et al. [9], it was stated that corporate culture impedes telecommuting in many organizations. Through a quantitative study, these authors collected data from one hundred thirty-two high-tech business organizations professionals, and managers on business culture and behavior that might affect attitudes toward telecommuting. Thus, it was concluded that for 80% of those surveyed, corporate culture is a barrier to telecommuting, the remaining percentage considered that telecommuting is already adjusted to the cultural dynamics of the organization. In addition, they suggested that part-time teleworking is the one that could make the management of work culture and performance viable.

In the case of organizational culture, this document relies primarily on the works of Cameron and Quinn [17] and Restrepo Sarmiento [18] as they provide theoretical foundations for the diagnosis and subsequent management of culture within the organization. It is a relevant and comprehensive model applicable to the field of administrative sciences. In these works, organizational culture is understood as an attribute of organizations that allow adherence among its members, which refers to the values, assumptions, and expectations that characterize it. Cameron and Quinn identified four levels from which the analysis of organizational culture is possible: 1) implicit assumptions, 2) contracts and conscious norms, 3) artifacts, and 4) explicit behaviors [17]. Based on this categorization, the Organizational Cultural Assessment Instrument or OCAI was proposed. This instrument allows organizations to identify the culture of organizations based on basic assumptions, patterns of interaction, and organizational direction. The latter are the categories in which cultural change in telework contexts was analyzed [18].

In the case of telecommuting, it is understood as a new way in which work can be organized within organizations, mediated by technology, especially digital and the Internet, becoming the center of work in the post-industrial era [19]. Telecommuting relies heavily on information

based on digital technologies and can be analyzed in terms of spatiality (workplace), temporality (working hours), communicative availability (communication methods), and contractual relationship (dependent or independent worker) [19].

The relationship between organizational culture and teleworking raises various points of discussion and implications. Teleworking can bring about cultural changes within an organization, particularly in areas such as communication, trust, autonomy, and employee-employer relationships. The shift to teleworking requires a reevaluation of cultural values and norms to adapt to the new work configuration.

The compatibility between teleworking and organizational culture plays a significant role in its successful implementation. Cultures that prioritize meeting objectives and foster trust in the worker-employer relationship are more likely to embrace telecommuting. However, organizations with bureaucratic cultures that value control and stability may encounter challenges in adapting to teleworking.

Organizational culture can act as a barrier to the adoption of telecommuting in some organizations. Resistance to change, lack of trust in employees, and concerns about maintaining corporate culture and relationships may hinder the implementation of teleworking. Part-time teleworking may be a more feasible option for organizations looking to manage work culture and performance.

Successful implementation of teleworking requires effective leadership and a clear organizational direction. Leaders need to foster a rational culture that supports teleworking, emphasizes human resources, and encourages employee participation. Management trust in employees and the ability to secure the necessary technology are crucial factors for telecommuting success.

Teleworking raises concerns about the quality of working life, including issues such as professional isolation, network security, and employee safety. Ensuring a positive work environment, maintaining supervisor-employee relationships, and addressing these concerns are important for organizations embracing teleworking.

It is important to note that the implications of the relationship between organizational culture and teleworking can vary depending on the specific context, industry, and organizational characteristics. Therefore, a thorough analysis and understanding of the organizational culture and its alignment with teleworking are crucial for successful implementation and adaptation to the digital age. Based on the above, the discussion regarding the relationship between organizational culture and teleworking provides theoretical support to current discussions in post-pandemic organizational praxis and in technology-mediated organizational structures and practices.

II. METHOD

This document presents a qualitative synthesis. This research methodology is commonly used to integrate and analyze qualitative data from multiple studies in a systematic review [20], [21]. This methodology has an interpretive approach that allows for the understanding of qualitative data through hermeneutic processes [22]. Researchers employ thematic and hermeneutic analysis techniques to identify patterns, themes, and relationships in qualitative data, which are then grouped into categories used to develop an overall synthesis of the results from the studies included in the review [21], [22].

To conduct this qualitative synthesis, several steps were taken. The first step involved a systematic literature review on organizational culture and telecommuting. In the second step, the research works by the authors of this study were used as references. The third step consisted of identifying and creating a logical framework that allowed the relationship between Organizational Culture and Telework (Table 1). The following sections provide a more detailed description of steps 1 and 3.

The first methodological step was a systematic literature review to update the information from the authors' previous investigations on the topic. In general, an exploratory search was conducted using criteria such as telecommuting, organizational culture, digitalization and telework, among others, which served to refine the search equations and obtain the corresponding documents. Subsequently, a more comprehensive search was conducted on WoS (Web of Science) and Google Scholar to locate the most relevant documents based on criteria such as publication year (2020-2023) and relevance in WoS tools based on citations and co-citations. These documents were analyzed using reading matrices, and the main theoretical, methodological, and empirical contributions were identified. This step considered scientific articles, research result book chapters, research reports, and sector reports, following the guidance provided by experts in systematic literature reviews [23]-[26].

III. THEORETICAL FRAMEWORK

a. Organizational culture

Cameron and Quinn [17] provided a definition of organizational culture (OC) as "a socially constructed attribute of organizations that serves as the social glue binding an organization together" (p.18). They identified two disciplinary foundations for understanding organizational culture: sociology (organizations have cultures) and anthropology (organizations are cultures) (p.18). In other words, OC is considered sociological rather than anthropological. OC encompasses the values, underlying assumptions, expectations, and definitions that characterize organizations and their members [18]. Typically, OC remains imperceptible to individuals within the organization, and its identification only becomes possible when it is questioned or when intervention is desired [18].

OC can be examined at four levels, represented in the form of a pyramid (refer to Figure 1). At the base of the pyramid are implicit assumptions, which constitute the fundamental level of culture. These assumptions define the human condition and its relationship with the environment. The next level encompasses the contracts and norms that emerge from the basic assumptions, serving to regulate and coordinate human interactions. The third level, more visible, comprises artifacts such as buildings, office design, attire, brand logos, mission and vision statements, and the organization's image projected through institutional social networks [17]. Artifacts should enable the organization to communicate its culture internally and externally, conveying norms and values. The fourth level, the most observable, represents the explicit behaviors of organization members, including socially accepted ways of doing things, interactions, and daily conduct [17].

As the theory of culture in organizations developed, various approaches emerged for the analysis, characterization, measurement, and management of OC. Hatch [27], [28] classified OC theories into three perspectives: Modernist, Symbolic, and Postmodernist. From the modernist perspective, Meyerson and Martin [29] emphasized that the nature and extent of cultural change depend on the conceptualization paradigm used for culture. Ruiz and Naranjo [30] mentioned two types of OC measurement: 1) analysis based on cultural traits, which includes models like the Competing Values Framework (CVF) by Cameron and Quinn [17] and the model by Fey and Denison [31]; and 2) analysis based on cultural typologies, such as the models proposed by O'Reilly et al. [32] and Hofstede [33].

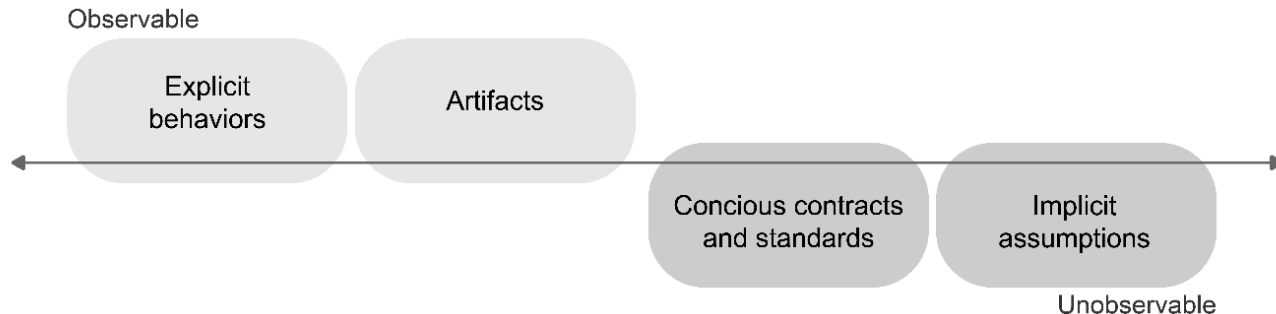


Figure 1: Elements of Organizational Culture.
Source : Own elaboration based on Restrepo Sarmiento [18, p. 34].

In this study, the analysis of organizational culture (OC) is conducted using the Competing Values Framework (CVF) Model. This model allows for the identification of organizational effectiveness based on two dimensions and categorizes indicators into four main types of culture (refer to Figure 2).

The first dimension distinguishes cultural characteristics associated with flexibility, discretion, and dynamism from those associated with stability, order, and control. In other words, some organizations are perceived as effective when they are adaptable, responsive to change, and organic. On the other hand, some organizations are considered effective when they are stable, predictable, and exhibit little variability over time [17].

The second dimension differentiates cultural factors that emphasize internal processes, structure, and other internal aspects of the organization from those that prioritize an external orientation towards the market, competition, and other external factors. Consequently, some organizations are deemed effective if they possess harmonious internal characteristics such as a positive work environment and strong teamwork. In contrast, other organizations associate effectiveness with outperforming competitors and excelling in the market [17].

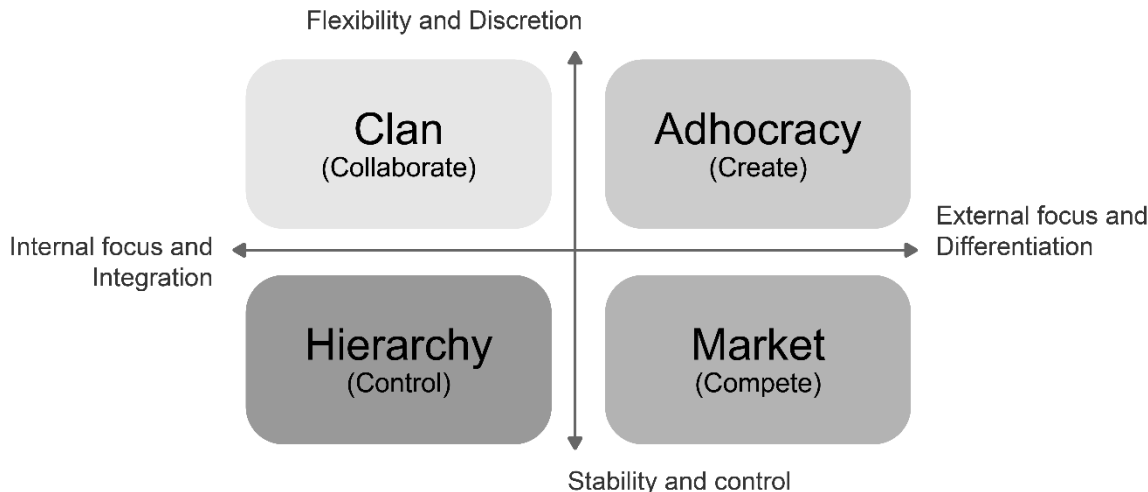


Figure 2: Competing Values Model CVF.
Source: [18, p. 37].

Cameron and Quinn [17] developed the Organizational Cultural Assessment Instrument (OCAI) as a complementary tool to the CVF for measuring culture within an organization. The OCAI enables the description and characterization of fundamental characteristics of organizational culture. It assesses six dimensions of culture: dominant characteristics, organizational values and beliefs, leadership style, management practices, strategic emphasis, and criteria for success [17]. These dimensions are grouped into three categories: basic assumptions, patterns of interaction, and organizational direction [17].

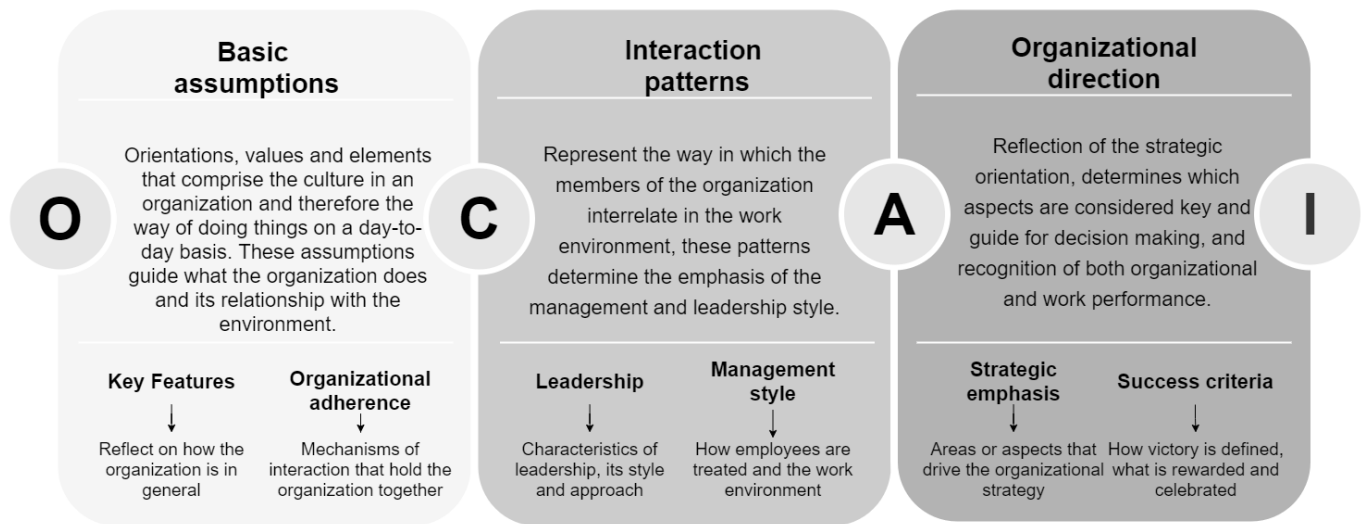


Figure 3: Components of the OCAI.

Source: [17].

b. Telework

Telework is a labor model in which employees carry out their professional functions and tasks remotely, using information and communication technologies to connect with their workplace and collaborate with their colleagues [34]. Instead of being physically present in a specific location, such as an office, teleworkers have the flexibility to work from their homes or any other convenient place, as long as they have access to necessary resources, such as a computer and an internet connection [34].

Telework is based on mutual trust between employees and employers and focuses on outcomes and productivity rather than hours worked or the physical location of the employee [34], [35]. In this regard, the International Labor Organization (ILO) thesaurus defines telework as remote work, including working from home, using telecommunications facilities and/or computers [36]. This definition does not differentiate between different work modalities but emphasizes the tools and spatial aspect of telework, recognizing a different place from traditional work. Some countries have regulatory definitions for telework.

In the Colombian context, regulations define telework as a form of labor organization that utilizes information and communication technologies (ICTs) to facilitate communication between the worker and the company, without the need for physical presence at a specific workplace [37]. This differentiation in Colombia distinguishes work organization from various labor modalities, such as employment, self-employment, associative work, and others. It is important to note that a teleworker may have an employment contract, while another teleworker may provide services independently. Furthermore, physical presence of the worker is no longer a requirement for telework, as the internet serves as the workplace in the post-industrial era [19], [38]. The necessary tools for telework are referred to as ICTs.

Buira [39] made a distinction between e-work and telework, where e-work involves using ICTs for work while also engaging in non-ICT-dependent activities, such as face-to-face customer service. On the other hand, telework is defined as work carried out in a location separate from the headquarters or usual work centers, relying on computers and telecommunications equipment as essential tools for completing tasks. This highlights the requirement for equipment and internet service in teleworking.

These definitions demonstrate that the prefix "tele," indicating distance, signifies a different approach to work compared to traditional methods. It signifies a shift in the worker's relationship to the workplace, which was historically associated with industrialism and organizational structures. Teleworking becomes possible due to the existence of the internet, which now serves as the virtual and digital workplace [19]. It should be noted that teleworking does not replace the company with the home as the workplace.

In this article, telework is defined as a way of organizing work that is conducted remotely from the traditional workplace. It involves the use of information as raw material and relies on internet-based work management, rather than the internet itself [19]. This situates telework within the framework of organizing work in the Knowledge Society [40]. Telework encompasses various modalities depending on factors such as workspace, working hours, communication methods, and contractual relationships (Figure 4). By considering these factors, the complexity of telework as a flexible form of work within the labor market becomes apparent.

To provide further clarity, it is necessary to differentiate telework from working at home. During the context of the Covid-19 pandemic, many workers were instructed to work from home, colloquially referred to as teleworking. However, this was not always the case. Teleworking involves position and job analysis to ensure productivity and profitability management. Access to software and platforms for worker monitoring and surveillance is essential [41].

Working from home does not necessarily require an internet connection. For example, a dressmaker who crafts clothes using a sewing machine at home does not rely on the internet. In Colombia, work at home was regulated in May 2021 [42] as a permission granted to companies to allow their workers to carry out activities at home based on coordination principles (work based on agreed objectives) and labor disconnection (not working outside agreed hours).

The concept of work relocation [43] is made possible within the context of teleworking through the existence of the internet. When considering the organization of work, the spatial or distance dimension becomes crucial, leading to the emergence of new forms of production

and work, such as working on the street, in shopping malls, telecenters, co-working spaces, and so on. These developments highlight the evolving nature of work in terms of era, space, time, techniques, technologies, communication, aesthetics, and territory, and even have legal implications. Teleworking encompasses various types, which can be analyzed based on spatial considerations, working hours, communication methods, and contractual relationships (Figure 4), resulting in a complex and flexible form of work within the global labor market.

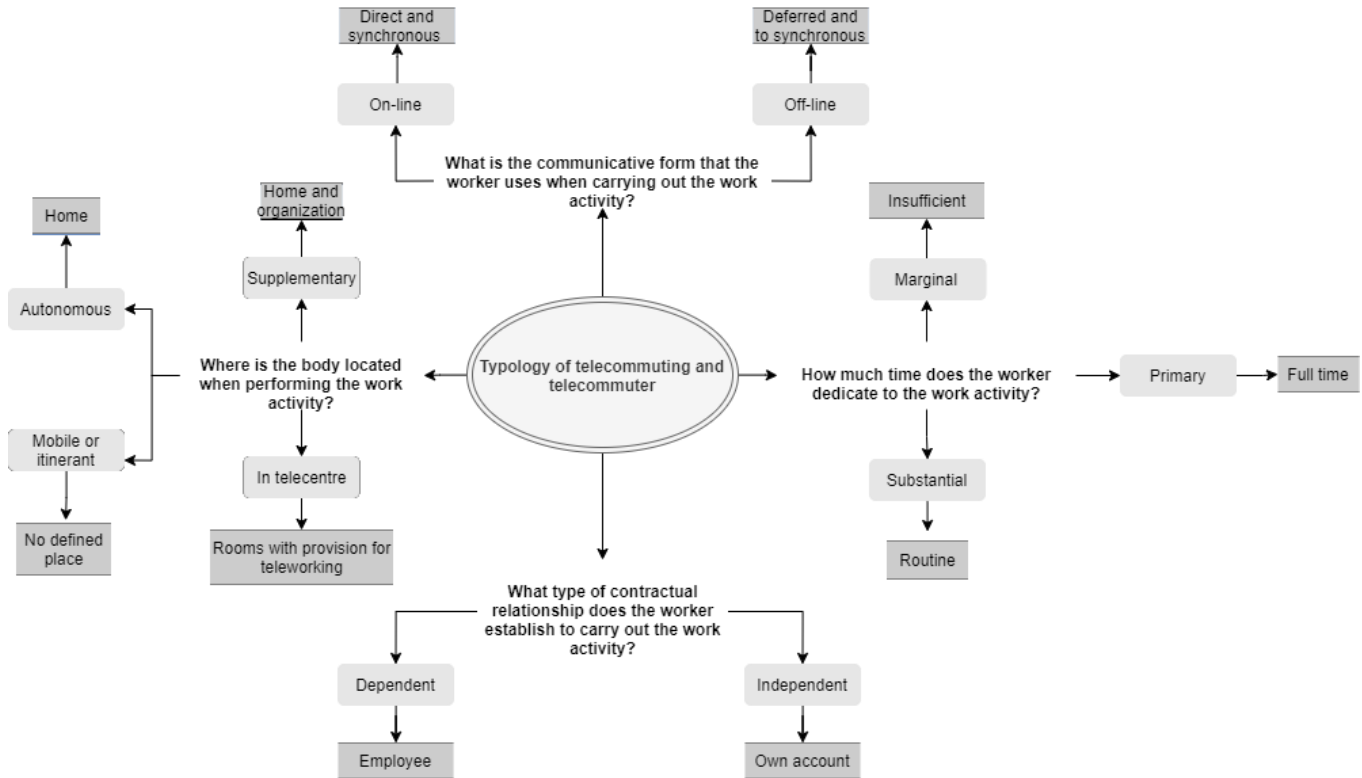


Figure 4: Typology of telework and teleworker.
Source: Own elaboration based on [38, p. 57], [44, p. 22].

IV. EXPANSION OF REPERTOIRES: FLUSHES GENERATED FROM THE DIGITIZATION OF WORK

The framework resulting from the mixture between the organizational structure, organizational cohesion, and the basic assumption of the OC allows an insight into digital contexts. The changes brought about by digital dynamics imply revisions in everyday life. From it, you can understand how people's lives have changed, and with it, the dynamics of productivity and profitability in organizations. The digital age is made up of a group of seven interrelated technologies which provide physical objects with computing and artificial intelligence (AI) capabilities [45]. This group of technologies allows the virtualization of work, and they are named cyber-physical systems [45].

The digital transformation of organizations entails changes in the organizational structure, ways of working, and communication mechanisms. This gives rise to the questions shown in

Table 1 and to which answers are given through the analysis of basic assumptions, interaction patterns, and organizational direction (

Figure 3).

Digitization makes it possible to organize remote work. The worker's body is kept away from the traditional center of physical work and a difference is configured in the ways of production. Thinking about whether there is an OC outside of traditional physical spaces calls into question the representation that culture is generated by people in a specific place. Here there could be changes in the dominant characteristics of the OC and the mechanisms of organizational adherence. Two scenarios can be identified.

The first occurs when an organization reorganizes its forms of work in telework, it usually inherits the dominant characteristics and the mechanisms of adhesion of its OC to the people who change the spatiality in their daily experience. However, as part of the adaptation process, organizations often transform the basic assumptions of OC to perform better in teleworking contexts.

Table 1: Organizational culture and teleworking analysis matrix.

Telecommuting Categories											
Analysis matrix	Worker location (spatiality)				Dedication to work (temporary)			Communicative availability		Contractual relationship	
	Home	Home + Company	Telecentre	No place defined	Insufficient	Routine	Full-time	Direct	Deferred	Dependent	Independent
Organizational Culture	Basic Assumptions Dominant Characteristics + Organizational Adhesion										
	Interaction Patterns Leadership + Management Style				Does the organizational culture change if the amount of time the worker dedicates to work activity changes?			Does the organizational culture change if the communicative form that the worker uses when carrying out the work activity changes?		Does the organizational culture change if the contractual link established with the worker to carry out the work activity changes?	
	Organizational Direction Strategic Emphasis + Success Criteria										

Source: Own elaboration.

The second scenario appears when recognizing that there are organizations that were never constituted in a physical space, which supposes a greater challenge for the construction and consolidation of OC. The establishment of values could be focused on the task, on work as a duty, or as a position [46] and not on its social definition: being in and being with.

Currently, there is the possibility of working in a place that is not a physical organization, with four walls. Apart from the house, the street is another place where this central activity of life can be carried out and includes formal or informal work. An example of this is the Store-to-Store Workers (STSW), who are linked to the organization from the software where orders are placed, and requests of their customers are processed. The street is the place where work is found, the Internet is the place where the productivity and profitability of the organization, and the very existence of the worker, are triggered [47], [48].

In the case of telecenters or supplementary work, the physical workplace as an artifact of OC exists as well as social dynamics. When the workplace is the worker's house, or there is no defined place to do the work, it does not mean that the artifact that indicates the place has disappeared. On the contrary, one appears with different characteristics, which has to produce different bonds [49]-[52] about the virtual place.

In virtual contexts, the time dedicated to work is usually altered, and dominant characteristics are often transferred to teleworkers. The case of greater visibility occurs in hierarchical cultures where the time spent working is extended to maintain the same work dynamics. However, both organizations that originated in virtual environments and those that have adapted their processes can demonstrate work dynamics that optimize the time individuals dedicate to their tasks. This also relates to communication mechanics.

Organizations that reorganize for teleworking and have inflexible structures often require constant communication from workers. However, the adaptation processes and organizations that were born in virtual environments offer the possibility of asynchronous communication through social platforms and mobile devices, thereby affecting the mechanisms of interaction among members of the organization.

Social platforms play a crucial role in facilitating communication and interaction among people. It is estimated that more than 45% of the world's population, around 3.489 billion people, have at least one profile on these platforms [53]-[55]. Social platforms are the flagship of digitization as they allow for various uses at personal, organizational, and institutional levels [56], generating a significant amount of information for communication, work, and social content. They also facilitate the management of Big Data and support aspects related to cultures, such as leadership and management styles.

Social platforms facilitate interaction in teleworking contexts, transforming the patterns of interaction and the ways in which organizational culture is built. The traditional model of organizational culture is based on face-to-face and joint interaction, relying on mutual psychological affection Lewin, 1928, as cited in [57]. However, with individual and solipsistic work models in teleworking, patterns of interaction are based on individual goal achievement. The role of executives [58] becomes focused on managing cooperation for productivity and profitability rather than fostering social dynamics among workers.

In teleworking, it can be expected that the interaction generated through social platforms would help maintain organizational unity. This implies that management style needs to exhibit a dynamic of social presence even in the absence of physical proximity. Additionally, asynchronous communication becomes possible, allowing for reading and sending communications at different times, also known as co-presence [59].

The analysis of organizational culture in virtual work organizations must consider the dynamics of individuals who do not have a pre-established physical workplace but instead adhere to the organization to achieve objectives. Competency management, particularly results orientation, becomes crucial. Teleworking intensifies the focus on productivity and profitability in organizational culture. This characterization helps to understand how leadership and teamwork are presented if they are indeed present.

Culture is based on social interaction, while telework is based on task-oriented interaction. The latter works better when possible social interaction is built on trust. According to Rousseau and Tijoriwala [60], trust is the "psychological state that includes the acceptance of one's vulnerability based on positive expectations about the intentions and behaviors of others" (p.683). Trust emerges as one of the organizational

links that sustains the worker-employer relationship and serves as a pillar for creating an adequate culture that sustains values, symbols, rites, rituals, and more within the organization.

Assuming that teleworking is based on a relationship of trust between the worker and the employer, certain characteristics of organizational culture can either support or hinder teleworking. Harrington and Santiago [8] suggest that hierarchical cultures tend to impede the adoption of telecommuting due to their focus on achieving results. In such cultures, the achievement of objectives must be more horizontal, discussed, and agreed upon. On the other hand, Harrington and Ruppel [7] state that the most successful companies in implementing virtual office arrangements are those that have built a new culture based on results.

Having a culture based on results can influence the time dedicated to work. Depending on the type of organization and the nature of the work, it may be possible to organize working time on a routine basis. However, in practice, some organizations, due to their nature, may require full-time teleworkers. In countries like Colombia, for example, legislation allows organizations to change the type of relationship with teleworkers when working based on objectives. This means that the contractual relationship can shift from being dependent to independent. Organizations need to be cautious to avoid making teleworkers' employment more precarious by hiring them on an hourly basis or for non-recurring tasks, which can lead to contingent work situations [61]-[64].

In an organization with a market-oriented culture, telework would reinforce interaction focused on results and productivity. In a clan-oriented culture, emphasis would be placed on training, development, and motivation of employees to improve their performance, commitment, and loyalty to the organization. In other words, building connections becomes essential in the face of the segregation of its members. An adhocracy-oriented culture would foster research, development, innovation, and creativity capabilities. Teleworking enables knowledge management, cohesion, and learning within the organization through a virtual and digital environment.

Organizations tend to become more complex systems when adopting technological developments [3], and this necessitates the redesign of structures and organizational communication mechanisms [4]. Technology enables the development of organizational differentiation and integration processes [65], where teleworking becomes a key factor. When changing or adapting the structure to these new conditions, it is necessary to redesign or adjust organizational strategies [66], [67]. Organizational management often involves interventions or changes in organizational culture, especially during strategy changes [68], [69].

Therefore, as a category of organizational culture, organizational management should ensure compatibility and coherence between the organization's objectives, capabilities, and interests, and the demands of the environment with the elements of its organizational culture [18]. This is possible when various aspects of organizational culture are aligned, leading to cultural congruence. In the context of teleworking, management must adapt to enable workers to connect with the organization and engage in its mission, considering the transformation of traditional worker-employer roles.

Organizational management must naturally consider how virtual parties establish relationships. This should encourage the transmission of organizational values and the construction of organizational culture. Communication is fundamental to transcending the culture between the parties involved, so both the communication channel and its content must be carefully crafted and strengthened, given their increased relevance in teleworking contexts.

In the virtual work environment, decision-making should be readily available. A platform that allows flexible decision-making is essential. Routine decisions [70], [71] should be automated or executed by teleworkers without the presence of supervisors.

Strategic decision-makers must operate within different time frames and allocate several substantial work hours, among other factors, compared to traditional work. Their decisions must focus on constantly aligning workers with the organizational culture. The duration of time that teleworkers engage in this dynamic becomes essential. There can be variations in the amount of time teleworkers dedicate to their work. For example, some teleworkers may only connect for a few hours per week, while others may be connected for eight hours a day. In such situations, control mechanisms must go beyond the dynamics of traditional work and focus on the outcomes and results achieved. This highlights the importance of a results-oriented approach.

In these contexts, organizational management aligned with an adhocratic, or market-oriented culture is more suitable as it allows for a flexible interpretation of the realities mediated by virtuality. These cultures emphasize results, adaptability to change, and flexibility as integral components.

Based on the points discussed, it is possible to address some of the questions posed in

Table 1. Regarding the first question, it is important to integrate new artifacts into organizations when implementing teleworking to reflect the dynamics of interaction that telework enables within the organizational culture. This involves finding new ways to symbolize work in everyday life and its connection to the essence of the organization.

Teleworking can potentially bring radical changes to the organizational culture if individuals work in different locations. This leads to variations in the approach to diagnosis, intervention, and the extension of dimensions related to actors, performers, and spaces, making the understanding of organizational culture more complex. Organizational dynamics are closely linked to society, and any changes in society can affect organizational dynamics. Paradoxically, teleworking, while enabling individual work, also emphasizes the interdependence of individuals.

Addressing the second question requires organizations to redefine their strategies and reorient their approaches to recognize and support teleworkers. The specific reorientation will depend on the organization's culture and its medium- and long-term objectives.

The third question highlights the need to review constructs, concepts, and theories in the context of work fragmentation, flexible work, and individualization. The virtualization of work raises new questions and challenges the relevance of traditional organizational analysis.

Regarding the fourth question, in-depth analysis of the changes that teleworking brings to the basic assumptions of organizational culture is necessary. While no specific references were found in the reviewed literature, the organizational culture in teleworking contexts differs from traditional work in terms of instrumental rationalization, the generation of connections in fragmented work situations, and the understanding of spatiality and temporalities.

V. CONCLUSIONS

In traditional face-to-face work contexts, the organizational culture tends to be more homogeneous and consistent. However, with the advent of teleworking and the changes in how people interact, the organizational culture becomes more dynamic and complex. Each teleworker, driven by a focus on results, adapts the cultural characteristics of the organization according to their individual needs and circumstances. This creates a network of converging realities within the organization.

Teleworking introduces a blurring of boundaries between the public and private spheres of individuals. The reconciliation of work and family life is mediated by virtuality, allowing for a closer examination of the complex interplay between the dynamics of the organization and the home. This raises the question of whether the organizational culture should be understood as an integrated entity that encompasses both the professional and personal aspects of a teleworker's life.

Considering this perspective, it becomes evident that work, as a human activity, continues to hold centrality for the teleworker. The traditional dichotomy between home and work is maintained and updated in the digital age and knowledge society. The teleworker navigates the complexities of managing work commitments within the context of their home environment, creating new challenges and opportunities for organizational culture.

The complexity of the organizational culture in teleworking contexts arises from the need to address the interplay between work and personal life, the individual adaptations to the organizational culture, and the evolving nature of work in the digital era. It requires a nuanced understanding of how organizational culture influences and is influenced by the dynamics of the home and the individual teleworker.

This work aimed to present a framework for understanding organizational culture in the context of teleworking. Despite its contribution to analyzing increasingly institutionalized situations, this work is limited by the lack of empirical evidence. Therefore, it is subject to verification through further research in organizations.

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