UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL

ESCOLA DE ENGENHARIA

PROGRAMA DE PÓS-GRADUAÇÃO EM ENGENHARIA DE PRODUÇÃO

Susana Sefidvash Zaman

OS IMPACTOS DOS ARRANJOS DE TRABALHO FLEXÍVEL PARA EQUIDADE DE GÊNERO NO AMBIENTE CORPORATIVO

Porto Alegre

2021

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Dissertação submetida ao Programa de Pós-Graduação em Engenharia de Produção da Universidade Federal do Rio Grande do Sul, como requisito parcial à obtenção do título de Mestre em Engenharia de Produção, modalidade Acadêmica, na área de concentração em Sistemas de Produção.

Orientadora: Profa. Dra. Carla Schwengber ten Caten

Coorientadora: Profa. Dra. Ângela de Moura Ferreira Danilevicz

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UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL

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ESCOLA DE ENGENHARIA

Diretora: Carla Schwengber ten Caten

Vice-Diretor: Afonso Reguly

PROGRAMA DE PÓS-GRADUAÇÃO EM ENGENHARIA DE PRODUÇÃO

Coordenador: Alejandro Germán Frank

Vice-Coordenador: Michel José Anzanello

Susana Sefidvash Zaman

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Esta dissertação foi analisada e julgada adequada para a obtenção do título de Mestre em Engenharia de Produção na modalidade Acadêmica e aprovada em sua forma final pelo Orientador e pela Banca Examinadora designada pelo Programa de Pós-Graduação em Engenharia de Produção da Universidade Federal do Rio Grande do Sul.

_____
Prof. Dr. Alejandro Gérman Frank - Coordenador PPGEP/UFRGS

BANCA EXAMINADORA:

_____
Profa. Dra. Carla Schwengber ten Caten – Orientadora
Universidade Federal do Rio Grande do Sul

_____
Profa. Dra. Fernanda Maciel Reichert
Universidade Federal do Rio Grande do Sul

_____
Profa. Dra. Maria A. Cannarozzo Tinoco
Universidade Federal do Rio Grande do Sul

_____
Prof. Dr. Sidinei Rocha de Oliveira
Universidade Federal do Rio Grande do Sul

Dedico esta tese à minha filha Laura e ao meu filho Nabil, por me inspirarem a trabalhar pela construção de uma sociedade mais justa, igualitária e feliz.

RESUMO

Embora as mulheres representem quase metade da força de trabalho, a equidade de gênero no ambiente corporativo ainda está longe do equilíbrio. Dentre possíveis obstáculos estão as discriminações enraizadas em crenças sobre os papéis sociais das mulheres e dos homens. Historicamente, a divisão social do trabalho imputa na mulher a responsabilidade primária, se não a única, pelos cuidados com crianças e idosos, tarefas domésticas e outras questões relacionadas à família, fazendo com que muitas abandonem suas carreiras. Neste sentido, a flexibilidade tem sido associada como uma estratégia organizacional eficaz para conciliar as demandas da carreira e da família e, portanto, para aumentar a participação e o avanço das mulheres no mercado de trabalho. A partir desse contexto, a presente dissertação se propõe a identificar como as práticas de flexibilidade contribuem, ou não, para a equidade de gênero no ambiente corporativo. Para tal, foi necessário entender (a) quais são os impactos da adoção de práticas de flexibilidade dentro da perspectiva de gênero; (b) como, no contexto pré-pandêmico, os impactos da adoção de tais práticas eram percebidos; e (c) quais são as principais mudanças na gestão dos ambientes organizacionais devido à difusão do trabalho remoto como consequência da pandemia da COVID-19. Foram adotados métodos mistos para o alcance destes objetivos, dentre eles uma revisão sistemática da literatura e o estudo exploratório de natureza quantitativa e qualitativa. Como principal contribuição desta pesquisa foi possível evidenciar que apesar da flexibilidade ser uma ótima forma para reduzir a disparidade entre os gêneros no mercado de trabalho, introduzi-la sozinha não é suficiente. Devido às crenças enraizadas na nossa sociedade em relação aos papéis de gênero, a adoção da flexibilidade pode impor barreiras às mulheres, especialmente se elas foram as únicas a adotarem. Este e outros desafios enfrentados pelas mulheres na adoção de práticas de flexibilidade são demonstrados nessa pesquisa. Uma vez que a cultura organizacional desempenha um papel fundamental para mediar os efeitos negativos, são oferecidos *insights* para as empresas que desejam promover uma cultura mais inclusiva e equânime entre homens e mulheres, através da formulação de políticas ou programas de flexibilidade.

Palavras-chave: Equidade de gênero. Arranjos de trabalho flexível. Home office. Políticas organizacionais. Cultura organizacional.

ABSTRACT

Although women make up nearly half of the workforce, gender equality in the corporate environment is still not a reality. Among possible obstacles are discriminations rooted in beliefs about the social roles of women and men. Historically, the social division of labor places on women the primary, if not the only, responsibility for caring for children and the elderly, household chores and other issues related to the family, causing many to abandon their careers. In this sense, flexibility has been associated as an effective organizational strategy to reconcile career and family demands and, therefore, to increase women's participation and advancement in the labor market. From this context, this dissertation aims to identify how flexibility practices contribute, or not, to gender equality in the corporate environment. To do so, it was necessary to understand (a) what are the impacts of adopting flexibility practices from a gender perspective; (b) how, in the pre-pandemic context, the impacts of adopting such practices were perceived; and (c) what are the main changes in the management of organizational environments due to the spread of remote work as a result of the COVID-19 pandemic must be envisaged. Mixed methods were adopted to achieve these objectives, including a systematic literature review and an exploratory study of a quantitative and qualitative in nature. As the main contribution of this research, it was possible to show that, despite flexibility being a great way to reduce the disparity between genders in the labor market, introducing it alone is not enough. Due to ingrained beliefs in our society regarding gender roles, adopting flexibility can pose barriers to women, especially if they were the only ones to adopt. This and other challenges faced by women in adopting flexibility practices are highlighted in this research. As organizational culture plays a key role in mediating such negative effects, this study provides insights for companies that want to promote a more inclusive and equitable culture between men and women, through the formulation of flexibility policies or programs.

Keywords: Gender equality. Flexible work arrangements. Home office. Organizational strategy. Organizational culture.

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LISTA DE ABREVIATURAS E SIGLAS

COVID-19   Infecção respiratória aguda causada pelo coronavírus SARS-CoV-2

IBGE   Instituto Brasileiro de Geografia e Estatística

FWA   Flexible Work Arrangements (Arranjos de trabalho flexível)

SUMÁRIO

1 INTRODUÇÃO

Há quase duas décadas, a equidade de gênero figura entre as metas globais da Organização das Nações Unidas (ONU), por meio dos Objetivos de Desenvolvimento do Milênio (Agenda 2000-2015) e dos Objetivos de Desenvolvimento Sustentável (Agenda 2016-2030), acordado pelos 193 Estados-membros da ONU. Segundo essa agência, a equidade de gênero é premissa fundamental para o desenvolvimento das nações (WOMEN'S EMPOWERMENT PRINCIPLES, 2012) e tem sido associada a uma forma importante de se promover a felicidade e o bem-estar em um país (CATALYST, 2004).

No que se refere ao mundo corporativo, investir em diversidade e equidade de gênero tem sido relacionado como fonte de vantagem competitiva para muitas empresas e é fator que contribui para a um melhor desempenho das organizações. O relatório *"Delivering Through Diversity"* aponta que as companhias com maior paridade de gênero no topo das organizações têm 21% mais chances de apresentar resultados acima da média do mercado (MCKINSEY & COMPANY, 2018). Em estudo semelhante, a consultoria Ernst & Young (2018) afirma que as empresas em que mulheres ocupam pelo menos 30% dos papéis de liderança são 1.4 vezes mais propensas a terem um crescimento contínuo e lucrativo.

Quando administrada de forma eficaz, a diversidade entre os funcionários, pode agregar valor à organização (LUU; ROWLEY; VO, 2019). Ademais, as empresas que alavancarem seus talentos femininos internamente criando uma força de trabalho mais diversa estão mais capacitadas para tomar melhores decisões, produzir melhores produtos e manter várias vantagens comerciais importantes sobre empresas mais homogêneas (CATALYST, 2004). Desta forma, a inclusão das mulheres tem sido vista como uma prioridade crítica nas organizações contemporâneas, e parte delas tem ofertado políticas além do mínimo legal para atrair e reter talentos femininos (ADAMSON *et al.*, 2016).

Embora a participação das mulheres na força de trabalho tenha aumentado substancialmente nas últimas décadas (THÉBAUD; HALCOMB, 2019), a equidade de gênero ainda não foi alcançada, uma vez que homens e mulheres não são representados e tratados igualmente (MICHAILIDIS; MORPHITOU; THEOPHYLATOU, 2012). Segundo levantamento do Instituto Ethos (2016) entre as 500 maiores empresas nacionais e multinacionais que operam no país, as mulheres representam apenas 35,5% dos ocupantes do quadro funcional dessas companhias, 38,8% dos que estão nos postos de supervisão, 31,3% dos que se encontram nos cargos de gerência, e 13,6 e 11% respectivamente do que estão situados nos postos executivos ou no conselho de administração. Além disso, ainda que o nível médio

de escolaridade das mulheres brasileiras no mercado de trabalho seja 35% mais alto que o dos homens, seu patamar médio de remuneração encontra-se 25% mais baixo (INSTITUTO BRASILEIRO DE GEOGRAFIA E ESTATÍSTICA, 2018).

Por trás dessas estatísticas existem muitos obstáculos que impedem as mulheres de obter os mais altos níveis de liderança, fenômeno para o qual foi cunhada a expressão 'teto de vidro' (*glass ceiling*) (ELMUTI; JIA; DAVIS, 2009). O efeito teto de vidro é definido como uma barreira invisível que inibe a progressão das mulheres e outros grupos minoritários para os níveis mais altos da hierarquia de uma organização (WIKIPEDIA, 2021). Dentre estes obstáculos estão as discriminações enraizadas em crenças sobre os papéis sociais das mulheres e dos homens (BANYARD, 2010). Historicamente a divisão social do trabalho imputa na mulher a responsabilidade primária, se não a única, pelos cuidados com crianças e idosos, tarefas domésticas e outras questões relacionadas à família (WANG *et al.*, 2020).

Independentemente das horas trabalhadas em emprego remunerado, as mulheres costumam trabalhar um 'segundo turno' (*second shift*) em casa, com as tarefas do cuidado (BLAIR-LOY *et al.*, 2015; EIKHOF, 2012; HOCHSCHILD; MACHUNG, 1989). Globalmente, as mulheres são responsáveis por mais de 75% de todo o trabalho de cuidado não remunerado e, frequentemente, trabalham menos horas em seus empregos ou têm que abandoná-los por essa causa (INTERNATIONAL LABOUR OFFICE, 2019). Portanto, o apoio para conciliar papéis familiares com trabalho remunerado, por meio de arranjos flexíveis, tem sido considerado um facilitador para participação e avanço das mulheres no mercado de trabalho (EIKHOF, 2012; HILL *et al.*, 2008; INTERNATIONAL LABOUR OFFICE, 2019; SULLIVAN; LEWIS, 2001).

Os arranjos de trabalho flexíveis são definidos como políticas e programas organizacionais que permitem aos funcionários controlar quando e onde realizam suas tarefas e atribuições de trabalho (MASUDA *et al.*, 2012). A oferta de flexibilidade no trabalho tem sido vista como uma estratégia essencial para atrair e reter uma força de trabalho de alta qualidade (KELLY; KALEV, 2006; MATOS; GALINSKY, 2011), promover equilíbrio entre vida pessoal e profissional (SMITH; GILMER; STOCKDALE, 2019) e reduzir a rotatividade e reter funcionários talentosos (HILL *et al.*, 2008). Além disso, contribui com o aumento da satisfação no trabalho (PITT-CATSOUPHES; MATZ-COSTA; MACDERMID, 2007) e o comprometimento com a organização (KOSSEK *et al.*, 2011). Apesar do interesse dos empregadores em oferecer tais práticas está relacionada com a atração e retenção de talentos, a oferta de flexibilidade contribui para conciliar as demandas profissionais e familiares dos trabalhadores (EIKHOF, 2012) e pode aumentar a presença das mulheres nas organizações

(SULLIVAN; LEWIS, 2001). Ademais, a flexibilidade tende a ser considerada benéfica para as mulheres que trabalham em casa, especificamente porque facilita o trabalho doméstico e os papéis maternos (SULLIVAN; SMITHSON, 2007).

Entretanto, apesar dos avanços na oferta de flexibilidade, a presença feminina nas empresas ainda está longe do equilíbrio, permanecendo amplamente sub-representada (DELOITTE, 2019; MCKINSEY & COMPANY, 2020). Diante deste contexto, questiona-se se as práticas de flexibilidade são capazes de minimizar a lacuna existente na representatividade feminina nas organizações. Para tal, faz-se necessário entender as diferentes facetas associadas às práticas de flexibilidade, buscando compreender a interação entre gênero e flexibilidade, uma vez que pode oferecer resultados diferentes. Além disso, é importante considerar a cultura organizacional das empresas que incorporam a flexibilidade ao local de trabalho, pois essa também pode resultar diferentes efeitos na promoção da equidade de gênero.

1.1. TEMA E JUSTIFICATIVA DO TEMA

A oferta de arranjos de trabalho flexível é uma prática crescente no mundo dos negócios e tem sido largamente associada a um melhor equilíbrio entre vida pessoal e profissional e ao aumento da satisfação no trabalho (EIKHOF, 2012; LOMAZZI; ISRAEL; CRESPI, 2018; LUCIA-CASADEMUNT *et al*., 2018; PETERS; BLOOME, 2019; PETERSON; WIENS-TUERS, 2014; SMITH; GILMER; STOCKDALE, 2019). É também reconhecida como uma estratégia eficaz para permitir que as mulheres, especialmente as que se tornaram mães, mantenham seus empregos após o nascimento dos filhos (CHUNG, 2020; CHUNG; VAN DER HORST, 2018; EIKHOF, 2012; HEGEWISCH; GORNICK , 2011; LYONETTE, 2015).

Com a pandemia do novo coronavírus, a oferta de arranjos de trabalho flexível tem se consolidado como uma nova dinâmica profissional (ALON *et al*., 2020). Essa nova dinâmica é resultado de medidas adotadas por governos para controlar a propagação do vírus, colocando as pessoas em regime de distanciamento social, fechando escolas e negócios não essenciais, pressionando líderes empresariais a colocarem seus trabalhadores para trabalhar de casa (ZHANG *et al*., 2020). É provável que uma fração considerável dessa flexibilidade adicional permaneça após a pandemia (ALON *et al*., 2020).

A experiência da flexibilidade gerada pela COVID-19 nos colocou frente a dois cenários dicotômicos. Por um lado, o otimismo de que o trabalho remoto pode consolidar a flexibilidade como estratégia de negócio e contribuir para a atração de uma força de trabalho mais diversa. Por outro lado, trouxe à tona os desafios vividos pelas mulheres com a sobrecarga do trabalho

invisível e não remunerado, que envolve a economia do cuidado. A economia do cuidado envolve atividades relacionadas com a casa, com as pessoas e com atividades como dar banho, dar a comida, fazer a faxina da casa, comprar os alimentos, dentre outras. Este fato se justifica pelos dados apresentados pelo Instituto Brasileiro de Geografia e Estatística (2019) no qual aponta que as mulheres brasileiras dedicam o dobro do tempo que os homens para tarefas domésticas. Essa diferença de disponibilidade entre homens e mulheres tem grande impacto no desempenho, na renda e tem sido apontada como um dos principais fatores para a disparidade de gênero no mercado de trabalho (INTERNATIONAL LABOUR OFFICE, 2019).

Na pandemia, a sobrecarga vivida pelas mulheres triplicou (IPSOS, 2020). Apesar da sobrecarga afetar a todos, são as mulheres, especialmente as mulheres com filhos menores de 06 anos, que mais sofrem com os efeitos do isolamento social. Isso se deve ao fechamento das escolas e a inviabilização de muitas redes de apoio que distribuem o trabalho do cuidado, remunerado ou não, entre as mulheres (ALON *et al.*, 2020). Segundo relatório *Women at the Workplace,* essa sobrecarga fez com que uma em cada quatro mulheres estejam considerando deixar a força de trabalho ou minimizar suas carreiras (MCKINSEY & COMPANY, 2020). No Brasil, só no primeiro trimestre de 2020, o Instituto Brasileiro de Geografia e Estatística (IBGE) apontou que 7 milhões de mulheres brasileiras deixaram seus postos de trabalho, 2 milhões a mais do que o número de homens na mesma situação (INSTITUTO BRASILEIRO DE GEOGRAFIA E ESTATÍSTICA, 2020). Portanto, esse cenário torna possível identificar que há uma diferença na experiência de trabalhar com flexibilidade para homens e mulheres, tanto no contexto pré-pandêmico quanto durante a pandemia.

Este estudo pretende dar visibilidade aos desafios enfrentados pelas mulheres na adoção dos arranjos de trabalho flexível e sua eficácia para a promoção da equidade de gênero, entendendo que romper as barreiras que impedem o acesso das mulheres para posições de poder é uma questão social que desafia as nossas visões pré-existentes dos papéis de gênero.

Além disso, espera-se oferecer considerações sobre as condições de contorno contextual para a construção de políticas, pois, muitas vezes, as organizações introduzem uma nova política e, em seguida, lutam contra seu impacto negativo sobre a equidade. Reverter esse padrão e fazer avaliações de gênero antes que novas políticas e procedimentos sejam introduzidos pode permitir um desenvolvimento e mudança organizacional mais suave e sustentável (ADAMSON *et.al.*, 2016).

1.2 OBJETIVOS

O objetivo geral deste trabalho é identificar como os arranjos de trabalho flexível estão relacionados com a equidade de gênero no ambiente corporativo. Para alcançar o objetivo geral se dividiu a pesquisa em objetivos específicos, que foram respondidos através da separação deste trabalho em três artigos científicos, quais sejam:

(i)   identificar os pontos positivos e adversos da adoção dos arranjos de trabalho flexível, em relação à onde e quando o trabalho é feito;

(ii) mapear como os efeitos adversos podem afetar a carreira das mulheres nas empresas;

(iii) analisar, no contexto pré-pandêmico, o nível de adoção dos trabalhadores em relação aos arranjos de trabalho flexível e suas percepções quanto ao impacto na progressão de carreira;

(iv) descrever como a ampla implantação do trabalho remoto, resultante da pandemia da Covid-19, fomentou mudanças nos ambientes organizacionais.

1.3 PERCURSO METODOLÓGICO

Este trabalho se trata de uma pesquisa de natureza aplicada por métodos mistos. Esse tipo de pesquisa é definido como aquele que gera conhecimentos oriundos de aplicação na prática do cotidiano (FARIAS FILHO; ARRUDA FILHO, 2015; PEREIRA *et al*., 2017). Quanto à abordagem, trata-se de uma pesquisa tanto qualitativa quanto quantitativa.

O desenvolvimento deste trabalho se deu no formato de três artigos científicos. No primeiro foi realizada uma revisão sistemática da literatura sobre os efeitos da adoção dos arranjos de trabalho flexíveis na perspectiva de gênero e como se relacionam com a promoção da equidade de gênero no local de trabalho. Para tanto, foi utilizado o protocolo intitulado *Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA Protocol)* que, conforme descrito por Moher *et al*. (2009), possui quatro etapas sequenciais e estruturadas: identificação, seleção, elegibilidade e inclusão. O universo de pesquisa considerou todos os periódicos do portal Scopus e Web of Science a fim de buscar o maior histórico e abrangência. Como resultado da primeira etapa da pesquisa, retornaram 386 artigos. Compreendido o universo em questão, foram aplicados os critérios da pesquisa e uma leitura flutuante com o objetivo de identificar se os textos apresentavam evidências sobre os efeitos dos arranjos flexíveis na promoção da equidade de gênero no ambiente corporativo. Como resultado destas

análises, resultou na delimitação de 27 artigos que foram lidos e seu conteúdo analisado na íntegra (CAVANAGH, 1997). Os resultados foram resumidos em efeitos positivos e adversos da adoção de acordos de trabalho flexíveis do ponto de vista das mulheres trabalhadoras.

No segundo artigo foi realizado um estudo exploratório de natureza quantitativa com o objetivo de analisar como no contexto pré-pandêmico, os diferentes tipos de arranjos de trabalho flexível eram oferecidos pelas empresas brasileiras e medir o nível de adoção e percepção dos trabalhadores sobre os impactos na carreira pela adoção de tais práticas. Soma-se a esta análise, o terceiro artigo, com uma abordagem qualitativa exploratória, que teve como objetivo compreender as principais mudanças no paradigma do trabalho remoto em empresas brasileiras devido à pandemia do corona vírus. O método escolhido foi uma pesquisa qualitativa que, de acordo com Malhotra *et al*. (2005) nos permite explorar os significados em uso pelos membros da sociedade para explicar como eles vivenciam diretamente as realidades da vida diária. Essa abordagem é conhecida por permitir que os pesquisadores observem por meio da coleta de mais 'informações situacionais' (GUBA; LINCOLN, 1994) que poderia permitir o desenvolvimento de novos *insights* por meio de uma abordagem teoricamente fundamentada.

1.4 DELIMITAÇÕES

Ainda que a participação igualitária das mulheres seja um desafio nas mais diversas esferas da sociedade como política, educação, economia, cultura, dentre outras, esta pesquisa tem como foco os desafios vivenciados pelas mulheres no mercado de trabalho. Neste sentido, o foco escolhido foi os desafios vivenciados no ambiente corporativo privado. Fica assim excluído de compreender os desafios vividos pelas mulheres que trabalham em empresas públicas, no terceiro setor, empreendedoras ou que atuam de forma autônoma.

Para favorecer a maior presença feminina no mercado de trabalho, organizações têm apostado em oferecer arranjos de trabalho flexíveis como estratégia de atração e retenção destes talentos, uma vez que permite melhor conciliar vida pessoal e profissional (SMITH; GILMER; STOCKDALE, 2019). Neste sentido, os arranjos de flexibilidade oferecidos pelas empresas podem ser de vários tipos, tais como: horário flexível, trabalho remoto, semana de trabalho condensado (short friday), jornada reduzida, licenças parentais, licença de estudo (sabático), dentre outras. Dentre essas, a prática mais comum aplicada no local de trabalho é o horário flexível e o trabalho remoto (MCNALL; NICKLIN; MASUDA, 2010). Portanto, esta pesquisa focou em analisar a contribuição desses dois tipos de flexibilidade, excluindo os demais. Por

último, reconhece-se que a baixa amostra de respondentes alcançadas no segundo artigo dessa dissertação é um limitador.

1.5 ESTRUTURA DA DISSERTAÇÃO

A estrutura desta dissertação se dá em cinco capítulos. No primeiro capítulo, **Introdução**, é apresentado o tema e a justificativa, os objetivos do trabalho, os métodos de pesquisa adotados, as possíveis delimitações do estudo e a estrutura de composição do trabalho. Na sequência, capítulo dois, três e quatro contém um artigo cada, sendo esses detalhados a seguir e representados na Figura 1, a qual explicita a relação desses com o tema e os objetivos da pesquisa.

OBJETIVO   MÉTODO   CONTRIBUIÇÕES

Identificar como os arranjos de trabalho flexível estão relacionados com a equidade de gênero no ambiente corporativo

Identificar os pontos positivos e adversos da adoção dos arranjos de trabalho flexível, em relação à onde e quando o trabalho é feito;

Mapear como os efeitos adversos podem afetar a carreira das mulheres nas empresas;

Revisão Sistemática da Literatura

Levantamento dos impactos positivos e adversos da flexibilidade

Observação da cultura organizacional como mediadora dos efeitos adversos

Analisar, no contexto pré-pandêmico, o nível de adoção dos trabalhadores em relação aos arranjos de trabalho flexível e suas percepções quanto ao impacto na progressão de carreira;

Pesquisa Exploratória Quantitativa

Identificação de como a oferta de flexibilidade acontecia no contexto pré-pandêmico

Constatação de uma associação positiva em relação à cultura organizacional e a redução dos impactos negativos da flexibilidade

Descrever como a ampla implantação do trabalho remoto, resultante da pandemia da Covid-19, fomentou mudanças nos ambientes organizacionais.

Pesquisa Exploratória Qualitativa

Levantamento das principais barreiras que impediam a adoção do trabalho remoto antes da pandemia

Identificação das principais mudanças no ambiente organizacional em relação ao trabalho remoto
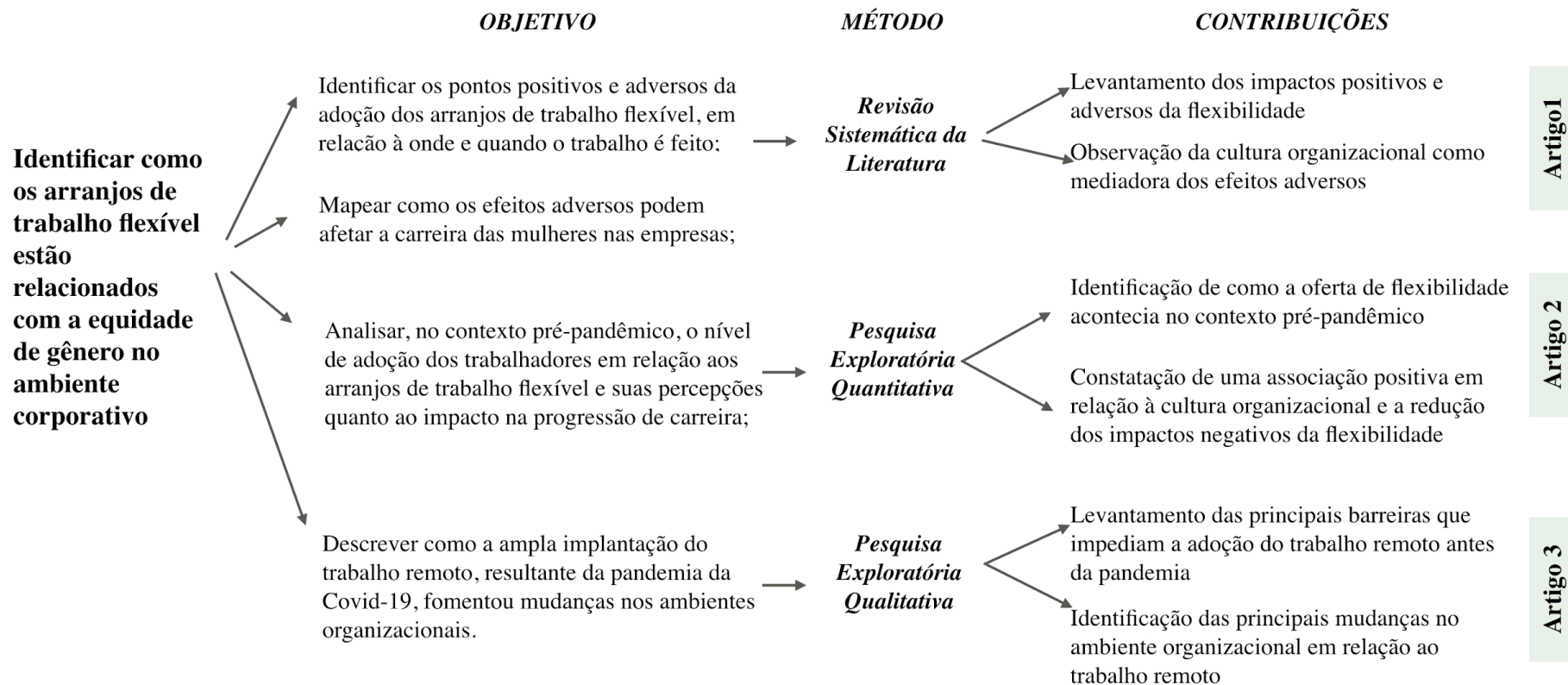
Artigo1

Artigo 2

Artigo 3

Figura 1 – Estrutura da dissertação

O segundo capítulo, composto pelo primeiro artigo da dissertação, intitulado *"Describing the positive and negative aspects of flexible working arrangements in terms of gender equality in corporate careers"*, contempla uma revisão sistemática da literatura, que segundo Webster e Watson (2002) é uma boa forma de se iniciar um estudo científico. Assim, este trabalho buscou responder a pergunta 'quais são os efeitos positivos e adversos da prática de flexibilidade dentro da perspectiva de gênero' utilizando protocolo intitulado *Preferred Reporting Items for Systematic Reviews and Meta Analyses* (Prisma Protocol).

A Revisão Sistemática da Literatura (RSL) foi associada ao desenvolvimento de uma pesquisa quantitativa (Artigo 2) e qualitativa (Artigo 3). No terceiro capítulo é desenvolvido o segundo artigo, intitulado *"Flexible working arrangements as a gender (in)equality practice: a pre-pandemic study"*, teve como objetivo apresentar uma análise sobre a oferta e adoção de práticas de flexibilidade por trabalhadores residentes no Brasil, a partir de uma pesquisa, e identificar como os respondentes percebem os efeitos dessas práticas na progressão de carreira no contexto pré-pandêmico.

No quarto capítulo, é apresentado o terceiro e último artigo desta dissertação, intitulado *"Remote work trends: how coronavírus is changing the working paradigm"*. Este artigo explora como os ambientes organizacionais das empresas vêm passando por diversas mudanças devido à ampla implantação do trabalho remoto devido a pandemia do coronavírus. Entrevistas semiestruturadas foram realizadas com seis empresas brasileiras do setor de tecnologia. Por fim, no quinto e último capítulo, são apresentadas as considerações finais, bem como as sugestões de trabalhos futuros.

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2 ARTIGO 1: DESCRIBING THE POSITIVE AND NEGATIVE ASPECTS OF FLEXIBLE WORKING ARRANGEMENTS IN TERMS OF GENDER EQUALITY IN CORPORATE CAREERS

Susana Sefidvash Zaman
Ângela de Moura Ferreira Danilevicz
Carla Schwengber ten Caten

Abstract

This study identifies the pros and cons of flexibility practice regarding where and when work is done and how it can affect women's career in companies. Through a systematic literature review of 27 peer-reviewed journal articles, we identified three positive aspects of flexibility practices, which are: (i) increasing better work-life balance and more job satisfaction; (ii) enabling women, especially mothers, to maintain their jobs after childbirth; and (iii) enhancing child health and (iv) reinforcing companies commitment with gender equality. On the other hand, adverse effects were also observed, such as (i) flexibility stigma, (ii) reinforcement of gender roles, (iii) blurring of boundaries, and increasing work-life conflict for those who adopt such programs. Organizational culture was found to play a fundamental role in moderating these effects. The main contribution of this study is the awareness it raises on the dimension that must be considered by companies that are willing to offer flexible programs to increase the female presence in the organizations.

Keywords: work-life policies, flexibility stigma, gender roles, work-family conflict, pay gap, gender equality, organization

2.1 INTRODUCTION

Over the last decades, women's participation in the labor force has advanced considerably and has stimulated the debate on gender and workplace equality. Women's participation rates in the labor force vary significantly across countries, reflecting differences in economic growth, social norms, education levels, fertility rates, and access to childcare and other supportive services. In emerging and developing countries, women's participation in the labor force has risen to 48,5% (International Labour Office, 2019). This representation is slightly lower in Brazil, with women representing 45,8% of the labor force (Instituto de Pesquisa Econômica Aplicada, 2020).

Although women make up almost half of the workforce, gender equality in work and employment is still not achieved, as men and women are not represented and treated equally in the workplace (Michailidis, Morphitou, & Theophylatou, 2012). Women compose half of the world's population, yet they constitute less than 5% of CEOs and hold 16.9% of corporate board seats worldwide (McKinsey & Company, 2020). In Brazil, women's participation in strategic positions within organizations is even lower, with 3% of women in CEO positions (Batista & Mattos, 2019) and 8.6% of women on boards of directors (Deloitte, 2019).

Often cited as one reason women are not represented in top management positions is the burden of unpaid care work (International Labour Office, 2019). They are more likely than men to prioritize their family responsibilities over their careers, impacting their career progression (Parker, 2015). Globally, women perform at least two and a half times more unpaid household and care work than men (International Labour Office, 2019). In addition, a study with Stanford and Harvard students showed that 43% of highly skilled women interrupt their careers because of motherhood (Hewlett et al., 2005). This percentage is even higher in Brazil, with 48% of new mothers leaving the labor market within 24 months after maternity leave return (Machado & Pinho Neto, 2016).

Behind these statistics lies countless gender issues that arise from differences in how man and women are treated (Michailidis et al., 2012). Some of these discriminations are rooted in deeply held beliefs about gendered capabilities and skills and women's and men's roles in society. However, topping the list of "barriers to women's ascendency through the workplace" are not such socio-cultural aspects but "the lack of flexible working" (Banyard, 2010). Flexibility in the length and scheduling of working hours has been associated as an effective solution to juggling the demands of career and family (Eikhof, 2012; Smith et al., 2019) and, therefore, for women's participation and advancement in the labor market (Appelbaum et al., 2006; Hill et al., 2008; International Labour Office, 2019). Also, flexibility has been regarded as fostering work-life balance (Smith et al., 2019; Uresha, 2020) and well-being at both work and home (Pitt-Catsouphes et al., 2007).

Despite advances in (i) the offer of flexibility to employees, encouraged by the general trend towards more knowledge workers positions (Eikhof, 2012; Newell et al., 2002), (ii) the development of information and communication technologies making it possible to take work out of the office (Duxbury & Smart, 2011; Felstead & Jewson, 2000) and (iii) the growing attention to the need for better work-life balance in the workplace (Fleetwood, 2007; Warhurst et al., 2008), the female presence in companies' leadership positions is still far from balance, remaining vastly underrepresented (Deloitte, 2019; McKinsey & Company, 2020).

This paper aims to identify the pros and cons of flexibility practice regarding where and when work is done and how it can affect women's careers in companies by employing a systematic literature review. The main academic contribution of this work is to provide us with the understanding that the interaction between gender and flexibility must be considered as it may contribute to different outcomes. Furthermore, this study reinforces the importance of the

organizational context in shaping the different effects of flexible working arrangements for gender equality in the workplace.

The study has four main sections. The first section introduces the research problem and its context. Section two presents a rationale for the data and methodology used in the systematic literature review. The following section, results, and discussion, summarize the effects identified in the literature concerning flexibility from a gender perspective and discusses the importance of cultural context to minimize such impacts. In the last session, we conclude the contributions of these studies and suggest further research.

2.2 DATA AND METHOD

A systematic literature review was carried out on how flexible working arrangements impact the promotion of gender equality in the workplace, using the document *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (The PRISMA Statement), which, as described by Moher et al. (2009), has four sequential and structured stages: **identification, selection, eligibility, and inclusion.** Considering the fundamental characteristics of the systematic literature review, such as containing explicit objectives and methods (Lopes & Fracolli, 2008), forming a synthesis of primary studies (Fuchs & Paim, 2010; Moher et al., 2009) and being precise and reproducible (Rother, 2007), the methodological path taken to carry out the review and subsequent analysis of the results found.

The first step outlined refers to the ***Identification***, which represents the academic universe's delimitation covered and its reason. In this sense, the research was carried out on all journals searched on the Scopus and Web of Science portal to seek the greatest possible range and history. Having understood the universe in question, we moved to the ***Selection*** step, were established the six criteria used by the researcher and their reasons, the sequential order applied, and the number of articles remaining at each stage, as shown in Table 1.

Table 1:

Summary of the criteria used in the systematic literature review

Stage	Criteria	Used	Reason	(n)
1ª	Keywords	flex* work* organiz* employe* gender equality gender inequality	Check academic production on the impact of WFA on gender equality	386
2ª	Place of occurrence	Title or Abstract or KeyWords	To determine the fulfillment of the eligibility criteria, discarding those that are not relevant.	
3ª	Type of publication	Publication in journals	Restrict eventual entry of Reviews, minutes of congresses among other options available in the bases.	325
4ª	Language of publication	Just in English	Facilitate access and understanding of the content by the researcher.	310
5ª	Publication period	2010 to 2020	To understand how the topic has advanced in the last decade, a period in which communication and collaboration platforms have consolidated themselves as a reality accessible to most of the population through smartphones.	238
6ª	Elimination of repetitions	Removal from the second return.	Do not distort the result identified. Most of these articles were dedicated to understanding the effect of other types of flexible working arrangements such as maternity leave and reduced working hours.	119
7a	Eligibility	Floating reading (abstract)	Identify the article's relevance to the research object.	27

The third step included **Eligibility**. The main objective was to carry out a fluctuating reading (Bardin, 1979) of the 119 remaining articles from the previous stage, aiming to identify whether the texts present evidence regarding the impact of flexible arrangements policies addressing gender equality in the workplace. In this sense, 92 articles were classified as ineligible by the author for lack of information to answer the research question. Most of these articles were dedicated to understanding the effect of other types of flexible working arrangements such as maternity leave and reduced working hours. A final step, called

Inclusion, is represented by the delimitation of which texts will perform the analysis, be it quantitative or qualitative, resulting in 27 articles.

A content analysis of the 27 thoroughly read texts was carried out (Bardin, 1979). at first, each article was thoroughly examined and summarized in an excel spreadsheet using 08 categories: study title, period of publication, country/region, gender of the primary author, the type of method adopted, the study findings, and study conclusion. Following the demographic analysis, the findings were summarized into positive and adverse effects of adopting flexible working arrangements from the working women's perspective. The results are presented in the following session.

2.3 RESULTS AND DISCUSSIONS

Using a demographic analysis of the 27 articles selected, we noticed a growing interest in academic studies investigating the effects of flexibility practices adoption by gender in the last three years. Among the selected articles, 16 (59%) were published from 2018 to 2020. Most of these studies were carried out in Europe (17 articles, 63% of the sample), with the United Kingdom being the most prominent (09 articles). This fact is likely to be related to the country's maturity regarding a flexible working regime. To illustrate such maturity, we highlight that in 2014 the UK government expanded the right to demand flexible work for all workers. Furthermore, in 2019, the European Commission passed legislation on the work-life balance directive, including the right to flexible work (Chung, 2020). Therefore, it is not surprising that European countries lead this type of research. Behind Europe are the United States (7 articles, 26% of the sample), followed by Canada, China, and Australia, with only 01 studies each. Regarding the place of publication of these articles, it was found that they are spread across several journals, adding up to 20 different journals in total. Among this sample, only 5 journals had more than one publication considered relevant to this study, they are: Social Indicators Research with four articles, Business Horizons, Community, Work and Family; Gender in Management: An International Journal and Work and Occupations with two articles each.

The majority of these studies were conducted by female researchers (24 articles, 89% of the sample). This fact raises a warning that the interest in the impacts of flexibility practices as a strategy towards gender equality in the workplace is restricted to women. Within these studies, the vast majority is based on empirical data (22 articles) to identify if flexibility practices can reduce the gender gap in companies, representing 82% of the sample. Among these studies, 41% used a quantitative approach (use of time data and surveys), 26% a

qualitative approach (mostly interviews and observations), and 15% used both systems. Only five studies (18% of the sample) adopted a conceptual approach based on a literature review.

Table 2:

Summarizes these findings.

Region	Period of publication	Main author Gender	Type of method adopted
17 (63%) Europe	16 (59%) 2018 à 2020	24 (89%) Female	11 (41%) Quantitative
7 (26%) USA	4 (15%) 2017 à 2015	3 (11%) Male	7 (26%) Qualitative
1 (3%) Canada	7 (26%) 2014 à 2010		4 (15%) Mixed
1 (3%) China			5 (18%) Conceptual
1 (3%) Australia			

Table 2 - Overview of studies on flexibility and gender equality

Most articles support that flexibility practice has positive outcomes for workers. Flexibility generally means workplace policies that allow workers to respond quickly and with the least amount of cost to the personal, workplace, and family issues, leading to a better work-life balance and more job satisfaction (Eikhof, 2012; Lomazzi et al., 2018; Lucia-Casademunt et al., 2018; Peters & Bloome, 2019; Peterson & Wiens-Tuers, 2014; Smith et al., 2019). It's also recognized as an effective strategy to enable women, especially women that have become mothers, to maintain their jobs after childbirth (Chung, 2020; Chung & Van der Horst, 2018; Eikhof, 2012; Hegewisch & Gornick, 2011; Lyonette, 2015). Also, flexibility programs increase children's well-being (Lin, 2018) and reinforce company commitment to gender equality (Van der Lippe et al., 2019). Table 3 summarizes the positive effects of flexibility identify in the systematic literature review, which is: (i) better work-life balance and more job satisfaction; (ii) effective strategy for enhancing women's presence in the labor market; (iii) enhanced child health and (iv) reinforces companies' commitment with gender equality.

Although flexibility practices have the potential to increase the female presence in organizations (Chung, 2020; Chung & Van der Horst, 2018b; Eikhof, 2012; Hegewisch & Gornick, 2011; Lyonette, 2015), the implications of requesting flexible work are poorly understood (Munsch, 2016). Through the systematic literature review, we were able to identify three main adverse effects of the adoption of flexibility, especially if women are the only ones adopting flexible arrangements (Formánková & Křižkova, 2015), which is: (i) flexibility

stigma, (ii) reinforcement of gender roles and (iii) blurring of boundaries and increasing and work-life conflict, summarized in Table 3.

Normative workplace expectations – *or ideal work norms* – call for *free*, continuously available workers and always able to prioritize work over personal demands (Munsch, 2016; Thébaud & Halcomb, 2019). In this context, workers who choose options that favor reconciling professional and personal life face a *flexibility stigma* being seen as less committed, of low quality, who do not deserve the rewards of work (Blair-Loy et al., 2015; Eikhof, 2012; Formánková & Křižkova, 2015; Lucia-Casademunt et al., 2018; Thébaud & Halcomb, 2019). As a result, these workers are often in a marginalized position in the organization (Chung, 2020; Eikhof, 2012; Formánková & Křižkova, 2015; Kornberger et al., 2010; Smith et al., 2019) with low wages, few benefits, and inadequate working hours (Peterson & Wiens-Tuers, 2014), greater job insecurity, discrimination (Lucia-Casademunt et al., 2018) and therefore with limited career opportunities (Eikhof, 2012; Formánková & Křižkova, 2015; Kornberger et al., 2010).

When workers request flexible work, they differentiate themselves from the *ideal* workers by signaling outside responsibilities. In this sense, Munsch (2016) examines how gender and childcare responsibilities interact to affect different perceptions of flextime and flexplace workers. Flexible working arrangements can potentially exacerbate gender inequalities in the labor market by enabling men to commit more time to their jobs. At the same time, for women, especially full-time working mothers, this may be less possible (Chung & Van der Horst, 2018).

Table 3**:**

Overview of the main positive effects of flexibility from the working women's perspective

Positive Effect	**No gender lens**	**Women**	**Men**	**Authors**
Better work-life balance and more job satisfaction;	Since flexibility allows workers to reconcile personal and professional demands better, it can lead to better work-life balance and job satisfaction.			Eikhof (2012); Lomazzi et al. (2018); Lucia-Casademunt et al. (2018); Peters and Bloome (2019); Peterson and Wiens-Tuers (2014); Smith et al. (2019).
	Working from home allows workers to address family demands by providing a possibility to integrate the work and family domains, allowing parents to combine childcare with paid work at the same time.			Chung and Van der Lippe (2018a); Lomazzi et al. (2018).
Enhances women's participation in the labor market;		Flexibility has been seen as an effective strategy to enable women, especially mothers, to maintain their jobs after childbirth.		Chung (2020); Chung and Van der Horst (2018); Eikhof (2012); Hegewisch and Gornick (2011); Lyonette (2015);.
Enhanced child health;	Flexibility practices contribute to maintaining or even increasing children's well-being. They provide support to working parents, giving them time to be with their children while securing their jobs and income.			Lin (2018).

				Van der Lippe et al. (2019)
Reinforce company commitment to gender equality	The more work-life policies are available in the organization, the stronger the corporate concern for gender equality.			

Table 4:

Overview of the main adverse effects of flexibility from the working women's perspective

Negative Effect	No gender lens	Women	Men	Authors
Flexibility Stigma		Women, especially mothers, are more likely to be stigmatized when using flexibility practices for care purposes than men.	Fathers seem to receive a "progressive badge of merit" when using flexible working arrangements for care purposes.	Munsch (2016).
		When women are the only ones adopting flexible arrangements, it can have a negative effect against them as it gives rational subsidies concerning time to justify the lack or slowness in career progression.		Formánková and Křižkova, (2015); Kornberger et al. (2010).
	Employees who adopt flexibility practices are seen as less committed, of low quality, face greater job insecurity, and discrimination, and do not deserve work rewards.			Blair-Loy et al. (2015); Eikhof (2012); Formánková and Křižkova (2015); Lucia-Casademunt et al. (2018); Thébaud and Halcomb (2019).
	Employees who adopt flexibility practices are marginalized in the organization and have limited career			Chung (2020); Eikhof (2012); Formánková and Křižkova,

	opportunities.			(2015); Kornberger et al. (2010); Smith et al. (2019).
Reinforcement of gender roles		Flexible working is likely to be used by women for caregiving purposes due to gendered divisions of labor and normative social views of men and women.		Chung and Van der Lippe (2018); Correll et al. (2014); Peters and Bloome (2019); Akobo and Stewart (2019); Wang et al. (2020).
		Women who do work flexibly are likely to expand their care/housework.	Men are expected to use flexible working arrangements for performance-enhancing purposes and are more likely to expand their working hours than women.	Chung and Van der Lippe (2018); Rose and Hewitt (2018).
The blurring of boundaries and work-life conflict		Women experience higher levels of work-family conflict.	Men experience higher levels of family interfering in work and suffer from flextime, mainly due to time pressure and interruptions.	Dilmaghani and Tabvuna (2019); Lin (2018); Lott (2020); Wang et al. (2020).
		The unpredictability of working hours can "reinforce the traditional gender division of labor in families" and increase pressure, mainly on women who often carry a double burden for working in the labor market and at the same time, at home.		Chung (2020); Lott (2020); Peterson and Wiens-Tuers (2014); Rose and Hewitt (2018).

		Flexible working has been shown to result in *expanding the work sphere* rather than its contraction, resulting in long overtime hours and increased work-to-home spill-over, resulting in declining health for employees.			Landén (2012); Michailidis et al. (2012). Chung (2020); Chung and Van der Horst (2018); Chung and Van der Lippe (2018); Lott (2020); Rose and Hewitt (2018).
		Workers who adopt flexibility practices are likely to increase their unpaid overtime hours.			Chung and Van der Horst (2018).
		Work-family conflict may negatively affect children's well-being due to lower quality parenting behavior, higher family stress, less family satisfaction, etc.			Lin (2018).

Women today have multiple roles and are torn between demanding careers and intensive family lives (Michailidis et al., 2012). While there is growing recognition of the freedom of work for women (Wang et al., 2020), the responsibility for looking after children and looking after the home still falls to women to a great extent (Dilmaghani & Tabvuna, 2019; Wang et al., 2020). While men are expected to use flexible working arrangements for performance-enhancing purposes (Chung & Van der Lippe, 2018; Rose & Hewitt, 2018), women end up increasing their family and domestic responsibilities when working under flexible regimes (Akobo & Stewart, 2019; Chung & Van der Lippe, 2018; Correll et al., 2014; Peters & Bloome, 2019; Wang et al., 2020).

Peterson and Wiens-Tuers (2014) point out that the growth of non-standard work and just-in-time scheduling practice with unpredictable working hours can negatively impact workers with family commitments and may reinforce traditional gender division of labor in families. Organizing work and home responsibilities are stressful when the work schedule can be changed in the short term. Such unpredictability and unreliability appear to be the reason for higher spillover, with employer-oriented schedules putting strain primarily on women who often carry a double burden by working in the labor market and, at the same time, at home (Chung, 2020; Lott, 2020; Rose & Hewitt, 2018). The challenges and limitations of flexibility practices from the parental perspective are further explored by Lucia-Casademunt et al. (2018).

Lott (2020) study provides evidence that working-time autonomy contributes to work-to-home spillover, but only for men. Men with working-time autonomy have difficulties switching off from work mainly due to overtime hours, and they suffer from flextime, primarily due to time pressure and interruptions (Dilmaghani & Tabvuna, 2019; Lin, 2018; Lott, 2020; Wang et al., 2020). Since women are primarily the ones carrying the double burden of working in labor and at home at the same time (Dilmaghani & Tabvuna, 2019; Wang et al., 2020), they are seen as more experienced border-crossers and managers of borders and might keep themselves more distant to work than men (Lott, 2020). Men who cannot switch off from work with working-time autonomy will be even less likely to fulfill childcare and household tasks. This will, in return, exacerbate gender inequality in terms of career outcomes (Chung, 2020).

Noteworthy is that organizational culture plays a fundamental role in moderating the positive or adverse effects of flexibility practices (Akobo & Stewart, 2019; Chung, 2020; Chung & Van Der Lippe, 2018). The organizational culture seems to be more important for women than men. Companies can have flexible policies, but if corporate norms and values do not support them, employees will not use them because it may be perceived as a lack of commitment to the organization (Peterson & Wiens-Tuers, 2014). Stigmas against those who request

flexibility practices need to be eradicated (Smith et al., 2019). Therefore, it is necessary to create a culture that is "supportive" or that encourages and enables individuals to take advantage of flexibility practices with revised values and assumptions of what is an *ideal worker* (Thébaud & Halcomb, 2019), avoiding gender stereotypes (Formánková & Křižkova, 2015).

Organizations must work to change the standards around flexibility to bridge the gap between employees and managers. Leadership role-modeling and support are important ways to increase workplace flexibility and diminish potential stigmatizing influences (Smith et al., 2019). Promote environments in which people feel encouraged to share their challenges of reconciling personal and professional life in search of joint solutions, to minimize the negative impacts of flexibility practices in the workplace (Akobo & Stewart, 2019). Also, it's necessary to evaluate performance in terms of results, rather than how much time is spent in the office (Smith et al., 2019). Finally, it is important to highlight that a society that recognizes employment and caregiving as social rights supports and encourages men and women to be both the earners and careers through policies. That would be the society that can better address work-family conflict while promoting gender equality (Lin, 2018).

2.4 CONCLUSIONS

By employing a systematic literature review on flexibility practice regarding where and when work is done, we were able to identify the relationship of flexibility practice and it's affect women's careers in companies. This paper's main contribution is to summarize the positive and adverse effects of the flexibility practices in the last decade from the working women's perspective. The results of this study show that although flexibility practices have positive impact for workers such as (i) increasing better work-life balance and more job satisfaction; (ii) enabling women, especially mothers, to maintain their jobs after childbirth; (iii) enhancing child health; and (iv) reinforcing companies' commitment with gender equality; it is fundamental to consider the interaction between gender and flexibility practice as it may contribute to different outcomes.

Gender is essential when it comes to understanding the consequences of flexible working. Men and women use flexible work in different ways that lead to varying well-being, the balance between personal and professional life, and intensification of work. A recurring finding is that women are expected to do more domestic duties while working flexibly. At the same time, men are more likely to prioritize and expand their spheres of work. Consequently, such differences in expectations regarding the adoption of flexibility practices by men and

women are rooted in the social normative view of men and women. Women are more likely to face negative career results due to flexible work, as Chung (2020) shows.

Furthermore, this study highlights the importance of the organizational culture in shaping the different outcomes of flexible working arrangements. When women are the only ones adopting flexible arrangements, it can work against them (Formánková & Křižkova, 2015). Women, especially mothers, are more likely to be stigmatized when using flexibility practices for care purposes than men. Thus, the study showed that flexibility results in expanding the work sphere rather than its contraction, resulting in long overtime hours and increased work-to-home spill-over. This fact has a more significant impact on women because they carry the double burden of working in labor and at home at the same time.

Flexibility practices should be seen as a benefit for everyone and not an exclusive concession to women (Lucia-Casademunt et al., 2018). Doing so can reduce the flexibilization stigma and can provide an opportunity to revisit the division of domestic work. In addition, creating a supportive culture where employees feel comfortable resolving their conflicts between professional and personal life can minimize the negative impacts of flexibility practices in the workplace. Moreover, it is essential to be aware that not all managers may have the leadership skills to motivate and supervise employees who work outside the workplace.

It's likely that the sudden shift to remote work, due to the global health crisis of the coronavirus, has provided a unique opportunity for the organizational context to change. With leaders and employees adopting a flexible attitude, it can reduce some of the negative impacts identified in this study, which could be an opportunity for future research. That fact may contribute to an organizational culture with revisited values and assumptions about what is considered an ideal worker, as indicated by Thébaud and Halcomb (2019). A suggestion for future works is to investigate how flexibility practices are offered in Brazilian companies and the perception of the career impact by employees. Furthermore, considering the context of the coronavirus outbreak, understand how companies' organizational environments have been undergoing various changes to incorporate flexibility into the workplace.

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3 ARTIGO 2: FLEXIBLE WORKING ARRANGEMENTS AS A GENDER (IN)EQUALITY PRACTICE: A PRE-PANDEMIC STUDY

Susana Sefidvash Zaman
Fernanda Maciel Reichert
Ângela de Moura Ferreira Danilevicz
Carla Schwengber ten Caten

Abstract
Flexible working arrangements are a growing practice in the business world and have been recognized as a key enabler of gender equality. However, the effectiveness of such practices due to our pre-existing views of gender roles is questionable. This paper aims to present an analysis regarding the offer and adoption of flexibility practices by workers residing in Brazil, based on a survey, and to identify how the respondents perceive the relationship of those practices on their career progression in the pre-pandemic context. The findings suggest that flexible working arrangements were a growing practice in Brazilian companies, with a low adoption rate by Brazilian workers. Although most respondents did not identify flexibility adoption as harming career progression, only 11% had experienced promotion while adopting such practices. That suggests certain blindness. A positive association between companies with Diversity and Inclusion programs and a reduced prejudice and stereotyping among their employees was found, reaffirming that establishing an organizational culture that supports work and family must be the primary concern to address this topic in organizations.

Keywords: gender equality, flexibility, flexible work arrangements (FWA), remote work, pre-pandemic.

3.1 INTRODUCTION

Gender equality in business provides several benefits, including the generation of new ideas and improved communication (Milliken & Martins, 1996), better decision-making (Cloverpop, 2017), better responding to clients' needs (Catalyst, 2004), and improved organizational financial performance (McKinsey & Company, 2018). Therefore, organizations cannot afford to miss out the contribution of talented women (Chung, 2020). Despite advances in gender equality discussions, women remain the majority in lower-paid occupations, and very few have reached the top management positions (Chung, 2020; Kodagoda, 2019). When considering why inequality in the workforce persists, several factors are at play, including corporate culture, unbalanced division of work within households between men and women (International Labour Office, 2019; Sallee et al., 2016), gender bias (Chung et al., 2001), stereotype (Reuben et al., 2014) and maternity (Staniscuaski et al., 2020).

According to the International Labour Organization Report (International Labour Office, 2019), companies can help mend the gender equality gap by implementing proactive measures. Some of those measures include child-friendly policies, staff mentoring, gender diversity training (International Labour Office, 2019), and flexible working arrangements

(FWA). FWA has been recognized by businesses to contribute to achieving gender equality in the workplace by offering workers control over when and where they work (Hill et al., 2008).

The Covid-19 crisis has physically isolated people from their workplace and, employers, often reluctantly, had to accept remote work (Minervini et al., 2020). However, long before the COVID-19 pandemic and the debate about working from home that came along with it, FWA has had its controversies. Work flexibility practices may reduce stress and increase job satisfaction and commitment to an organization (Kossek et al., 2011); therefore, they may be part of recruiting strategies that companies embrace to compete for critical human resources (Kelliher & Anderson, 2008).

This paper aims to present an analysis regarding the offer and adoption of flexibility practices by workers residing in Brazil, based on a survey, and to identify how the respondents perceived the relationship of those practices on their career progression in the pre-pandemic context. It was also identified what constitutes flexible working arrangements, their benefits and points out some concerns involved in remediating gender inequality through this practice.

3.2 FWA AND THEIR RELATION TO GENDER (IN)EQUALITY IN THE WORKPLACE

Flexible Work Arrangements (FWA) have been a widespread management practice in companies worldwide (Deloitte, 2018). They allow employees to choose where and when to work and how much work to perform (Hill et al., 2008). There are various types of FWAs wherein employees are given greater scheduling freedom in fulfilling their positions' obligations. The most common and applied workplace flexibility practice is flextime, also known as flexible work schedules, allowing employees to select the time to begin and end work given specific organization restrictions (McNall et al., 2010). Another common practice is flexplace, also known as telework or telecommuting. It includes working away from a traditional office or at home and virtual work using information and communication technologies, compressed workweeks, job sharing, or part-time work (Coenen & Kok, 2014).

Human resources professionals see FWA as an essential organizational strategy to attract and retain a high-quality workforce (Kelly & Kalev, 2006; Matos & Galinsky, 2011), fostering work-life balance (Smith et al., 2019) and reducing turnover and retaining talented employees (Hill et al., 2008). Despite employers' interest deriving from attracting and retaining talent, the offer of flexibility at work contributes to reconciling work and family demands (Eikhof, 2012) and can increase women's presence in organizations (Sullivan & Lewis, 2001).

Flexibility tends to be constructed as beneficial to women working at home specifically because it facilitates their household work and mother roles (Sullivan & Smithson, 2007).

As outlined in the 2019 ILO's report on gender equality, a significant barrier for women's equal participation in the workforce is the burden of unpaid care work. Globally, women perform 76,2% of the total time spent in unpaid care work, an average of 4h25min per day compared to men's average of 1h23min (International Labour Office, 2019). Because of the disproportionate share of time spent in unpaid care work, women who work for pay are often said to work a 'second shift'- one at work and another at home. This situation has negative consequences and influences women's level and type of engagement in the labor market (International Labour Office, 2019).

For many, FWA is a way to mend this unequal situation. The benefit of technology may help workers balance work and family responsibilities and gain greater autonomy over their working time (International Labour Office, 2019). These working arrangements may increase women's satisfaction with work-life balance by allowing women to maintain their paid work while still caring for their families (Chung & Van der Lippe, 2018). Studies have shown that flexible working allows people to remain in human-capital-intensive jobs in high family demand times (Fuller & Hirsh, 2018). The How We Flex Report 2013, from the Working Mother Research Institute, states similar findings and affirms that flexibility is the extra stretch that allows working mothers to manage career and family demands. Working mothers do not just value choices on how to manage their time; they rely on them (Working Mother Research Institute, 2013).

Although work-life reconciliation policies are designed for all employees, they resonate greater among women, who are the ones adopting them (Formánková & Křižkova, 2015). Given the continued gendering of caring responsibilities and domestic work, women tend to experience higher levels of work-life conflict and thus benefit more from involvement in flexible work practices (Russell et al., 2009).

All these positive effects of FWA on gender equality in the workplace are not unanimous. Flexibility programs strategically designed to attract and retain talented women at senior levels became, in fact, a mechanism that reinforced barriers imposed on women. Besides, workers who adopted the program were widely perceived as not being 'serious' about their careers (Kornberger & Ross-Smith, 2010).

In line with that, Lucia-Casademunt et al. (2018) and Kodagoda (2019) highlights FWA's risks imposed on women, especially if they are the only ones adopting such practices. When the number of employees adopting FWA in a company is limited, they face the additional

negative consequence of standing out as tokens (Formánková & Křižkova, 2015; Tartari & Salter, 2015). According to the Oxford English Dictionary (Simpson & Weiner, 1989), tokenism refers to the fact of doing something only to satisfy a particular group of people, but not in a sincere way, for example, to appoint one woman to the otherwise all-male staff - or, for this matter, to have only a few women adopting FWA practices. Because of their high visibility, tokens face additional performance pressures and are singled out because they are different, not because of their accomplishments (Torchia & Huse, 2011).

Flexible Working Arrangements needs to be seen as a benefit for all, not a concession exclusive to women (Lucia-Casademunt et al., 2018), which may isolate them. In this sense, if not implemented adequately, FWA could reinforce gender roles due to our society's pre-existing views, mainly if only women use them while continuing to shoulder most unpaid care work (Lott & Chung 2016; Sullivan & Lewis, 2001). In our male-dominated culture, the ideal workers are dedicated to their jobs, prioritizing work over any other external demands (Sullivan & Lewis, 2001; Thébaud & Halcomb, 2019). To satisfy those demands, employees arrive early, stay late, pull all-nighters, work weekends, and remain tied to their electronic devices 24/7. Those who are unable—or unwilling—to respond typically get penalized (Reid & Ramarajan, 2016). As this model persists in many workplaces, particularly high-ranked positions, they are seen as incompatible with family life (Lewis & Campbell, 2007).

Lott and Chung (2016) point out that while men are expected to use flexible work practices for performance-enhancing purposes, such as to increase their work intensity or working hours, women are expected to increase their responsibility within the family when working flexibly (Hilbrecht et al., 2008). Workers who opt to favor the reconciliation of professional and personal life are seen as less committed, of low quality, and as not deserving the rewards of work (Eikhof, 2012; Formánková & Křižkova, 2015; Thébaud & Halcomb, 2019). As a result, these workers are often in a marginalized position within the organization (Eikhof, 2012), with lower pay (Huffman et al., 2017), greater job insecurity, discrimination (Lucia-Casademunt et al., 2018; Sullivan & Lewis, 2001). As a result, their career opportunities are limited (Eikhof, 2012; Formánková & Křižkova, 2015).

Changing the way such employees are perceived within the organization depends significantly on establishing an organizational culture that supports work and family life with values and assumptions revisited from what they consider to be an 'ideal worker' (Thébaud & Halcomb, 2019). Since the Covid-19 pandemic, the challenges of reconciling life and work have become more exposed, and a new way of seeing this relationship by companies has been

established (Ernst & Young, 2020; McKinsey & Company, 2020). Such changes may lead to new ways companies see their employees who adopt FWA even after the pandemic.

3.3 METHOD

We carried out an exploratory study, in which we applied a survey with 40 respondents to (i) analyze what kind of Flexible Working Arrangements Brazilian companies offer; (ii) to measure the level of adoption of FWA by employees, and (iii) to gather employees' perception of career effects by the adoption of such practices. To achieve it, we followed four steps: (i) questionnaire design, (ii) sample definition, (iii) data collection, and (iv) data analysis.

The questionnaire (Appendix A) was adapted from the Working Mother Research Institute (2013) report "How We Flex - the working mother report - 2013". This report was an initiative to advance flex in the workplace and to learn the pros and cons of how workplace flexibility works. The questionnaire covered questions related to how they managed their working hours — and how they feel about it, their satisfaction with career growth, job security/stability, opportunity to develop skills while adopting flexibility. The decision to replicate this study aimed to understand whether the perceptions of American mothers regarding flexibility practices were reflected in the Brazilian context.

The survey results were analyzed on a scale of -2 to 2 based on whether participants strongly disagreed or strongly agreed to answer those inquiries. The survey responses were then weighted accordingly: -2 and 2 were given 1 full credit, -1 and 1 were given 0,5 credit, and 0 was given no credit (neutral). The data from the surveys are analyzed and summarized in the following table.

The survey was initially applied to a convenience sample of workers and not a representative or stratified one (Martínez-Mesa et al., 2016) during the months of November and December 2019. The snowball sampling technique was then used to gather more respondents. This technique allows the study subjects to recruit future subjects from among their acquaintances (Biernacki & Waldorf, 1981). The questionnaire was accessible through email and social media (Whatsapp, Linkedin, and Facebook), and respondents completed the questionnaire anonymously to encourage honest responses. The survey took approximately 10 minutes to complete. Results' analysis techniques included descriptive analysis.

3.4 ANALYSIS AND DISCUSSION

3.4.1 Sample description

The population of our study is working Brazilian citizens. From the 66 individuals who answered the questionnaire, it was determined that 40 were useful responses (24 women, 16 men) because they are all workers under the Brazilian Consolidated Labor Laws (CLT), meaning that they are employees from private companies. Participants were from various company sizes and industries, mostly from large organizations with over 500 employees, and have been in their current position for more than two years. The majority of the respondents range from 30 to 45 years old, representing 78% of the sample. Women represent 60%, and respondents with children 55%. Concerning their educational level, the totality of respondents had reached the higher education level.

3.4.2 Data Analysis

The analysis objective was to understand how companies and workers adopted FWA before the Covid-19 pandemic, especially remote work. Our findings suggest that flexibility is an attractive practice for 78% (when considering respondents who assigned agreed or strongly agreed on the Likert scale), with men being most attracted to such programs, as shown in Table 5. Among the types of flexibility offered by the companies in our sample, the ones regarding flexibility to start and end working hours or compress them were the most common ones, as shown in Table 6.

Table 5:
Flexibility programs attractive

	Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree
Working flexibly (answering calls early in the morning or late at night in exchange for free time during the day) is attractive	13%	10%	78%

Flexibility concerning remote work was not a widespread practice before the Covid-19 pandemic. Table 6 shows that only 38% percent of the respondents worked for a company that

offered this kind of flexibility, 67% the level of adoption of such practice by respondents who had the opportunity to do so. This high level of adoption by respondents confirms that flexibility is considered an attractive practice.

Table 6:

**Offer versus adoption of flexible work programs in Brazilian companies before the COVID-19 pandemic**

Type of Flexibility	Offered by employers	Adopted by employees who had the opportunity	Adoption rate by employees whose managers work from home
When work is done (hours)	73%	45%	67%
Where work is done (remote work)	38%	67%	100%
Compress working day (work more hours per day in exchange for time off)	60%	63%	70%
Short-Fridays	28%	64%	100%

According to the Brazilian Institute of Geography and Statistics (IBGE), the remote work was adopted by only 5.2% of the total workers' number, excluding public sector employees and domestic workers from the account (Instituto Brasileiro de Geografia e Estatística, 2018). While it is not a widespread practice, working at home or even in other spaces grew 21.1% between 2017 and 2018 (Instituto Brasileiro de Geografia e Estatística, 2018) and may grow even more after the Covid-19 pandemic.

When analyzing the adoption level by gender, a relative balance was perceived within the sample, as shown in Graphic 1. When analyzed from the children's perspective, the remote work practice seems to be more attractive for parents. Eighty-three percent of the employees who adopted such flexibility had children (Graphic2). From the positions' perspective, 75% of employees who adopted remote work practice were managers, while regular workers who adopted were 25% (Graphic 3). This result makes us believe that managers are the most likely group to adopt these practices because they are free from controlling working hours.
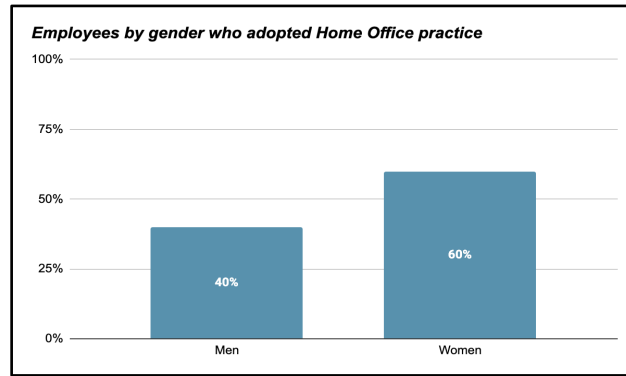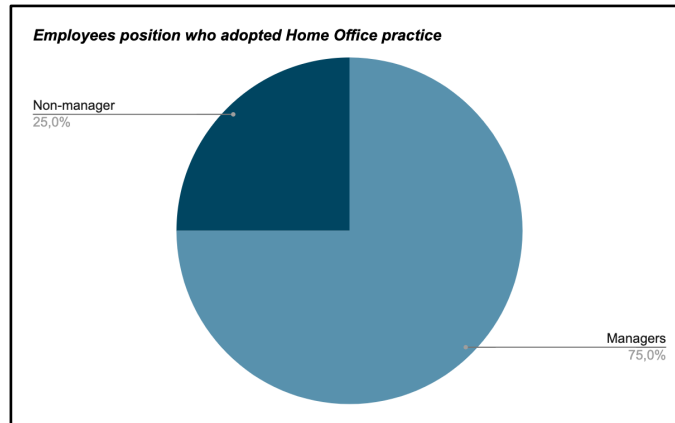
Graphic 1 - profile of employees who adopted the Remote Work before the Covid-19 pandemic by GENDER
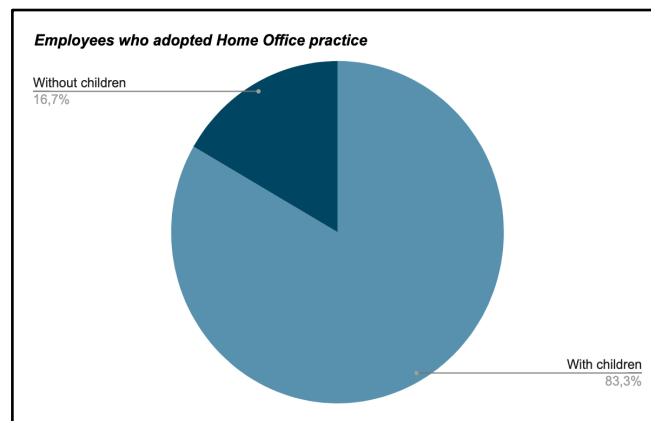
Graphic 2 - profile of employees who adopted the Remote Work before the Covid-19 pandemic by CHILDREN

The Brazilian labor legislation is known to be relatively rigid about working hours for non-managers workers. Therefore, companies end up being more resistant to implement such practices to avoid labor risks. With the 2017 labor reform (the 13.467/2017 law) introduced in the Brazilian legislation, the telework regime was established and regulated. According to the legislation, all services provided outside the company's premises through communication and information technologies - including home office - are considered remote work. Employees falling into this category are free from journey control. That means the employee can make their routine more flexible according to the activities that need to be developed - as long as they perform their activities as agreed. On the other hand, there is no provision for overtime pay if the professional exceeds the traditional period of eight hours in delivering their tasks.

This new labor regime added that many companies had to adapt to remote work due to the health crisis caused by COVID-19, which could contribute to significant growth of home office practice by companies shortly.

Graphic 3 - profile of employees who adopted the Home Office before the Covid-19 pandemic by POSITION

Another factor contributing to the worker adoption of flexibility practices is corporate culture (Thébaud & Halcomb, 2019). Our findings suggest that respondents do not perceive a negative effect on the career growth of employees who adopt flexibility programs, nor are they seen as less committed (Table 6). These findings corroborate with a high level of adoption (67%) of remote work practice by respondents who had the opportunity to do so (Table 6).

Table 7:

The perception of FWA effect on career growth

Criteria	All respondents (whole sample)		Respondents from companies who have D&I	
	% of all respondents	% of respondents whose managers work from home	% of all respondents	% of respondents whose managers work from home
Employees who adopt my company's work flexibility programs have reduced career growth chances.	15%	13%	11%	9%
Employees who adopt the work flexibility programs at my company are seen as less committed.	20%	13%	5%	0%
Have I ever been promoted while participating in a flexibility program?	15%	38%	26%	45%

When flexible practices are not only accommodations for selected individuals, we were

able to notice a reduction in bias against employees who adopt such programs (Table 7), a more significant career progression (Table 7), and a greater willingness to adopt them (Table 6). We wish to highlight the high adoption rate of remote work practice by respondents managed by managers who adopt it: the totality claims to adopt it (Table 6).

Besides, the promotion rate of employees who adopt flexibility programs is significantly higher among workers who are managed by someone who often or always works from home (23 percentage points higher), as shown in Table 7. This promotion rate is even higher among respondents who work for a company that encourages Diversity and Inclusion (D&I), suggesting a lower level of prejudices and stereotyping related to employees who adopt flexibility programs.

Also, our survey reveals powerful benefits when flexibility is used broadly in the company. Compared with the survey participants, the respondents managed by someone who often or always works from home report feeling more supported. These double-layer workers are more likely to say that flexibility helps them develop their skills (10 percentage points higher), improves the feel of job security/stability (17 percentage point higher), and do not have a fear of negative consequences for the career (14 percentage points higher), as shown in Table 7. These results confirm the finding from the "How We Flex - The Working Mother Report" (Working Mother Research Institute, 2013) that respondents managed by someone who often or always works from home report feeling more supported at work and happier at home.

Table 8:

The level of satisfaction with the adoption of FWA by employees

CRITERIA	% OF ALL RESPONDENTS	% OF RESPONDENTS WHOSE MANAGERS WORK FROM HOME
I can use flex programs without fear of negative consequences for my career	76%	90%
I am satisfied with my job security/stability	79%	96%
I am satisfied with the support I get from my manager in meeting family/home demands	77%	96%
I am satisfied with the opportunity I get to develop my skills	74%	84%
I am satisfied with how much my opinion counts at work	79%	86%
I am very satisfied with my current work agreement	74%	90%

Such findings confirm the fact that organizational environment and culture are key elements in creating favorable working conditions for flexible working arrangements (Formánková & Křižkova, 2015; Lewis & Campbell, 2007).

3.5 CONCLUSIONS

This paper analyzed how Brazilian companies and workers perceived flexibility programs before the COVID-19 pandemic. Simultaneously, flexibility concerning the place where the work is done (remote work) was not a widespread reality among the respondents. Only 38% percent of them worked for a company that offered such flexibility. It was considered an attractive practice (78%) by most respondents.

Despite the company's intention to offer flexibility to everyone, most employees who adopt it are parents (55%). Rather than a privilege, flexibility needs to be applied as a workplace initiative, just like health or safety, as shown by this survey to enhance job satisfaction. Thus, this depends significantly on establishing the organizational culture, and managers are fundamental.

Respondents who are managed by someone who often or always works from home report feeling more supported at work and have a higher career progression rate. In addition to that, companies with Diversity and Inclusion programs reduced prejudices and stereotyping related to employees who adopt flexible working arrangements.

There are certain limitations in the current study that were acknowledged while interpreting the findings. First, the data collected represents a small sample, which makes it difficult to extrapolate the findings of this study and understand the career effect of adopting FWA by gender. Second, the respondents for this study were spread across industries, and how this may have affected the results is unknown. It would be interesting to study whether there are industry-wide variations in the effect of flexible work arrangements.

With the sudden widespread adoption of the home office practice due to the coronavirus pandemic, we are experiencing a culture and paradigm shift concerning remote work. The workers' experience gained during the coronavirus period will give us more realistic results in future research. The researcher suggests evaluating how the coronavirus pandemic changes the working paradigm and may contribute to gender equality in the workplace.

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4 ARTIGO 3: REMOTE WORK TRENDS: HOW CORONAVIRUS IS CHANGING THE WORKING PARADIGM

Susana Sefidvash Zaman
Ângela de Moura Ferreira Danilevicz
Carla Schwengber ten Caten
Fernanda Reichert

Abstract

The coronavirus crisis has unprecedentedly escalated the need to work remotely and forced companies to rethink traditional workplace models. This study was undertaken to identify how the widespread implementation of remote work, resulting from the Covid-19 pandemic, broke barriers that hindered it in the past, and the main changes in working arrangements experienced by companies. Semi-structured interviews were conducted with six Brazilian companies in the technology sector. This study identified that the main barriers that prevented flexible arrangements widespread adoption before the pandemic were cultural, not technological or institucional. Among the main changes identified in the working paradigm resulting from this intense experience are: (i) the leadership's role, (ii) monitoring employees' work, and (iii) the intensification of communication between managers and their teams.

Keywords: remote work, teleworking, coronavirus, covid-19, future of work

4.1 INTRODUCTION

Since Jack Nilles first coined the term telecommuting to refer, he was working remotely on a complex NASA communication system in 1972s (Allen et al., 2015), numerous have predicted its rapid expansion. However, despite advances in information technology and telecommunications (ICT) and changes in the economy (from manufacturing to an information economy) reflecting an increase in the number of jobs that can be done remotely (Allen et al., 2015), the practice of teleworking has remained an endless promise. Its future was always just around the next corner (Pliskin, 1997).

Data from American Community Survey showed that only 3.6% of the U.S. employee workforce (5 million people, excluding self-employed and unpaid volunteers) had their home as their primary workplace (Global Workplace Analytics, 2018). In Brazil, remote work practice was adopted by 5.2% of the total workers' number, excluding public sector employees and domestic workers from the account (Instituto Brasileiro de Geografia e Estatística, 2018). These data suggest that working remotely remained quite a limited phenomenon that increased very slowly (Aguilera et al., 2016; Allen et al., 2015; Illegems et al., 2001).

The coronavirus pandemic, with more than 81 million confirmed infections and more than 1.777.287 deaths worldwide as of December 20, 2020 (COVID-19 Dashboard, 2020), has

reconfigured several aspects in everyone's lives, especially at work. Working remotely, for example, followed short steps in organizations and overgrown with Covid-19. As an effective measure to control the virus spread, governments set countries on lockdown, closed schools, and non-essential business, prompting business leaders everywhere to set their employees to work from home. Working from home became mandatory for many employees during the coronavirus disease outbreak (Zhang et al., 2020). These prevention measures have intensified women's workload at home (Ipsos, 2020). As a result, such challenges drive employees - especially women - to consider downshifting their careers or leaving the workforce. It is estimated that up to two million women consider leaving the workforce[1] in the United States (McKinsey & Company, 2020a). If this scenario comes true, it will represent a significant step backward in gender diversity with negative consequences for women, businesses, and the economy.

To prevent this from happening, organizations must rethink their corporate cultures and management models. The sudden shift to remote work provided a unique opportunity to reimagine everything about how we do our job and manage our companies (BBC, 2020). According to McKinsey Global Institute, more than 20 percent of the workforce could work remotely three to five days a week as effectively as possible if working from an office. It's possible that after the global health emergency, many new teleworkers will continue to work from home, at least part-time (Zhang et al., 2020). Therefore, it becomes even more relevant to understand the paradigm shifts promoted by the coronavirus pandemic concerning working away from the office.

This article aims to shed light on how the current widespread adoption of remote working has broken barriers that prevented it in the past. In doing so, we aim to highlight (1) changes that companies made, when necessary, to overcome the barriers and limitations that hindered the adoption of telework in the past; and (2) the main changes in the way we work triggered by Covid-19.

4.2 CHANGES IN THE WORKING ARRANGEMENTS AND GENDER EQUALITY

For decades, scholars and practitioners have debated the merits and drawbacks of working away from the office, and in this context, the practice has remained quite a limited phenomenon (Aguilera et al., 2016). A possible explanation of why this happened is that much of the empirical research on telework addressed the pros and cons from the employee's perspective (Hilbrecht et al., 2008; Martin & MacDonnell, 2012). However, the decision to

implement such programs occurs at the top of the organizations and is driven by organizational outcomes (Martin & MacDonnell, 2012). Although remote work benefits for employees aggregate into gains for organizations, firms may require more empirical evidence showing whether this working arrangement is more effective than the traditional one.

Regarding the decision process of implementing telework, Bernardino et al. (1993) produced a simple conceptual framework that incorporates both the organization's and the employee's input in the analysis. This framework was then empirically tested by Illegems et al. (2001) with a survey conducted among Brussels firms, resulting in identifying drivers and constraints relevant to remote work programs in that city business environment. Following Bernardino et al. (1993) and Illegems et al. (2001), this study will concentrate on the conceptual framework's organizational aspects to examine the significant barriers that hindered the remote work broad implementation before the Covid-19 pandemic.

According to Illegemes (2001), remote work will only be offered as an option to the individual worker if a minimum set of technological, institutional, and organizational requirements are fulfilled from a firm's perspective. The **technological** environment consists of information and communications technologies (ICT) facilities such as - fast networks, real-time video feeds, email, instant messaging, secure connections - that allow workers to perform their jobs in a technologically enhanced environment. At the same time, the **institutional** requirements are related to government involvement in the implementation of teleworking. Such involvement is mainly limited to issuing regulations that reduce existing barriers to teleworking implementation (Illegems et al., 2001). Finally, the **organizational** barriers are often related to the company's characteristics and management style changes (Bernardino et al., 1993).

In the context of the organization's characteristics, its nature and modus operandi are fundamental factors in the decision-making process for remote work adoption (Aguilera et al., 2016). This working arrangement has a more significant potential to be concentrated among highly skilled workers, regardless of sector, profession, and location of the company (McKinsey & Company, 2020b). It is also considered ideal for tasks requiring extended periods of high concentration (Kurland & Bailey, 1999). Regarding the necessary changes for the work organization, it is related to monitoring and controlling such workers. Workers who are not present at the conventional workplace cannot be managed and supported in traditional ways. For example, direct supervision is not an appropriate mechanism to manage teleworkers, whereas more outputted-oriented modes may be more suitable for this purpose (Illegems et al., 2001; Illegems & Verbeke, 2004).

The reason for managers' resistance in implementing remote work is the fear of loss of control because the traditional 'command and control' management style is not possible with telework (International Labour Office, 2019). Face-to-face interactions and direct supervision should be replaced by coordination based on mutual trust (Groen et al., 2018; Illegems et al., 2001). Thus, teleworkers' enhanced professional freedom requires the increased adoption of managerial techniques such as "management by objectives" (Felstead et al., 2003; Groen et al., 2018; Illegems & Verbeke, 2004; Illegems et al., 2001). However, managers are often reluctant to change their coordination and control habits (Bernardino et al., 1993; Illegems et al., 2001; International Labour Office, 2019; Olson, 1982). Therefore, it is possible to state that organizational factors are more critical than a technological provision in the successful implementation of telework (Clear & Dickson, 2005).

Organizations that offer remote work as an alternative work arrangement are associated with retaining and attracting top talented employees and a diverse workforce (Hill et al., 2008; International Labour Office, 2019; Kurland & Bailey, 1999). They can also access a talent pool outside their immediate geographic area (Kurland & Bailey, 1999). Remote work has also been linked to several metrics that contribute positively to the organization's bottom line (Allen et al., 2015). Among them are the increase in worker performance and productivity, less absenteeism, lower turnover rates, higher organizational commitment, and improved organizational performance (Bailey & Kurland, 2002; Kurland & Bailey, 1999; Martin & MacDonnell, 2012). It's also linked to employees' well-being and a better balance between work and family life (Pitt-Catsouphes et al., 2007; Uresha, 2020).

In their literature review, Bailey and Kurland (2002) declare that in almost all empirical articles they examined, working at home is associated with higher productivity by teleworkers. The reason cited included: (i) higher flexibility of schedules, being able to define when they prefer to work, and thereby improve their productivity (Kurland & Bailey, 1999); (ii) reduction of distractions and interruptions, being in an environment conducive to increased concentration (Baker et al., 2007), and (iii) less unplanned absences (Kurland & Bailey, 1999). However, there is no consensus between the increase of productivity and telework adoption.

In the pandemic context, the McKinsey Global Institute Report on Remote Work states a lack of clarity regarding the impact of this work model on business productivity. As employees gained experience working remotely, their confidence in their productivity increased 45% from April/2020 to May/2020. On the other hand, interviews with chief executives have sparked a wide range of opinions - some expressing confidence that remote work can continue,

others seeing few positive points from this working arrangement (McKinsey & Company, 2020b).

Remote work often involves conducting work within one's domestic space; it erases the physical demarcation between work and home (Allen et al., 2015). The blurring of boundaries between personal and professional life has been related to expanding the work sphere rather than its contraction, resulting in workers working harder and longer than they otherwise would have (International Labour Office, 2019; Lott & Chung, 2016). These extra work hours may create additional stress for teleworkers, decreasing one of the benefits of remote work (Greer & Payne, 2014). Also, workers working from home may be expected to shoulder greater household responsibilities because the person 'is home all day' (Allen et al., 2015). That may be especially true for female remote workers. Thus, if women are the only ones to adopt, it may reinforce the gendered division of labor (Sullivan & Lewis, 2001).

Also, autonomy has been found to moderate the relationship between the extent of telecommuting and work interfering with family (Golden, 2006; Allen et al., 2015). Autonomy enables individuals to manage resources more effectively such as time and allocate them in a way that enhances telecommuting outcomes (Golden, 2006). A study conducted with working mothers confirmed a positive correlation between autonomy and job satisfaction. For these women, autonomy, and the perception that they controlled their schedule served to reduce feelings of time pressure and foster their belief that telework had made a positive contribution to their quality of life (Hilbrecht, 2008). Telecommuters with higher autonomy report greater job satisfaction than those with less autonomy. Additionally, a work-oriented mindset has been reported to help teleworkers strengthen temporal boundaries. For example, not answering work calls outside of business hours or only entering their working space during certain hours of the day (Allen et al., 2015).

Controversies over remote work are not surprising, as this is a practice that represents a fundamental change in the way organizations have historically done business (Allen et al., 2015). Its adoption requires organizations to adjust their practices to capture potential productivity gains from remote work (McKinsey & Company, 2020b). That requires managers who oversee teleworkers to be prepared to respond to these changes to benefit individuals and the organization (Illegems et al., 2001) and gain a strategic competitive advantage in the market (Uresha, 2020).

4.3 METHOD

A qualitative exploratory study was designed to understand the main changes in the working paradigm in Brazilian companies due to the coronavirus pandemic and its impact on gender equality in the workplace. According to Malhotra et al. (2005) a qualitative research allows us to explore "the meanings in use by members of society to explain how they directly experience the realities of daily life. This approach is known for allowing researchers to observe through the collection of more 'situational information' (Guba & Lincoln, 1994) that could allow the development of new insights through a theoretically grounded approach. The study method included five steps: (i) definition of the sample; (ii) selection of the companies; (iii) development of the research tool; (iv) data collection and (v) data analysis and interpretation.

The research context

A non-probabilistic sampling for convenience was used to select the interviewers (Oppong, 2013). The selected companies were from technology-based industries for being more likely to adopt remote work since their core competence did not depend on plants or physical space and put the entire workforce in a virtual working environment due to the coronavirus outbreak. This meant that H.R. professionals' perceptions, based on their practical experiences of implementing such practice, could be examined. The companies were selected by convenience. It considered the proximity of the relationship with the researchers, allowing for eventual clarification of doubts and the company's representativeness in its sector.

Research Design

The study was conducted through a semi-structured interview, which means that the questions, though prepared in advance, are open in nature and allow freedom in the answers. They were also semi-standardized, meaning that all informants were asked approximately the same questions, with a slight variation depending on the answer given previously.

The interview script was divided into four blocks (Appendix B). The first block was a warm-up stage, in which questions about the organization's demography were made. The next three blocks were related to the telework practice in the different contexts: the pre-pandemic, the pandemic (the current moment when the interviews were conducted), and perspectives regarding teleworking practice in the post-pandemic stage.

Considering the pre-pandemic context, questions were made regarding the organization's previous experience with telework practice and the possible environmental barriers regarding the technological and organizational characteristics (Bernardino et al., 1993) and institutional context (Illegems et al., 2001) that hindered the extensive adoption of teleworking. In the pandemic context, questions were made to understand the effects of remote work on working arrangements. The constructs investigated how remote work practice's forced implementation impacted the employee management model due to the reduced possibilities of monitoring employee behavior (Allen et al., 2015; Felstead et al., 2003; Illegems & Verbeke, 2004; Illegems et al., 2001). It was also investigated the effects of remote work in individual and organization national productivity (Allen et al., 2015; Bailey & Kurland, 2002; Kurland & Bailey, 1999; Martin & MacDonnell, 2012; McKinsey & Company, 2020b); and engagement and well-being of teleworkers (Greer & Payne, 2014; Pitt-Catsouphes et al., 2007; Uresha, 2020).

Table 9:

A construct of the semi-structured research tool

Context	Construct	Reference	Description
Pre-pandemic	Environmental barriers to teleworking implementation	Bernardino et al. (1993); Illegems et al. (2001).	A basic conceptual framework for modeling the implementation process of teleworking considering the technological barriers (e.g., ICT - information and communication technology), institutional context (e.g., in the form of the discrimination of teleworkers), and organizational environment (e.g., change in management style).
Pandemic	Monitoring teleworking employees	Allen et al. (2015); Felstead et al. (2003); Illegems and Verbeke (2004); Illegems et al. (2001).	Difficulties that arise from managing and monitoring teleworkers include mentoring, performance monitoring, and less facetime, emphasizing output control.
Pandemic	Influence of telework in organizational and individual productivity	Allen et al. (2015); Bailey and Kurland (2002); Kurland and Bailey (1999); Martin and MacDonnell (2012);	While some of the researchers, such as Bailey and Kurland (2002), claim that working from home increases the employees' productivity, other researchers, such as Allen et al. (2015), claim the opposite.

		McKinsey & Company (2020b).	
Pandemic	Engagement and well-being of teleworkers	Greer and Payne (2014); Pitt-Catsouphes et al. (2007); Uresha (2020).	Telecommuting is often cited as a solution to provide a balance between work and family and enhance employees' well-being. Thus, it's not a consensus.

Data Collection

The data was collected by in-depth, semi-structured, open-ended interviews with Human Resources practitioners using an interview script (Appendix B). Semi-structured interviewing was used because it allows the interviewee to bring their issues and areas of relevance to the interview (Banister, 1992; Haddon & Silverstone, 1993), particularly in exploratory research. Interviews were carried out during July and August 2020 using the Zoom platform. At the time the study was carried, all companies had 100% of their employees working home-based. Before each interview, a statement detailing the study's purpose and the confidentiality agreement was provided to all participants. The interviews were video recorded, lasting approximately 60 minutes each.

Cases Description

The final sample included six companies distributed in three stages of working remote practice adoption: (i) stage 1 - did not have any teleworking policy established before the pandemic; (ii) stage 2 – while had established teleworking police before the pandemic, its adoption was restricted for some areas of the company or (iii) stage 3 - the teleworking practice was offered and encouraged to the entire organization. At least two interviews were defined for each stage to verify possible behavior and perception differences concerning the context.

Among the companies that did **not** have a previous remote work practice (stage 1) was the largest big data analytics and artificial intelligence companies in Latin America, with over 400 employees distributed in three main offices (Company 1) and the largest Brazilian digital content creator (Company 2). Within the companies that **had** remote work practice, but its adoption was low or restricted to a group of people (stage 2), one was a global e-commerce

company that self-describes as helping to reshape the future of trade, with over 700 employees in Brazil distributed in two main offices (Company 3) and a mobile-based online payment application intended to secure online transactions, with 250 employees (Company 4). Finally, companies whose teleworking practice was already widely established (stage 3), interviews were held with a company that provides a communication platform as a service, with more than 400 employees (Company 5) and a payment startup providing technology solutions for both consumers and businesses with over 1000 employees (Company 6).

As for the labor force of these companies, they consist mostly of knowledge workers. The main input for these workers is information, not physical materials, or components. Therefore, physical centralization of the worker is unnecessary; only centralization of information may be required (Illegems et al., 2001).

Table 10:

Cases Description

STAGE	Description	Company	Number of employees
#1	Companies that did not have a previous remote work policy	Company 1- largest big data analytics and artificial intelligence company in Latin America	approx. 400 employees distributed in three main offices
		Company 2- the largest Brazilian digital content creator	approx. 120 employees
#2	Companies that had the policy but its adoption was low or restricted to a group of people	Company 3- mobile-based online payment application intended to secure online transactions	approx. 250 employees
		Company 4- global e-commerce company that self-describes helping to reshape the future of trade	approx. 700 employees distributed in two main offices
#3	Companies that had the remote work practice was already widely established	Company 5- payment startup providing technology solutions for both consumers and businesses	approx. 1000 employees

		Company 6 - communication platform as service	approx. 400 employees distributed in two main offices

Analysis

All interviews were taped, transcribed, and thematically analyzed. An initial analysis through a free-floating reading of the transcripts (Bardin, 1979) was employed to confirm which stage of teleworking adoption each company was before the Covid-19. This analysis was done before the analytical process began to ensure that the defined sample was under the research's purpose and to find similarities and differences in each stage's cultural context.

The transcripts were then read and reviewed, drawing out findings related to the research tool's constructs (Table 10). Based on the text's decoding, differences in organizational behavior were analyzed within each construct, considering the three contexts. Thus, each construct was then examined through different authors' lenses (Hilbrecht et al., 2008; Lott & Chung, 2016; Sullivan & Lewis, 2001) to conjecture how the paradigm shift concerning remote work may contribute to promoting gender equality in corporate environments. The following findings emerged from careful consideration of the patterns within each of the factors and literature review.

4.4 RESULTS AND DISCUSSION

Two significant findings emerged because of this study and will be further examined in this session. They are (i) changes that companies made, when necessary, to overcome barriers and limitations that hindered the adoption of telework in the past, and (ii) paradigm shift in the way people work triggered by the COVID-19 pandemic, related to monitoring teleworking employees, the influence of telework in organizational and individual productivity and engagement and well-being of teleworkers.

4.4.1 Reasons that hindered the broad implementation of teleworking before the pandemic

Remote work practice's adoption depends on a minimum set of technological, institutional, and organizational requirements being fulfilled (Bernardino et al., 1993; Illegems

et al., 2001). The main perceptions that emerged from interviews regarding the reasons that hindered the teleworking practice's broad implementation before the pandemic and how companies overcome them are presented.

4.4.1.1 Technological barriers

The widespread adoption of ICT in both the home and work environment has often been mentioned as a factor that would boost telework development (Allen et al., 2015). However, despite technological advancements in recent decades, remote work practice in the pre-pandemic context was somewhat restricted to a few (Aguilera et al., 2016; Allen et al., 2015; Illegems et al., 2001). Among the companies analyzed in this research, only two had teleworking practices widely established in the pre-pandemic context.

When respondents were asked about the reasons that hindered the widespread implementation of remote work, the lack of appropriate technological tools was not mentioned as an obstacle to working from home. This was not surprising, especially since the companies analyzed are from the technology industry, therefore it is expected that technological factors would not be a barrier to its large-scale implementation. All companies stated that they had the necessary structure in place to allow work to be done remotely, such as a desktop or laptop computer, videoconferencing, and a landline or cell phone. Moreover, issues related to the competence and ability of employees to master such tools was also not mentioned as a barrier to the implementation of telecommuting. Illustrating this, an HR professional from the first phase of the company claimed:

> It was not necessary to do anything, nor to acquire a platform or a structure for remote work - it was a matter of a mindset shift. Everyone had access to the necessary tools; everyone had a notebook. Nobody used extension phones. We already used a communication platform like hangouts and zoom (Company 1).

Regarding the technological structure available in the employees' home, this wasn't either mentioned as a concern. Only Company 1 (stage 1) reported offering financial support to cover the increased costs related to infrastructure. The other three companies reported providing financial support only for specific cases, being two from stage 3 and one from stage 2, to ensure that they had connectivity conditions to maintain the operation of their work, as illustrated below:

The financial support for internet installation is considered on a case by-case basis (Company 3).

A careful look was taken at low-income employees regarding internet infrastructure to ensure that the work could be carried out away from the office (Company 5).

Some people didn't have a suitable internet connection at home, so we provided cell phones with broadband. But they were very occasional cases. Nothing too drastic (Company 6).

The other two companies - where the employees support implementing teleworking- were restricted to the availability of equipment (notebook, desktop, chairs, etc.) - mentioned that studies are being made to reverse the cost reduction with remote work into financial support the employees. These companies were one from stage 1 and the other from stage 2. As technology has not been identified as a determining barrier to teleworking, no significant changes by companies have been necessary.

4.4.1.2 Institutional barriers

Governments have an essential role in influencing the adoption of remote working practices by companies, mostly by establishing regulations that reduce existing barriers (Illegems et al., 2001). However, labor laws designed to protect regular workers are often obstacles for remote work implementations (Bernardino et al., 1993; Illegems et al., 2001). In Brazil, it is no different. For many years, the Brazilian's Consolidated Labor Laws (CLT) did not guarantee the employer to offer this working model. With the 2017 labor reform (the 13.467/2017 law) introduced in the Brazilian legislation, the telework regime. According to the legislation, all services provided outside the company's premises, through communication and information technologies - including teleworking - are considered remote work. Employees falling into this category at least two days per week are free from journey control. That means the employee can make their routine more flexible according to the activities that need to be developed - if they perform their activities as agreed. On the other hand, there is no provision for overtime pay if the professional exceeds the traditional period of eight hours in delivering their tasks.

Although Brazilian labor legislation inhibits, to some extent the remote work, this was not mentioned directly by interviewees during the investigation of the reasons that slowed the broad implementation of teleworking in the pre-pandemic context. However, concerns about labor liabilities arose when questioned about the extensive remote work implementation due to the coronavirus pandemic by two companies, one from stage 1 and another from stage 3. The company from stage 1 reported adjusting in all employees' employment contracts to regulate the teleworking model to eliminate the need for journey control, described as follows:

> We have revised employees' contracts formalizing teleworking. The legislation allows eliminating the journey control in these cases. We gave up the journey control for those who had it. (…) We already had a large part of the company without such control. In São Paulo, the whole sales area, the manager, and everyone who did external work were already free from journey control (Company 1).

Meanwhile, Company 5 (stage 3) said they are studying with their legal department to adopt the telework legislation for their employees extensively. It was also mentioned a concern about how people management decisions during the pandemic will be analyzed by labor justice in the future.

> We will probably migrate many employees to a teleworking format. We are not thinking about reducing working hours but being more flexible. (...) It is a shame that Brazilian legislation prevents us from doing many things, although with the 2017 labor reform, things are a little bit more flexible. (...) I am concerned about how the government will react to what is happening because we have had to make many business decisions at our own risk. We do not know how the labor justice will interpret this later. Therefore, we hope that Brazilian justice will adapt to this new reality (Company 5).

The other companies did not mention any concern about the labor impacts of adopting this teleworking model due to the COVID-19 pandemic. Such companies are likely considering the teleworking model as something temporary. As companies will incorporate this working model, this concern will probably emerge.

4.4.1.3 Organizational barriers

Consistent with previous researchers (Aguilera et al., 2016; Bernardino et al., 1993; Illegems et al., 2001), interviewers pointed to corporate culture as the main reason that hindered organizations from introducing remote work widely before the COVID-19. Regardless of which stage of remote work adoption the companies were in, factors such as the traditional management mindset and the employees' lack of trust were pointed out by respondents to hinder the teleworking practice's broad implementation. When illustrating the causes behind the lack of trust, interviewees expressed that this perception can be related to the difficulty of measuring the work done outside the office and the need to abandon the micro-management model so frequently in the pre-pandemic corporate environments. One of the H.R. professionals offered an example that describes this situation:

You must trust that the person is not at home watching television but working on the deliverables. You must be able to measure the work done and not micromanage the employee's working process (Company 4).

The lack of trust is related to the traditional mental model of managers, in which they believe that employees who are not supervised are being unproductive. This way of thinking is changing because managers have realized that the most important thing is the deliverables and not the number of worked hours (Company 5).

These findings corroborate with previous studies that pointed that the reason for managers' resistance to implementing telework is the need to change their management style (Groen et al., 2018; Illegems & Verbeke, 2004; Illegems et al., 2001; International Labour Office, 2019). The traditional 'command and control' management style is not possible with telework and should be replaced by coordination based on mutual trust (Groen et al., 2018; Illegems et al., 2001).

Besides the manager's resistance, the interviewees also pointed out that the employee himself did not feel comfortable leaving the office in the pre-pandemic context in some situations. Among the reasons was the belief that they would be seen as if they were not working. This negative perception of commitment was predominantly noted among companies from stage 2 - companies that had the practice, but its adoption was low or restricted to a group of people.

It was all right if you used it occasionally, but when you used it a lot (referring to remote work practice), you would feel disapproval from managers, but it would never be verbally said (Company 3).

Not in the technology department, because they already had this culture. In other departments, perhaps, people had this fear. This possible disapproval, if it existed, was somewhat veiled (Company 4).

These findings confirm Clear and Dickson's (2005) work on SMEs located in London, showing that organizational factors are more critical than the technological provision in facilitating remote work successful implementation. To overcome the organizational barriers, employers and workers had to adapt to new ways of getting work done. Among these changes are leadership's role, monitoring employees' work, and the intensification of communication between managers and their teams. In the next section, these and other main changes in working arrangements will be detailed.

Summarizing the findings of this section, it was possible to identify that the main changes occurred at the organizational level, which reinforces the findings of Bernardino et al. (1993). The author states that corporate culture is the most significant barrier that needs to be overcome for the implementation of remote work. It is noteworthy that there was no need for change in the technological context, as the companies studied had the necessary structure to carry out remote work. Finally, concerning institutional barriers, some companies adapted their employees' employment contracts to minimize possible labor liabilities. Table 11 presents a summary of these changes.

Table 11:

Summary of the changes that companies made, when necessary, to overcome barriers and limitations that hindered telework adoption in the past.

Technological barriers	Institutional Barriers	Organizational Barriers
No need for changes. The technological structure was already available.	Some companies identified the need for formalizing teleworking in employees' contracts.	Need changes in the traditional 'command and control' management style. It was replaced by coordination based on mutual trust.

4.4.2 Paradigm Shift: main changes in working arrangements due to the extensive implementation of remote work

As mentioned earlier, the transition to virtual operations was not just necessary, but in many cases, mandatory to hold back the global health pandemic (Zhang et al., 2020). Employers and workers had to adapt to new ways of getting work done. The key findings regarding the effects of telework were synthesized from interviews and presented for the following dimensions of work: (i) monitoring teleworking employees, (ii) influence of telework in organizational and individual productivity, and (iii) engagement and well-being of teleworkers, as shown in Table 1. From this, we will analyze how some of the changes adopted by companies in the pandemic context can contribute to the promotion of gender equality in the workplace.

4.4.2.1 Monitoring teleworking employees

Due to physical absence, it is required an extra effort of management proximity and adaptations in the teams' way of working (Groen et al., 2018; Illegems & Verbeke, 2004; Illegems et al., 2001). The role of leadership has been one of the main changes perceived in our study. To make the most out of working remotely, managerial behavior and the enhancement of internal communication and transparency were fundamental. Managers started to create new routines to keep the team aligned and performing. Some of the routines reported by interviewers were the intensification of the team meetings, 1:1 meeting, and daily check-in and check-out implementation. This practice has increased the proximity between managers and their employees, resulting in greater alignment between employees and the organization, probably enhancing performance.

> We have been on a journey for more than a year to strengthen the leader's role. With the advent of COVID-19 and teleworking, this   manager's importance in communication, monitoring, caring of people, and guidance was further strengthened (Company 5).

> It increased dramatically, both corporate, team, and 1:1 meeting. We are doing follow-up meetings much more frequently. Before the pandemic, we did organizational meetings once every three months with everyone; now, we are doing at least one session a month to talk about how the company is doing, seeing where things are going (Company 6).

As a side effect of managers' most significant concern and approaching their teams, meetings proliferated throughout the company.

The excess of concern in approaching ended up proliferating meetings. Now we are beginning to return to normality (Company 1).

When investigating the possible changes in the working day's duration and dynamics by the researched companies, all six reported maintaining the same conditions offered to employees in the pre-pandemic phase.

The schedule was maintained the same as before the pre-pandemic. The leaders' goal is not to have overtime and take care that their teams do not exceed the working day (Company 5)

We always had a super flexible way of journey control. We didn't have a fixed working hour before the pandemic. Some people liked to arrive at ten, arrive at eleven, and leave later. The orientations remain the same. So, in the remote work regime that we are facing now, there are people who start at eight and finish at five, there are people who prefer to start at ten and finish at seven. Nothing has changed (Company 6).

Although changes haven't been made to the workday, respondents noted a concern about the increased workload due to the 'blurring of boundaries' phenomenon that overlaps the borders between the spheres of paid work and personal life. According to Harris (2003), the lack of clear boundaries between the two spheres leads to confusion for employees and their personal lives. The result is that the working hours become spread out over a more extended period. One primary reason for these blurring boundaries is the increased availability of employees to work outside regular working hours that ICT enables (International Labour Office, 2019).

To overcome such challenges, concepts of autonomy, self-management, and self-responsibility have been reinforced by companies to help employees moderate the relationship between the extent of telecommuting and work interfering with family (Allen et al., 2015; Golden, 2006). As mentioned earlier, autonomy enables individuals to manage resources more effectively such as time and allocate them in a way that enhances remote work outcomes (Golden, 2006).

We have been working on the concepts of autonomy, self-management, and self-responsibility with managers. The objective is that managers overcome the management model based on working hours' control and reinforce their focus on deliverables (Company 6).

Also, introducing autonomy concepts helps managers overcome the traditional management model based on the journey control and reinforce the focus on deliverables. Furthermore, it has been correlated with job satisfaction (Allen et al., 2015) and, therefore, the importance of being aware of it since it can impact the company's results and productivity.

4.4.2.2 Influence of telework in organizational and individual productivity

There is a general recognition by all six companies of increased productivity with the adoption of telework by employees and companies, as illustrated.

More than 80% of the employees recognize themselves as productive or more productive in our pulse research than before (Company 4).

It's very subjective what I'm going to tell you. We don't have a productivity control tool, but the feedback we received from managers is that telework has increased people's productivity. Also, we surveyed all our employees to understand how they felt about their productivity: decreasing, maintaining, or increasing. As a result, most of the employees stated that their productivity increased (Company 5).

The fact that such increase in productivity may be related to a higher workload was highlighted as a concern by three companies, one from stage 1 and two from stage 2. It is interesting to notice that stage 3 companies, where teleworking was already widely established in the pre-pandemic context, did not mention a concern about increasing working hours. This may be related to the fact that employees have already learned to work in this new model or that the 'blurring of boundaries' has already been normalized.

> The company perceives the remote work practice as increasing productivity. However, productivity is delivering more in the same　　　amount of time, which is not the case. We are working harder, and for that reason, the feeling of delivery has increased (Company 1).

This concern corroborates with the International Labour Office Report's conclusions (2019) that remote workers tend to work more unpaid hours than their colleagues in the office. Therefore, an increase in productivity is partly due to the rise in real working time. Additionally, it is also necessary to consider that the productivity improvement may be related to individual and micro-organizational aspects of work such as: being less interrupted by colleagues or superiors, less time taking calls, or communicating by email; and have more time to work since they do not need to travel to and from the office (International Labour Office, 2019; Lasfargue & Fauconnier, 2015).

> People feel very productive because they don't have to go from 1h to 2h in traffic for each stretch (Company 2).

Reducing commuting time and its link to performance has also been highlighted in a Brazilian study (International Labour Office, 2019). The company Service Cobranças Curitiba found that staff turnover and tardiness (arriving late for work) could be reduced by more than 50% with telework arrangements. Their employees' productivity, effectiveness, and quality of life also improved by more than ten percentage points.

4.4.2.3 Engagement and well-being of teleworkers

Now more than ever, business and government have a crucial role to play in protecting people's health while reinforcing the economy. According to the Gallup Institute, employees' perception of well-being makes them more resilient during difficult times and is related to better performance (Gallup Institute, 2020). Besides, thriving employees contribute to better business results. Therefore, companies have invested in monitoring their employees' well-being and creating an organizational environment that favors a sense of belonging, during the pandemic crisis, to emerge stronger from it.

> We compensate for the lack of physical presence with this series of care actions that we are promoting. (...) We created four action lines: people involvement, people care,

people performance, and people office. People care encompasses mental and physical health actions. We promote workshops and training in people performance where we approach themes like productivity, creativity, and innovation. And finally, people's offices are focused on infrastructure" (...) Since we are working from home, employees reported having a feeling of great care for the company with the people (Company 1).

What we did most was to do this (referring to wellness programs). We did everything you can imagine. We have yoga twice a week. We have a group of employees that organized virtual workout gymnastics. We also did some lectures on anxiety, well-being, health, and tips on protecting from COVID-19. We also brought a doctor to talk to all the companies about the topic (Company 6).

With the broad implementation of remote working, it is expected that a vast array of issues and challenges for employees and employers emerge. However, despite some difficulties being reported during interviews by all six companies, they are of little concern. When the difficulties present themselves, they are concentrated within a local group of employees, not the whole company. As mentioned below by an H.R. professional from a company from stage 2, two main groups of employees require special attention (i) people who live alone and (ii) employees with caregivers' responsibilities, such as mothers and fathers.

There are two audiences we are more watchful, those who live alone - due to issues related to feelings of loneliness and depression; and those who have children up to 6 years old - because they are facing more significant challenges to balance the demands with homeschooling, preparation of meals and constant interruptions of children and work. (...) At the beginning of the pandemic, there was a lot of shame regarding the interruption of children in the work environment regarding employees with children. However, the meetings we are holding weekly with our CEO, a father, have contributed to changing this scenario. In some of the sessions we held, his children appeared in the background, normalizing that family and work are now all together. These situations made employees realize that everyone "is human" and that "it is possible" to reconcile personal and professional life, which ended up calming everyone's mind (Company 4)

For working parents, the closing of schools, home offices invading family spaces, and the blurring of boundaries between work and family life experience has been challenging,

especially for dual-career couples. The two main difficulties pointed out were: (i) lack of structure that enables the employee to reduce distractions and interruptions and (ii) managing domestic and family routines (e.g., preparing lunch, homeschooling). In this sense, companies have sought to reinforce guidelines for not scheduling meetings from 12:00 to 14:00 and after 18h to avoid impacting the families' routine. Also, the presence of children (or other members of the family) in virtual meetings and interruptions become more common, as illustrated below:

> We are living in confinement where you need to work. It is not so simple to transfer the experience we have today (with the pandemic) to remote work. I'm sure it would be a different experience if my son went to school if I had more peace and quiet at home, or even if I had the option of choosing whether I would like to work from home or not (Company 1).

> If there was no pandemic and we could practice remote work, these feelings of stress and tiredness that we are experiencing today would not be as perceived by employees as they are now (Company 4).

> It is customary for us to be in work meetings with other areas and experience 'special participation' of our coworkers children. It's all right. It became the new normal to have family and work together (Company 6).

Although female employees are generally the ones who carry the most responsibility for domestic and care tasks, the impact of the blurring of boundaries has also been perceived by H.R. professionals to occur with male employees.

> I have seen some men reporting difficulties in reconciling the demand with children and work. I even see men being interrupted by their children during videoconferences. On one occasion, I have seen a man lulling a baby to sleep (Company 1).

> I notice that men are more aware of the difficulty of reconciling domestic and work demands. This experience - of being all at home together - forced men and women to reorganize their responsibilities to work in this new format (Company 5).

The wife of one of our infrastructure department employees works for a company back in the office, and therefore she needs to go to work in person. So, he became the primary caregiver for the baby and ended up having to work all day with the baby on his lap (Company 6).

The pandemic opened an opportunity to reorganize family dynamics. Data collected during the pandemic suggests that working from home may also make the father more involved. According to a survey of American couples, more couples share family responsibilities more equally now than they did before the pandemic (Carlson et al., 2020). In a study of Canadian fathers, a majority report doing more household chores and spending more time with their children now than they did before the pandemic (Shafer et al., 2020). In an organizations' context, this has also been an opportunity to review the dynamics behind the balance between personal and professional life. Companies have encouraged managers to be more aware of the possible challenges of working at home and, therefore, to predict potential impacts on professional performance. Monitoring surveys carried out by the H.R. areas, intensifying communication, and monitoring meetings between managers and the team has been the primary strategy, as shown below:

Communication with the immediate supervisor could ease many employees' daily lives if they could share the possible challenges of their family life or free time with their supervisor in these settings (Company 2).

In this sense, we believe that the current coronavirus encourages a more honest and open discussion between managers and employees about their work-life balance and how they can work well together to enable them to do their best work. Table 12 summarizes the pros and cons of the key findings regarding the main changes in working arrangements due to the extensive implementation of remote work.

Table 12:

Summary of the key findings regarding the main changes in working arrangements due to telework implementation

Dimension	Finding	Positive effect	Negative effect
Monitoring teleworking employees	Higher closeness between manager and employees	- Improvement of internal communication and transparency. - Higher alignment between employees and the organization, probably contributing to enhancing performance.	- Meetings increased throughout the organization, reinforcing the perception of workload; - The working hours extension for longer periods due to the urgency and easy communication promoted by the ICT advances.
	Employers encouraged employees to seek to adapt their demands through the reinforcement of the autonomy concept	- Shift from the traditional management style based on working hours to a focus on deliverables. - Higher perception of autonomy by employees in defining the workday is associated with higher levels of engagement.	
Influence of telework in organizational and individual productivity	Sense of higher levels of productivity due to the adoption of teleworking	- Telework reduced the commute time to and from work. - Fewer interruptions by colleagues and superiors contributing to higher focus and productivity.	- The increase in productivity may be related to a higher workload, that can impact emotional health and employee engagement in the medium and long term
Engagement and well-being of teleworkers	Growing recognition that the well-being and engagement of employees has a strong relationship with the sustainability of the business	- Constant monitoring of the well-being of employees and creating actions that favor the emotional health of employees such as mindfulness sessions; - Guidelines to support employees in establishing limits between personal and professional life.	- Social distancing has had a more severe impact on two groups: those who live alone and employees with caregivers' responsibilities, such as mothers and fathers.
	Recognition that personal and professional life are no longer dissociated	- Acceptance of the presence of children (or other household members) interfering in the work routine	- Blurring of boundaries between personal and professional expanding the work sphere and workload, causing a perception reduction of the teleworking benefits.

4.5 CONCLUSION

Every crisis comes with an opportunity. The growing recognition of the benefits and potential for remote work is likely to be a crucial business consideration emerging from COVID-19. This paper identified how the current widespread adoption of remote work has broken cultural barriers that prevented it in the past. The collective appreciation of remote work has begun to mature.

As presented in this study, companies have taken significant steps to cultivate a more flexible and empathetic workplace for their employees during the world health crisis. Among actions taken in this regard are: (i) the search for greater proximity between leaders and their teams through the increase of monitoring meetings (ii) support for employees to establish limits between personal and professional life (iii) reinforcement of the concepts of autonomy encouraging the employee to seek to adapt their demands to the conditions, and (iv) normalization of the presence of children (or other family members) at work.

Greater proximity between leaders and staff through the increase of follow-up meetings and greater transparency in communication has favored managers to have a better understanding of the workload of their employees, allowing measures to be taken to ensure that their personal and professional needs are met. Often, caring for employees and cultivating interpersonal relationships can simply be reinforced by an attitude like *"I'm here to help you, let's talk"*. Developing attentive and empathetic listening and being kind is something simple, but companies have not yet incorporated it (Zaman, 2020). Research shows that openness and understanding reduces anxiety and builds trust among employees (McKinsey & Company, 2020a).

Besides, companies in this study demonstrated their concern to support their employees in establishing limits between professional and personal life - for example, reinforcing the guidelines for defining meeting times to avoid impacts on families' daily lives. Also, another paradigm shift in the management style identified in this study is employees' incentive to incorporate concepts of autonomy, self-management, and self-responsibility. Autonomy has been found to moderate the relationship between the extension of telework and work that interferes with the family and has been correlated by various research that can contribute positively to job satisfaction and engagement. Furthermore, the interest in employees' well-being and engagement has been one of the main concerns and focus of constant monitoring to ensure business sustainability.

Perhaps the most emblematic change identified in this study of substantial change in labor relations is companies' statement that the presence and interruption of children (or other family members) at work meetings is normal and accepted. Empathy at work is of great value, as it contributes to a more careful and attentive look which can increase the feeling of employees belonging.

As a limitation of this study, it is important to mention that the main changes in working arrangements due to the extensive implementation of remote work identified in in this study were reported by HR professionals. Since they are, in general, the ones responsible for leading such transformations, it is likely that their perceptions are loaded with biases.

With companies further upgrading remote working as part of their operational model, long-term flexibility could be here to stay. We hope to contribute to companies to establish lasting strategies that can contribute to cultivating a culture in which employees can can better balance work and family demands and reach their long-term potential.

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5 CONCLUSÕES

A presente dissertação teve como objetivo geral identificar a relação existente entre as práticas de flexibilidade e a promoção da equidade de gênero no ambiente corporativo. Com isso, deseja-se contribuir com as empresas na formulação de políticas ou programas de flexibilidade que considerem as diferenças a fim de promover uma cultura mais inclusiva e equânime entre homens e mulheres. Para tal, fez-se necessário a busca de três objetivos específicos: (a) quais são os impactos da adoção de práticas de flexibilidade dentro da perspectiva de gênero; (b) como, no contexto pré-pandêmico, os impactos da adoção das práticas de flexibilidade eram percebidos; e (c) quais são as principais mudanças na gestão dos ambientes organizacionais devido à difusão do trabalho remoto como consequência da pandemia do COVID-19.

Para o alcance do primeiro e segundo objetivo específico (Artigo 1 - Capítulo 2), realizou-se, uma Revisão Sistemática da Literatura, a fim de se encontrar o que os autores identificam como efeitos positivos e adversos na adoção das práticas de flexibilidade, para mulheres. Chegou-se à conclusão de que, embora as práticas de flexibilidade tenham impacto positivo para os trabalhadores, tais como (i) aumentar o equilíbrio entre vida pessoal e trabalho e satisfação no trabalho; (ii) permitir que as mulheres, especialmente as mães, mantenham seus empregos após o nascimento dos filhos; (iii) melhorar a saúde das crianças; e (iv) reforçar o compromisso das empresas com a equidade de gênero; é fundamental considerar a interação entre gênero e as práticas de flexibilidade, pois podem contribuir para diferentes resultados.

Ainda em relação ao artigo 1, verificou-se que homens e mulheres usam e são esperados usar da flexibilidade de maneiras distintas, resultando diferenças na percepção de bem-estar, no equilíbrio entre a vida pessoal e profissional e na intensidade do trabalho. É esperado que as mulheres façam mais tarefas domésticas, enquanto trabalham com flexibilidade. Por outro lado, os homens, quando adotam arranjos de trabalho flexíveis são mais propensos a priorizarem e expandirem suas esferas de trabalho. Consequentemente, tais diferenças nas expectativas estão enraizadas nas visões pré-existentes dos papéis de gênero na sociedade. Além disso, identificou-se que, em geral, a flexibilidade resulta na expansão da esfera de trabalho, ao invés de sua contração, resultando em longas horas extras. Esse fato tem um impacto mais significativo sobre as mulheres, porque carregam 'a dupla jornada' do trabalho remunerado (organizacional) e não remunerado (doméstico) ao mesmo tempo.

Também foi possível identificar no artigo 1 que aqueles que adotam as práticas de flexibilidade podem sofrer os efeitos do que os autores chamam de 'estigma da flexibilidade',

sendo percebidos como menos comprometidos na carreira, ocupando posições marginalizadas na organização. Em consequência disso, têm as oportunidades de carreira limitadas. Neste contexto, as mulheres, especialmente as mães, são mais propensas a serem estigmatizadas, do que os homens, quando usam práticas de flexibilidade para fins de cuidado. Em complemento, observou-se que, quando as mulheres são as únicas a adotarem tais arranjos de trabalho flexíveis, isso pode ter um efeito negativo contra elas, ao oferecer subsídios 'racionais' em relação a tempo para justificar a falta ou lentidão de progressão na carreira. Portanto, concluiu-se que o gênero é essencial quando se trata de compreender as consequências do trabalho flexível.

Ademais, foi possível constatar que a cultura organizacional desempenha um papel fundamental na moderação desses efeitos. Ao promover e incentivar a adoção da flexibilidade para **todos**, é possível que as empresas minimizem os efeitos negativos para àqueles que o adotam. Revisitar o conceito do que é um 'trabalhador ideal' é urgente. Por muito tempo, têm se considerado que o 'trabalhador ideal' é aquele profissional que está continuamente disponível e capaz de priorizar o trabalho sobre as demandas pessoais, o qual é incompatível com as expectativas do papel social das mulheres. Portanto, promover discussões a respeito desse conceito é premissa fundamental para que as organizações possam criar uma cultura que ofereça apoio de maneira a conciliar as demandas da vida pessoal e profissional, contribuindo para uma maior paridade de gênero nas organizações.

Capacitar a liderança no desenvolvimento das habilidades necessárias para gerenciarem suas equipes nesse novo contexto também foi identificado como um fator importante para minimizar os efeitos negativos. O modelo tradicional de gestão baseado em horas precisa dar espaço para um modelo de gestão baseado em confiança e resultados

O terceiro objetivo específico foi atendido no artigo 2 (Capítulo 3), através de uma pesquisa quantitativa *(survey)*. Por meio de análise estatística descritiva foi possível identificar que a flexibilidade quanto ao local de trabalho (trabalho remoto) não era uma realidade difundida no contexto pré-pandêmico. Entretanto, tal prática foi considerada atraente pela maioria dos respondentes. Quanto à adoção de tais práticas, percebeu-se um relativo equilíbrio entre gêneros na amostra. Todavia, quando analisada sob a ótica dos respondentes com filhos, a prática do trabalho remoto foi percebida como ainda mais atrativa para esse grupo.

Foi possível também verificar por meio da *survey* que o contexto organizacional tem um papel fundamental na mediação desses efeitos, corroborando com os achados do artigo 1. Os respondentes das empresas nas quais a prática de flexibilidade é amplamente adotada por toda a organização, tem as consequências negativas do trabalho remoto, tal como o 'estigma da

flexibilidade', não tão presentes, o que contribui para uma maior taxa de progressão na carreira. Esse efeito positivo na progressão de carreira foi ainda mais significativo entre os respondentes gerenciados por gestores que adotam flexibilidade. Os trabalhadores que são gerenciados por alguém que frequentemente ou sempre trabalha de forma flexível são mais propensos a dizer que a flexibilidade os ajuda a desenvolver suas habilidades e não tem medo das consequências negativas para a sua carreira. Além disso, constatou-se uma associação positiva entre os respondentes de empresas com programas de Diversidade e Inclusão e a redução do preconceito e estereótipos entre seus trabalhadores. Tal fato, reafirma a importância do estabelecimento de uma cultura organizacional inclusiva para a promoção da equidade de gênero.

O quarto objetivo específico foi atendido no artigo 3 (Capítulo 4). Para tal, foram conduzidas entrevistas em profundidade com profissionais de Recursos Humanos de seis empresas de tecnologia. As respostas dessas entrevistas associadas à difusão do trabalho remoto resultante da pandemia do Covid-19 foram analisadas por uma combinação de técnicas, que permitiu identificar que as principais barreiras que impediam a adoção generalizada de arranjos de trabalho flexíveis antes da pandemia eram culturais, e não tecnológicas ou institucionais.

Foi possível também identificar que as empresas tomaram medidas significativas para cultivar um local de trabalho mais flexível e empático para seus funcionários durante a crise mundial de saúde. Entre as ações tomadas a este respeito, estão (i) a busca de maior proximidade entre os líderes e suas equipes através do aumento das reuniões de monitoramento (ii) apoio aos funcionários para estabelecer limites entre a vida pessoal e profissional (iii) reforço dos conceitos de autonomia incentivando o funcionário a procurar adaptar suas demandas às condições, e (iv) normalização da presença de crianças (ou outros membros da família) no trabalho. Se mantidas, tais medidas podem vir a contribuir para o cultivo de uma cultura na qual os funcionários possam equilibrar melhor as exigências do trabalho e da família, refletindo em uma maior paridade de gênero nas organizações.

Por meio desta pesquisa foi possível concluir que a oferta de flexibilidade como instrumento para a promoção da equidade de gênero no ambiente corporativo tem muitas camadas de análise e desafia as visões pré-existentes dos papéis de gênero na sociedade. Mulheres ainda fazem o dobro, senão o triplo, das tarefas relacionadas ao cuidado como cozinhar, limpar e cuidar das crianças (International Labour Office, 2019). Tal disparidade entre o tempo destinado à economia do cuidado é um dos principais fatores que têm reduzido ou retirado as mulheres do mercado de trabalho. Portanto, apesar da flexibilidade ser uma ótima forma para reduzir a disparidade entre os gêneros no mercado de trabalho, introduzi-la sozinha não é suficiente. Faz-se necessário portanto políticas adicionais que contribuam para mudanças

de visões pré-existentes quanto aos papéis sociais de quem é responsável pelo cuidado das crianças e quem são os provedores.

Encorajar homens a adotarem mais flexibilidade para atender as demandas do cuidado com a família, promovendo uma divisão mais equânime têm sido considerado um importante caminho. Corroborando com esse fato estão os países nórdicos como Suécia e Noruega, nos quais há mais progresso sobre os papéis sociais de gênero e políticas nacionais que encorajam os homens a assumirem uma postura mais ativa no cuidado com os filhos e com as tarefas domésticas. Nesses países, os efeitos da prática de flexibilidade têm tido resultados iguais entre homens e mulheres. Em complemento, é também preciso mudar as percepções sobre o que é o 'trabalhador ideal' e o que significa trabalhar de forma flexível e como a flexibilidade pode contribuir positivamente para organizações.

Espera-se que a experiência em larga escala do trabalho remoto, promovida pelo coronavírus, possa incorporar a flexibilidade como parte do modelo operacional das empresas (flexibilidade como novo normal). Como pesquisas futuras, sugere-se a investigação sobre quais mudanças organizacionais - não apenas em termos de políticas formais, mas também em termos de normas informais - podem oferecer condições iguais para que homens e mulheres possam gerenciar com eficácia as demandas trabalho-família. Além disso, sugere-se a extensão da investigação sobre os efeitos das práticas de flexibilidade na promoção da equidade de gênero não tratadas nessa pesquisa como, por exemplo, a jornada reduzida e a licença maternidade.

APÊNDICES

APÊNDICE A – SURVEY QUESTIONNAIRE

Survey Questionnaire

PART 1 - Demographics of the respondents

1. Gender:
( ) Male
( ) Female
( ) Other (not binary)

2. Age group:
( ) 18 to 24 years old
( ) 25 to 29 years
( ) 30 to 35 years
( ) 36 to 45 years
( ) 45 to 59 years
( ) 60 years or more

3. Civil status:
( ) Single
( ) Dating
( ) Married
( ) Living with a partner
( ) Separated
( ) Divorced
( )Widower

4. Do you have children?
( ) Yes
( ) No

5. What is your level of education?
( ) Elementary school
( ) Incomplete High School
( ) Complete High School
( ) Incomplete higher education
( ) Technical teaching
( ) Complete higher education
( ) Postgraduate or above
( ) None of the above

6. What is your main occupation?
( ) Unemployed
( ) Retired
( ) Liberal professional

( ) Self employed
( ) Entrepreneur
( ) Homeowner
( ) Private company employee (managerial position or superior)
( ) Private company employee (Other positions)
( ) Public Servant (Management position or higher)
( ) Public Server (Other positions)
( ) Student

7. How long have you been in the current occupation?
( ) less than 1 year
( ) 1 to 2 years
( ) 2 to 5 years
( ) more than 5 years

PART 2 - Understandd what the company offers.
8. Does my company allow flexibility regarding the beginning and end working hours?
( ) Yes
( ) No

9. Does my company allow flexibility regarding the place where the work is performed?
( ) Yes
( ) No

10. Does my company offer the opportunity to compress the working day (work more hours per day in exchange for time off)?
( ) Yes
( ) No

11. Does my company offer short-Fridays?
( ) Yes
( ) No

12. Does my company offer the opportunity to take unpaid leave (sabbatical period)?
( ) Yes
( ) No

13. Does my company offer the opportunity to reduce the working day (part time job)?
( ) Yes
( ) No

14. If your company has some kind of work day flexibility program, please comment on how it works:

PART 3 - level of adoption by the respondent
15. I adopt a flexible working day (flex time).
( ) never
( ) 1x per week
( ) 2x per week
( ) 3x per week
( ) every day

16. I adopt the practice of remote work (home office).

( ) never
( ) 1x per week
( ) 2x per week
( ) 3x per week
( ) every day

17. I adopt a compressed working day (I work more hours a day in exchange for time off).
( ) Yes
( ) No

18. I adopt reduced hours on Fridays (short-fridays).
( ) Yes
( ) No

19. I use/have used unpaid leave (sabbatical leave) throughout my career.
( ) Yes
( ) No

20. I use/have used reduced working hours (less than 8h44 daily) throughout my career.
( ) Yes
( ) No

21. The adoption of flexible day programs is encouraged by my employer.
( ) Yes
( ) No

22. My immediate manager adopts some kind of flexible journey.
( ) Yes
( ) No

23. Have I ever been promoted while adopting a flexibility program?
( ) Yes
( ) No

PART 4 - cultural perceptions
24. Working flexibly (answering calls early in the morning or late at night in exchange for free time during the day) is attractive.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

25. I can use the flexible working hours programs without fear of negative consequences for my career.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

26. I am satisfied with the security/stability of my job.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

27. I am satisfied with the support I receive from my manager to meet the demands of the family/home.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

28. I am satisfied with my relationship with my spouse/partner.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

29. I am satisfied with the opportunity I have to develop my skills/skills at work.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

30. I am satisfied with how much my opinion counts at work.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

31. I am satisfied with my current work agreement.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

32. The employees who adopt the flexibility programs of work in my company have the chances of career growth reduced.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

33. The employees who adopt the work flexibility programs in my company are seen as less committed.
totally disagree 1 ( ) 2 ( ) 3 ( ) 4 ( ) 5 ( ) totally agree

Part 5 - understanding more of the respondent
34. What segment of the company do you work for?
( ) Trade
( ) Services
( ) Industry
( ) Technology
( ) Public Service
( ) I am not linked to any company

35. How big is the company you work for?
( ) up to 19 employees
( ) 20 to 99 employees
( ) 100 to 250 employees
( ) 251 to 499 employees
( ) more than 500 employees

36. For your company, attracting new talent is a concern.
( ) Yes
( ) No

37. Does your company care about encouraging Diversity and Inclusion in the work environment?
( ) Yes
( ) No

38. Does your company have specific initiatives to promote Gender Equity?
( ) Yes
( ) No

39. If yes, what is the format adopted by the company for the treatment of the subject?
( ) policy
( ) practice
( ) program
( ) committee for the theme

APENDICE B – SEMI STRUCTURED INTERVIEW

Semi structured interview with the purpose to identify howcovid-19 has changed the paradigm of remote work

I) COMPANY DEMOGRAPHY - HEATING STEP:

1. Please, provide a brief overview of the company (number of employees, main activities, etc)

II) PRE-PANDEMIC CONTEXT

1. What was the experience before the pandemic regarding the adoption of home office practice?

2. Was there a specific policy for this? If so, you can describe it.

3. In what condition did your company's employees adopt the practice of the home office before the pandemic?

4. In your opinion, what are the main reason that "hindered" the broad implementation of home office policy in your company before the pandemic?

5. Do you consider that people who adopted the home office before the pandemic were seen as less committed for using these programs?

III) HOME OFFICE IMPLEMENTATION IN PANDEMIA

1. What kind of measures were taken to adapt the company to the new form of remote work?

2. Is it possible to identify a specific group of employees who have faced more significant difficulties reconciling work and home routines?

3. What are the positive points that the organization has identified concerning the home office practice's adoption? (instigate two or more examples of each)

4. What are the negative points that the organization has identified concerning the home office practice's adoption? (instigate two or more examples of each

5. With regard to the working day, what has the company's orientation been in this regard? What changes needed to be made?

6. How has the company perceived the impact of the home office on employee productivity?

7.   With social distancing, did the flow of information, follow-up meetings increase or decrease in your company?

8.   How has the company monitored the well-being and emotional health of its employees? (e.g., research, survey, psychologists.)

9.   Does the company have strategies to support employees to overcome these challenges? Which are?

10.   What measures have the company taken to maintain team engagement?