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ORGANIZATIONAL CULTURE IN REMOTE WORKING CONDITIONS – HOME OFFICE

The Covid-19 pandemic has complicated business activities at various levels, primarily in terms of work organization. The objective of this research is to determine the significance of organizational culture for employees working in home office conditions. What values and amenities, previously preferred in a company, are missing for employees in remote working conditions at home (RQ1)? Which values of organizational culture were predominant during remote work, playing an important role in home office conditions (RQ2)? Which were lacking (RQ3)? To analyze the above issues, this article used both secondary studies of national reports examining remote work, and the author's pilot study using an online questionnaire. The research results indicated that remote work during the Covid-19 pandemic, in most cases, did not neglect the key values of organizational culture and the involvement of employees. The biggest problem turned out to be cultivating the values primarily responsible for building trust, honesty, and respect, as well as communication and motivation.

Keywords: organizational culture, remote work, home office, COVID-19.

1. INTRODUCTION

The COVID-19 pandemic is and will be of great significance for the future of the global economy. It is also a breakthrough period, changing the existing paradigms in human relationships, health protection and hygiene. Most organizations have had to face an unprecedented situation, i.e., the need to maintain the continuity of the conducted activity while securing the health and life of employees, the consequence of which was a range of changes, including significant transformation of organizational cultures (Kniffin et al., 2020). It seems that the core values and assumptions of many organizations have changed in favor of maintaining security and consistency of operations. This deep transformation was a major challenge to managers (Kniffin et al., 2020). They wondered in what direction the company's culture has evolved, when most employees worked from home (Howard-Greenville, 2020). Although modern technological solutions potentially allowed for the accomplishment of the organization objectives by providing work in the form of remote work, this non-standard way of performing work was not however irrelevant to the operation of individuals, and primarily for their mental well-being. Not everyone coped equally well in social isolation, primarily, the need for affiliation or direct relations with the

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employee group was a clear problem for many employees, which was evidenced by the ClickMeeting research (2021). Modern technology has created a great opportunity to change the approach to work and remote work has become the fact, whether we were prepared for it or not. For organizations having and managing virtual teams, or teleworkers, transition to home office was nothing new and surprising, but it was worse for those who had not dealt with this form of work before. Moreover, the pandemic highlighted deficiencies in the equipment of workstations in terms of IT infrastructure and their operation, which quickly verified the level of the organization development. Remote workers need a virtual digital working space with technology that makes communication, cooperation, and access to information as easy as in the office. Another problem became maintaining organizational culture and the need to modify it for home office working conditions (Olearczyk, Walewska-Zielecka, 2021). The results of the previous research indicated that organizational culture affects the involvement and satisfaction of employees in the organization (Belias, Koustelios, 2014). In the present circumstances of the post pandemic reality of COVID-19, scientists want to know if organizational culture still influences the involvement of the organization and how it has changed over several months of social isolation. This paper will help to fill this research gap. Therefore, the objective of this research is to determine the significance of organizational culture for employees working in home office conditions. This and, particularly the significance of organizational culture during remote work and its preferred values and principles are the content of the following article.

2. REVIEW OF LITERATURE AND NATIONAL REPORTS

2.1. Remote work in home office conditions

In an informal language, remote work is often replaced with an English-speaking term – home office, although it is only one of possible forms of performing work remotely (Szluz 2013). In the article, the term of remote work will be used in the context of home office. According to literature, the terms of remote work and telework are often identified with each other and used interchangeably. However, some researchers (Sęczkowska, 2019; Dolot 2020) point out that telework relates to work performed from home under a contract of employment, while remote work refers to work done under a contract of employment of civil-law contracts or self-employment. Telework allows employees to perform their duties and responsibilities from the location outside their seat, other than the official workplace. This may include work at home, another division, a coffee shop, a bookshop and even a coworking space. Although they are often outside an office, a teleworker is different from a remote worker since sometimes in-person presence in an office is required, although this is not always the case. Another key difference is that a teleworker is often geographically closer to the head office than a remote worker. Additionally, it is worth referring to the Polish Labor Code, which does not include legislation on remote work, the only related form of providing this type of work is telework. In the light of the law, “work may be performed regularly outside the workplace, using electronic means of communication within the meaning of the rules on the provision of services by electronic means (telework)” (Kodeks pracy, art. 675 par. 1 – The Labor Code, Art. 675 paragraph 1). Hence it is believed that the criterion of regularity and repetition is crucial to distinguish remote work from telework (Dolot, 2020; Wróbel & Jendza, 2018). Nowadays, remote work is possible under the so-called Covid Act of 2 March 2020. It states that in order to counteract Covid-19 the

employer may order the employee to perform work for a specified period of time outside the place of its permanent performance (remote work) (Raport “Aspekty pracy zdalnej z perspektywy pracownika...”). The term of remote work should therefore be used when it is performed only occasionally or periodically as was the case of the Covid-19 pandemic. Nowadays, the Polish government has decided to start work aimed at regulating the rules of remote work in a more comprehensive way than telework.

And so, while some companies offered an opportunity of working from home as an add-on, it has become a standard for most businesses now. Many workers enjoyed the freedom and flexibility of remote work, particularly at home, coworking spaces or other places outside the office. It is true that employers also did and still do benefit from remote work due to reducing the needs and costs related to real estate in the workplace, and broader, more flexible opportunities for talent acquisition. The research by the Antal (Raport Antal, 2021) indicates that employers rate the efficiency of remote work very highly – in the opinion of 92% of them, it is good or very good. Companies are also happy to reduce the cost of business travel (81% of positive indications) and to maintain the level of remuneration (71% of positive indications). Integration and cooperation (35% of negative indications) and onboarding of employees (29% of negative indications) are rated the worst. Recruitment of employees (16% of negative indications) also seems to be a big challenge (The Report on the Remote work aspects from the perspective of the employee, the employer, and the economy of 2021). However, psychosocial issues, among others, related to people’s motivation to work, building positive interpersonal relationships or precisely related to the observance and respect for organizational culture during remote work have become problematic. Undoubtedly, this situation requires a deeper analysis and consistent operations. Although the year of 2020 can be considered the year of remote work, the observers assume that this is only just beginning since the continuation of this trend is already visible in the coming years. The Gartner CFO study indicated that more than two-thirds (74%) are planning to permanently transfer employees to remote work after the end of the Covid-19 crisis. It is estimated that 70% of the labor force will work for at least five days a month by 2025 (the study by ETR – articles from Reuter and Forbes).

2.2. Home office and organizational culture

Culture is perceived as a more or less coherent system of meanings and symbols within which there is social interaction, it refers to the common views of employees concerning what is important in the workplace and how to behave in it. According to Pettigrew (1979), culture ought not to be perceived as a uniform concept but just a set of terms including “the symbol, language, ideology, belief, ritual and myth”. Schein (2004) notices that organizational culture is co-experienced by the employee group during various situations. Fundamentally, he defined organizational culture as a pattern of common basic assumptions the group has learned when solving problems connected with external adaptation and internal integration and these patterns have operated well enough to be considered to be right, and thus to pass them on to new members of the company as a pattern of the right way of perception, thinking and feeling in relation to these problems. Moreover, according to Schein, there are three levels of organizational culture: artifacts, standards and values and basic assumptions. The values are to reflect the common perspective of what strategies the organization should take, and what its objectives should be (Kwantes, 2015). This common set of perspectives is often communicated using symbols which carry the common meaning in the organization (Alvesson, 2012; Weber, Dacin, 2011)). According to the definitions of

organizational culture, it primarily concerns the shared parts, i.e., views, ideologies, values, convictions, expectations, and standards (Hofstede, Hofstede, Minkov, 2011; Bisbey et al., 2019). The physical transmission of these elements in most enterprises has played an important role in the whole of organizational processes. In the home office working conditions, this process was disturbed, most of all, in terms of the reception of all physical and behavioral artifacts difficult to transfer into the virtual world, such as, any rituals and ceremonies which do not strengthen employees' involvement with no physical contact. It was precisely the changes in access to organizational culture that caused employees' longing for previous experiences of office work. Therefore, informal employee contacts and precisely the lack of their compensation during social distance were disturbed. There were also visible transmission disturbances within the so-called basic assumptions, i.e., the least visible area of organizational culture but laying the foundations for the whole organization, which is responsible, among others, for the sense making of the cooperation in the company (Dolot, 2020; Sęczkowska, 2019).

Social distance has brought therefore inevitable consequences associated with employees' moving away from organizational culture and daily management requires new models of involvement of groups creating the organization. The main functions of organizational culture, in difficult times, was the one related to the adaptation to the changing external conditions, and thus it played a major role in the context of the crisis. For this reason, companies switching to a remote mode in the crisis conditions had to consider employees' distance to their organizational culture as another risk factor (Paprocki, 2020).

It was clear that, from the beginning of the pandemic, many issues required immediate action so as not to lead to long-term downtime in business. On the other hand, the issues associated with the appropriate motivation of employees to work, stimulating their involvement or taking care of organizational culture remained for further consideration and actions by managers, which does not change the fact that their importance for business is enormous. However, in the first place, the transition to a remote work mode required operations without which this form of work could not exist, e.g., preparing IT infrastructure or access to the Internet. The conditions of remote work are characterized by high flexibility of work, the possibility of providing work from anywhere in the world, lack of daily direct contacts with coworkers, dependence of working time on the needs of the organization, and on rapidity and efficiency of the employee's operations, self-regulation of working time. This is where organizational culture should play the greatest role. If, prior to the pandemic, specific values were crucial to companies, it is certain that some of them have lost their freshness over the last nearly three years. Therefore, in the paper I try to answer what values and amenities, previously preferred in the company, are missing for employees in remote working conditions at home (RQ1) and what values of organizational culture were leading during remote work and played an important role in home office conditions (RQ2) and which they were lacking (RQ3)? It is only when each of the adopted values meets all these criteria, we can talk about good organizational culture (<https://www.prawo.pl/kadry/kultura-...>).

Based on the analysis of secondary studies, RQ2 can be partially answered. The values previously promoted in the work environment concerning at least mutual loyalty, trust, involvement, and collaboration with no limits in the transfer of knowledge must have contributed to an easier transition to the home office work mode. According to the research conducted by Mercer, the consulting company dealing with human resources, 94% of employers stated that the performance of their employees was the same or higher than

before the pandemic, even if their employees worked remotely (<https://edition.cnn.com/2020/08/27...>). Meanwhile, many managers or companies' owners were mentally reluctant not to have total control over what their employee was doing at any time. During the pandemic employees particularly appreciated employers who provided them with a sense of *security* and *stability*. Responding to RQ1: there is still a significant group of people who stated they *felt abandoned*. 20% of the respondents from Poland *had no* sense that their superiors *trusted* them to perform their duties working from home with no need for intensive supervision. Moreover, as much as 52% *felt underappreciated* and only slightly less than half state that their achievements during remote work were *adequately observed* (48%) (<https://www.egospodarka.pl...>). However, it is worth noting that, in the office environment, a positive attitude and strong relationships open the door to promotion. One of the drawbacks of remote work is that it is more difficult to highlight one's own professional achievements. In the subsequent post pandemic years employees will have to put an additional effort into a virtual increase in involvement to ensure they have access to new opportunities and to be identified by employers as a unique employee and leader when working at home. The lack of trust and faith in the abilities of employees is rather unlikely to occur in organizations with strong cultures as previously promoted and established organizational values had led there to the creation of the consistent, close-knit, and involved working environment. The companies in which managerial staff do not trust their employees find it very hard to operate and succeed in the remote work mode where the possibility of this control, due to obvious reasons, is limited. Employees, for whom excessive supervision by their superiors may just hinder the performance of daily duties and discourage them from working efficiently, are also aware of that.

Despite the general satisfaction with the freedom of remote work and performing it at home, on numerous occasions, it also happened that employees were required to be practically available 24 hours a day (Sęczkowska, 2019). This led to a complete *imbalance between private and professional life* (RQ1). Normalization of this type of behavior of superiors required some time, but most of all, the establishment of new procedures, rules, and principles of work, i.e., reevaluating organizational culture itself. The research by Labor Market Monitor indicates that, in the remote work mode, the actual working time extended (RQ1). 43% of people who work remotely, wholly or partially, work overtime more frequently than prior to the pandemic, 47% – replies to business e-mails outside working hours more often than prior to the pandemic, and 34% – answer business phone calls outside working hours more frequently than prior to the pandemic (RQ1) (Randstad, 2021; Monitor Rynku Pracy).

That the new reality also forced the changes in the organization culture and its ordering, but it brought about savings and increased productivity as well. Managers, after dealing with organizational issues concerning work in the home office mode, finally took care of the appropriate facilities in terms of forming organizational culture, conducive to the process of integration of dispersed employees and implementation of the knowledge codification strategy (Randstad, 2021; Monitor Rynku Pracy). The fact is that the organization of remote work caused many difficulties in the processes of forming organizational culture. The development of one coherent pattern of behavior, standards and values was hindered by a very high dynamics of the structure, frequent changes in team members, their roles, and high diversity (RQ3). Therefore, managers in charge of the team working in home office conditions sought to build a cooperative organizational culture. The dominant values in this culture are synergy, egalitarianism, and harmony, while leadership

oriented to coaching, mentoring and teamwork, also in a remote company, would bring benefits to both parties (Kozmiński, 2008) (RQ2). Managers also sought to promote a competence culture, preferring the values, such as, professionalism, innovativeness and competition between individuals and groups. There is an exchange of knowledge and information here, aimed at increasing the level of effectiveness. Competence cultures are open to innovativeness and using new tools and technologies in achieving the objective (RQ2).

It is also worth pinpointing that another value which definitely gained in importance during the pandemic was *openness in communication*. Employees became to demand clear, factual, and reliable information from employers. The relationships between the superior and employees are very important not only for themselves but also the entire company. Individual studies show that almost everyone noticed the impact of the pandemic on interpersonal relations, including those in the working environment. According to the results of the analysis by the Antal company, 65% of the respondents noticed the weakening of relationships in the working environment, 54% experienced difficulties in external and/or internal cooperation, and 32% – a decrease in the effectiveness of cascade communication in the organization (RQ1) (Raport Antal, 2021). Although remote work makes it difficult to contact other employees, team members and managers, according to the research results by Hays Poland, 76% of the respondents positively assess their relationships with their bosses and appreciate their efforts during the pandemic (Hays Polska, 2021) (RQ2). In turn, 48% of the respondents believe that the lack of direct supervision and remote contact with their boss translates into higher efficiency of work (RQ2) (ClickMeeting, 2021).

Regardless of the degree of employers' attitude to remote work and benefiting from it, it should be acknowledged that *the flexible approach of employers to work* is gaining in importance; it is particularly visible when considering the decision to return to office work. Both global companies and small local entrepreneurs implement a hybrid work model for this purpose, recognizing the advantages of enabling their employees to make their own choices (RQ2). On the other hand, dynamic technological development, process automation and growing mobility of society indicate that more and more employees will decide on remote work, also full-time. Wishing to remain an attractive employer in the market, enterprises ought to consider this aspect in their employment strategy and respond to the needs of employees (Sapta, Muafi, Setini, 2021).

However, the willingness to work in the remote or hybrid mode cannot be generalized to the same extent in all cases. Unfortunately, remote work is not an ideal solution for all employees since it requires a very good organization of working time, independence, self-discipline, and abilities to dictate the right pace of work. After providing the employee with an opportunity to use home office, it is worth therefore regularly raising the issue of satisfaction with such a solution with them. It happens that, for some people, this form of work turned out to be tiring, stressful or ineffective in the long run (ClickMeeting, 2021). Then, it is worth considering whether a better solution would be to make working time more flexible in the form of flexible hours to start it.

In addition, there are housing conditions which are often not conducive to the home office work. The data by Eurostat indicates that 39% of Poles live in overcrowded apartments in Poland (the EU average is 16%). As a result, during the first lockdown 42% of working parents declared that they had no possibility of adequate isolation while working remotely. The transition to the home office mode is also the separation of the workplace in the home space. The problems related to the penetration of personal life

of employees through occupational issues and shifting the boundaries of employees' responsibility became apparent. The prevalence of these problems increased an interest in the scope of employers' responsibility for jobs in the new home dimension (<https://centrumcyfrowe.pl...>).

To sum up the above considerations, (and partially responding to RQ1, RQ2, RQ3 based on secondary research) it is necessary to highlight the significance of organizational culture during remote work at home, its constant strengthening is required. In the struggle to stay in the market in times of crisis, it is easy for employees to forget the values and principles preferred by the specific organizational culture and it is important here for leaders to remind themselves and other team members that values should never be sidelined. Each decision made by the company ought to be in line with its values. Otherwise, values will only be perceived as "only words" and culture will fall apart. Only reminding team members of values is essential for maintaining strong culture (<https://about.gitlab.com...>).

3. OWN RESEARCH

3.1. Research methodology

The research was conducted among 131 respondents from January 2022 to May 2022 using the CAWI method. The research was a pilot study. The respondents were requested to complete the online survey questionnaire. 93% of the respondents was part-time students of Faculty Management, Czestochowa University of Technology. The study was intended only for people working remotely, the research group was selected from part-time students (93%), and then a link to the study was provided to them. The remaining 7% of the respondents are people who are connected with the first research group (family, friends) who expressed their willingness to participate in the research.

The objective of the study was to determine the importance of organizational culture for employees working in home office conditions. The conducted own research provides answers to the following questions: what values and amenities, previously preferred in the company, are missing for employees in remote working conditions at home (RQ1) and what values of organizational culture were leading during remote work and played an important role in home office conditions (RQ2) and which they were lacking (RQ3)? The overall satisfaction with work in home office conditions was also evaluated. The characteristics of the respondents are presented in Table 1.

Table 1. Characteristics of the respondents (%)

Age	Under 25	25–40	40–55	Over 55
	33	49	13	5
Gender	Female	Male		
	62	38		
Education	Secondary	Higher (I and II degree)		
	78	22		
Place of residence – towns/cities:	Below 50 thousand inhabitants	50–500 thousand inhabitants	Over 500 thousand inhabitants	
	16	79	5	

Source: Author own studies.

3.2. Results

3.2.a. Results RQ1

In the first place, the respondents were asked about trust in their superiors while working remotely at home, 78% replied positively, the others did not feel trust. The question provided an opportunity to supplement the response with the reason for the lack of trust and here some explained that they had never trusted their superiors, even prior to the pandemic and others explained this with the disorganization of work and fear for what next with their work from the moment of the outburst of the pandemic, noticing the helplessness of their superiors in the face of new working conditions. It also seems that for this and other reasons the respondents also emphasized a great sense of stress while working remotely at home (39%), 61% did not feel stress. This rather low perception of stress relates to another question, i.e., do you feel satisfaction with work in home office working conditions? As much as 82% responded “yes”, 10% responded “no”, and 8% had no opinion in terms of this issue.

The subsequent questions related the issue of working conditions in the home office mode (Table 2).

Table 2. Working conditions in the home office mode

Questions:	YES	NO
Did the employer prepare you for work in home office conditions, i.e., provided tools, software, communicator, conducted training in terms of their use?	67%	33%
In case of problems with the above-mentioned tools, could you count on the support and help of superiors?	85%	15%
In case of problems with the above-mentioned tools, could you count on the support and help of coworkers (colleagues)?	72%	28%

Source: Own study.

The above indicates that the situation of the respondents, in terms of the preparation for work in home office conditions was quite good, in most cases, they were provided with IT infrastructure, including training by employers/superiors. The respondents always had an opportunity to comment under the responses ticked, in that case some supplemented their response to the first question from Table 2 with a note that the conditions for work at home were provided to them but after some time from the beginning of the pandemic. This required some thoughts and considering the related organizational and financial issues. 37% indicated receiving an equivalent for preparing independently the workplace at home. On the other hand, the result of 85% of indications of receiving help from superiors in terms of support when experiencing problems with tools at work is satisfactory (listed in question 1 in Table 2). It was slightly worse (although 72% of positive indications is a satisfactory result) with assistance and support from coworkers. Some respondents, in comments, explained their unwillingness to help others with the overload of work, other home duties, i.e., support during distance learning of their children, hence a limited time to help colleagues.

Subsequently, the respondents were asked about problems with the organization of their own time while working in the home office mode. 62% had no problems with that, the

others, i.e., 38% indicated problems in this area. The respondents did not leave comments for the negative response; however, it may be assumed that this was due to self-discipline and own motivation, which will be explained in the next question.

3.2.b. Results RQ2

When moving to the essential research of organizational culture in home office conditions, the respondents were asked: do you think that, during the pandemic and remote work, organizational culture suffered? The obtained responses did not provide an unequivocal solution, i.e., 34% of the responses is “yes”, 36% of the responses amounts to “no” and 30% is “don’t know”. The respondents reacted slightly differently to the question: what values of organizational culture were the leading ones for you while working remotely and which ones you were lacking? (Table 3 – more than one response possible).

Table 3. The leading values during remote work and their lack during remote work

Values:	Important from the respondent’s point of view	Its lack from the respondent’s point of view
Openness	92%	75%
Trust	96%	72%
Empathy	87%	89%
Understanding	98%	92%
Respect	83%	78%
Involvement	69%	73%
Emotionality	93%	57%
Reliability	66%	68%
Courage	68%	71%

Source: Author own studies.

There are no such large discrepancies between the expected and actual state of the preferred values according to the indications of the respondents (Tab. 3). They primarily pay attention to the values of ‘openness’, ‘trust’, ‘respect’ or ‘emotionality’. While the first two values can be explained by the, generally prevailing in companies, distance to freedom and trust or just openness/honesty towards employees (this requires long-term building of mutual loyalty in employee team), the decline in respect and affection towards employees is incomprehensible.

When asked whether, during the pandemic and remote work, the values, standards, and principles of organizational culture were consulted with employees? a slightly more than half of the respondents (51%) said “yes”, 22% indicated “no” and 27% – “don’t know”. On the other hand, when asked if the values, standards, principles of organizational culture were changed during the pandemic? most responded – “don’t know” – 77%, only 6% indicated “yes” and the other 17% – “no”. The obtained results show a slightly negligent approach of employers/managers to the essence of organizational culture. In the struggle to maintain their market results and to avoid downtime in the implementation of organizational processes during the pandemic, they did not pay enough attention to the issue of cultivating cultural values and norms.

Disregarding the research results obtained above, the respondents, when asked if remote work (home office) can replace traditional working conditions for them, predominantly, i.e., 76% responded “yes”, 15% indicated “no”. and 9% that “yes, but partially”. Considering a greater interest in remote work (home office) by employers themselves, the prospect of hybrid work is highly probable.

3.2.c. Results RQ3

The respondents were also asked what they were missing most during remote work, and the responses provided were the introduction to determine negligence or not in terms of organizational culture (Table 4).

Table 4. What were you lacking most during remote work at home?

Issues considered:	YES	NO
Direct contact with the superior	52%	48%
Direct contact with coworkers (colleagues)	70%	30%
Staying in the workplace, i.e., the building, own office, the company's room	48%	52%
Contact with customers	84%	26%
Contact with contractors	79%	21%
Motivation from the immediate superior	54%	46%
Self-discipline	44%	56%
The sense of work performed	32%	68%

Source: Author own studies.

The analysis of the results included in Table 4. indicates that the perceived shortcomings during remote work primarily concerned direct contact with people, especially coworkers, customers, contractors and, furthermore, superiors. This may be the evidence of the limited possibilities of achieving the need for affiliation during remote work, verbal contact with others, including meeting new people and establishing new business relationships. The respondents had also difficulty in terms of poor involvement of superiors in their motivation (54%).

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

To sum up, it is important for managers to seriously approach the issue of maintaining organizational culture irrespective of the working conditions of employees, i.e., home or traditionally in an office. It seems to be definitely harder during employees' remote work but not impossible. This requires their effort and involvement, searching for new methods and ways of satisfying the needs of subordinates, enforcing the results of operation, and cultivating the most important values in the company to maintain not only the effectiveness and efficiency of operation, but also unity, empathy, and collectivity. The analysis of both secondary and own data showed that employers/superiors in most cases responded to all needs related to remote work (home office) rapidly and remedially, since they bore the greatest responsibility for maintaining the efficiency of the team, however, they slightly neglected the issues of organizational culture. The COVID-19 pandemic forced managers

to the maximum level of concentration and resourcefulness and multitasking. Thus, the most relevant tasks of managers in charge of the team working in home office conditions included (and from the perspective of this difficult time it still does): preparing adequate conditions for remote work, establishing objectives and tasks for team members so that employees can face the challenge of remote work, establishing performance standards so that people know exactly what they are expected, and also promoting organizational culture which strengthens the responsibility of employees and provides critical feedback so that employees know if they do well – and here it was a little worse as well as responding to employees' requests for help, contribution, time and feedback in due time, especially when they need more attention from their superior while working remotely from home is very important (RQ1 and RQ2). Clear communication about objectives, contributions needed, success, problems and opportunities, is equally important, which will also allow employees to build trust in the team. The research showed that this was not a problem (RQ3) but as was also showed, remote work conditions provide limited opportunities in motivation system. Managers should find a way to motivate and integrate the group using online tools and with the help of a business psychologist (RQ3). Identifying employees' motivation stimuli is the issue the most frequently neglected by superiors. Therefore, as far as possible, managers should constantly supervise and build relationships with employees and encourage each team member to actively participate in online meetings, discussions, common sessions of problem-solving. The respondents indicated that managers were a little bit helpless in terms of motivating activities (RQ3). Moreover, as shown by secondary research, distrust and the feeling of abandonment and underappreciated (RQ1 – <https://www.egospodarka.pl...>) have been a serious problem for many employees, which is valid for the motivation and give a sense of belonging to a group of employees.

Besides above, managers ought to help employees in management of their time, in terms of distraction when working in virtual environment knowing that employees share their office space with other housemates and issues such as education and others (RQ1 – based on Randstad 2021; Monitor Rynku Pracy).

4.2. Recommendations

The managers should pay more attention to the socio-cultural working conditions, which in the context of remote work play a key role. They should focus on the fears of employees concerning, e.g., abandonment, underappreciated, or less possibility of development. Regular coaching and development discussions may be conducted here as well as helping employees find virtual events in which they may take part and develop themselves. The way the manager chooses to promote organizational culture during home office work depends on the internal arrangements of the company, however, it is certain that it is an area that cannot be neglected since ignoring it may result in a decrease in the efficiency of employees and, consequently, a decline in the form of the entire company. This is worth considering in future studies.

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