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TELEWORKING: STRENGTHENING WORK IN TIMES OF COVID-19 PANDEMIC

Teletrabajo: fortaleciendo el trabajo en tiempos de pandemia por COVID-19

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Abstract

Teleworking becomes the alternative for excellence that employers adopt to give continuity to their operations once Executive Decree 42227-MP-S of March 16, 2020 of national emergency due to COVID-19 in Costa Rica is published. The Ministry of Labor and Social Security is the entity of the public Administration that regulates the application of telework, which is based on the provisions of the Law to Regulate Telework, Law No. 9738 of September 18, 2019, its Regulations, Decree Executive N ° 42083 of December 20, 2019 and Directive N ° 073-S-MTSS of March 09, 2020. With the declaration of a pandemic, directive No. 073-S-MTSS establishes a series of inter-institutional coordination measures to guarantee compliance with the protocols of the health authorities and implement teleworking guidelines in state offices on the occasion of the health alert. It is important to mention that this measure is of a temporary nature for the public sector, despite the fact that several state agencies have implemented this practice in their institutional work for years, focused on professional positions and that it also impacts operating costs in the use of space or infrastructure. Meanwhile, for the private sector teleworking is a common practice that has a lesser impact on the transition from face-to-face work to a distance modality. The foregoing is a response to the new market demands and interaction with clients, it breaks with the paradigm that

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work is subject to a specific place and it is verified that for carrying out activities in teleworking positions, these can be carried out anywhere that has facilities through connectivity, the use of modern technologies, communication, safety measures in labor matters and occupational hazards and the commitment of the parties. It is relevant to point out that the regulations approved on teleworking for Costa Rica post COVID-19, promote that public and private organizations adapt the guidelines to internal protocols and policies, which clarify the responsibilities, duties and rights of employers and collaborators, the Which must be guided by internal or external experts who guarantee the implementation of safe measures for occupational and occupational health, and which indirectly affects social and family health, since the home becomes an extension of the office. The new global reality means that the labor market must rethink and evolve towards new concepts of how to do things. Teleworking anticipates the national emergency in the case of Costa Rica for some sectors of the industry, strengthening certain companies that have this alternative to face the demands and needs of their strategic partners, based on compliance with quality standards and security in the provision of goods and services, with only access to virtual, remote or remote work. The methodology used is the bibliographic consultation at the level of laws and decrees on the subject, in addition to a survey directed at people who fulfill the condition of active worker in an organization and who must take advantage of the modality of telework by contingency as a result of the declaration of emergency in the country.

Keywords: Home work; Remote work; Virtual office.

Resumen

El teletrabajo se convierte en la alternativa por excelencia que adoptan los empleadores para dar continuidad a sus operaciones una vez se publica el Decreto Ejecutivo 42227-MP-S del 16 de marzo del 2020 de emergencia nacional por el COVID-19 en Costa Rica. El Ministerio de Trabajo y Seguridad Social es el ente de la Administración pública que regula la aplicación del teletrabajo, que se basa en lo dispuesto por la Ley para Regular el Teletrabajo, Ley N° 9738 del 18 de setiembre de 2019, su Reglamento, Decreto Ejecutivo N° 42083 del 20 de diciembre de 2019 y la Directriz N°073-S-MTSS del 09 de marzo de 2020. Con la declaratoria de pandemia la directriz No.073-S-MTSS establece una serie de medidas de coordinación interinstitucional para garantizar el cumplimiento de los protocolos de las autoridades de salud e implementar lineamientos de teletrabajo en las oficinas estatales en ocasión de la alerta sanitaria. Es importante mencionar que esta medida es de carácter temporal para el sector público, a pesar de que varias dependencias del estado implementan esta práctica en su quehacer institucional desde años atrás, enfocado hacia puestos profesionales y que además impacta costos operativos en el uso de espacio o infraestructura. En tanto, para el sector privado el teletrabajo es una práctica común que impacta en menor grado la transición del trabajo presencial hacia una modalidad a distancia. Lo anterior es respuesta a las nuevas exigencias de mercado e interacción con clientes, se rompe con el paradigma de que el trabajo está sujeto a un lugar específico y se comprueba que para la realización de las actividades en puestos teletrabajables, estas se pueden llevar a cabo en cualquier sitio que disponga de facilidades a través de la conectividad, el uso

de tecnologías modernas, la comunicación, las medidas de seguridad en materia laboral y riesgos del trabajo y el compromiso de las partes. Es relevante señalar que la normativa aprobada en materia de teletrabajo para Costa Rica post COVID-19, promueve que las organizaciones públicas y privadas, adapten las directrices a protocolos y políticas internas, que clarifiquen las responsabilidades, deberes y derechos de empleadores y colaboradores, las cuales deben guiarse por expertos internos o externos que garanticen la implementación de medidas seguras para la salud laboral y ocupacional, y que indirectamente incide en la salud social y familiar, ya que el hogar se transforma en una extensión de la oficina. La nueva realidad global hace que el mercado laboral deba repensarse y evolucionar hacia nuevos conceptos de cómo hacer las cosas. El teletrabajo se anticipa a la emergencia nacional en el caso de Costa Rica para algunos sectores de la industria, fortaleciendo a ciertas empresas que cuenten con esta alternativa para enfrentar las demandas y necesidades de sus socios estratégicos, a partir del cumplimiento de estándares de calidad y seguridad en la prestación de bienes y servicios, con solo el acceso al trabajo virtual, remoto o a distancia. La metodología utilizada es la consulta bibliográfica a nivel de leyes y decretos sobre el tema, además de una encuesta dirigida a personas que cumplen con la condición de trabajador activo en una organización y que deben acogerse a la modalidad del teletrabajo por contingencia a raíz de la declaratoria de emergencia en el país.

Palabras clave: Oficina virtual; Trabajo a distancia; Trabajo en domicilio; Trabajo remoto.

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1. INTRODUCTION

The International Labor Organization (2011, p.11) states that "telework has potentially multiple legal facets, as it can be developed as a business activity, service provision or self-employment, as a contract of cooperation, and even as a decentralized employment contract". With the advance of connectivity and new technologies, the number of organizations that are interested and incorporate this modality to their labor context is growing, which is accompanied by the need to have a more skilled workforce to face the new scenario.

The beginnings of telework in Costa Rica according to Núñez and Quirós-Ramírez (2017) starts from:

According to Prosic (2009), it is not possible to determine the exact time and context in which telework began in Costa Rica; however, it is known that it was in

the private sector, specifically transnational companies that replicated their experiences of the mother companies in the United States. Regarding the first telework experience in the public sector, this was developed by the Costa Rican Electricity Institute (ICE) as a pilot plan.

Teleworking is an issue that occupies some institutions of the State of Costa Rica. The Plenary Court through the circular No. 88-2010 dictates the regulations for the implementation of the modality of teleworking in the Judiciary and this is approved in the session No. 6-2010 held on February 22, 2010, Article XVII, which regulates the service relationships under this condition and gives continuity to the fulfillment of the objectives set out in the institutional plans.

The imminent presence of teleworking in the productive sector generates a legitimate interest to regulate this modality, therefore, is created the Law No. 9738 that promotes, regulates and implements the modality of teleworking as an instrument for the generation of employment and for the modernization of public and private organizations. Article 2 mentions that "teleworking is voluntary for both the teleworker and the employer and shall be governed in its details by the agreement between the parties". Also, in its article 3, paragraph A, incorporates the definition of teleworking which states:

Teleworking: modality of work that is performed outside the premises of the employer, using information and communication technologies without affecting the normal performance of other positions, processes and services provided. This modality of work is subject to the principles of opportunity and convenience, where the employer and the teleworker define their objectives and how the results of the work are evaluated.

According to the above, the law to regulate telework in Costa Rica, urges the socio-productive sector to offer this modality. Therefore, Arley and Vallejo (2020, p. 30) indicate: "This regulation establishes the way in which teleworking should be developed in the workplace and, above all, seeks to respect the minimum rights of workers in the light of the Labor Code".

This new regulatory framework allows telework practices of government institutions to align, and in turn become the benchmark for other offices or industries. A case of this is the telework program of the State Distance University and with the advent of COVID-19, the model led by this state university, allows to share with other actors, successful practices and considerations not only technical, but administrative and legal that are deployed from this modality.

According to the coordination of the teleworking program at UNED it is essential to verify the requirements and assess whether people have the physical conditions for this modality. It is essential to design a contingency plan that allows a faster response and opportunity to the global urgency details Adriana Oviedo Vega as coordinator of the program, according to the news published on March 28, 2020 on the website of the institution in the section Acontecer digital. Currently there are 330 workers who enjoy

this condition, the program has been implemented for 5 years, has its regulations and has received an honorable mention by the Ministry of National Planning and Public Policy (MIDEPLAN) and the General Directorate of Civil Service, in the "Recognition of Promising Practices in Public Management".

From the World Health Organization and with the declaration of health and social emergency, suggests that teleworking is a preventive measure to minimize the mobilization of people and avoid the spread of the virus COVID-19.

As a result of the declaration of emergency in the country, teleworking has been promoted as an alternative labor modality, which includes the public and private sector. Not all the organizations have this modality for their workers, however, in a spontaneous way it has been necessary to assume this new condition to give labor continuity to the companies and at the same time to avoid the social exposure of the workers with the virus COVID-19. Due to the way in which this labor modality has had to be implemented, it is of interest to analyze the impacts and implications in the economic, health (physical and emotional) and environmental conditions in the area where the work is being performed by the employees.

Teleworking under the pandemic scenario becomes a tool that allows the Costa Rican productive sector to continue with its operations and avoid a major disruption to the country's productivity. From the health perspective, it avoids further spread of the virus in vulnerable populations or in the economically active population. Preventing social isolation, strengthening the interaction of interpersonal relationships, having a work space that meets the basic ergonomic requirements, taking scheduled breaks for food and rest, become premises that improve the occupational and mental health of workers and that the employer should adopt as early measures.

This modality makes a significant contribution to the perception of employees, based on the benefit they generate in the reduction of the carbon footprint and its impact on climate change, since the workforce no longer has to travel to their workplaces.

It is crucial to note that teleworking demands that organizations minimize risks in terms of data protection and this requires an economic investment for the administration of secure networks, use of email, devices and equipment, data backup on servers or in the cloud. The information technology areas of the companies take a leading role in the subject as the responsible for ensuring the security and continuity of the business.

This new reality that the global market faces, motivates companies and institutions to consider the future of telework as the alternative that must not only adapt to new business models and the redesign of organizations, but also to ensure operational, administrative and strategic efficiency. This new reality invites employers to initiate analysis spaces to reconcile their expectations and those of their employees from these new conditions.

2. BACKGROUND

From the career of Administration and Management of Human Resources, from the course of AGRH 713 Culture and Organizational Climate, and from the topic of organizational trends, it is identified the need to make an approach to the reality that faces the person who, in his condition of active worker, must take the modality of teleworking as a contingency measure as a result of the declaration of national emergency by the COVID-19.

This situation allows that, through the formation of communities of learners, a list of topics related to the subject of telework is suggested. The academics in charge make a compilation of the topics that allow to know the condition that are facing the people who perform telework from the pandemic and are defined as variables of interest the following: technological resources, working conditions, benefits, challenges, adaptability and flexibility, and it is from there, where the basis of an instrument for the collection of information is formed, activity that is promoted through the students enrolled in the course.

The selected topics are useful for the research because they allow to collect a series of information from workers who are working under the modality of teleworking, both in the development of activities of their job, the clarity of the expected expectations in terms of the fulfillment of their responsibilities, the established communication channels, the interaction with work teams, the facilities of equipment/devices and internet access, the reconfiguration of the physical workspace at home, the identification of new team leaders, the building of skills and capabilities in the construction of skills and capabilities in workers who are working under the modality of telework, the interaction with work teams, the facilities of equipment/devices and internet access, the reconfiguration of the physical work space at home, the identification of new team leaders, the construction of skills and capabilities in the workforce, as well as the repercussions that this new scheme demands from the social perspective, occupational and mental health.

The students are responsible for circulating the survey among people who meet the condition of being a worker under this modality. A total of 93 students participated in this phase.

This research starts from a guide called final research project "consultation to people who are under the modality of telework from the pandemic", also to know the implications that has impacted the public/private workforce, in terms of the implementation of telework in the workplace. A learning product with the most representative results is expected from each community of learners at the end of the course.

Based on the above and for the course of Culture and Organizational Climate, there is a genuine interest to conduct this consultation, which brings us closer to identify the most representative elements of this reality that transforms the daily life of people who perform their jobs under the modality of teleworking.

3. OBJECTIVES

Therefore, the objective is generated as follows: "Identify the impact that teleworking has had on people who are working in this modality as a result of the pandemic by COVID-19 for the generation of organizational strategies.

To achieve this objective, the following specific objectives are designed as follows:

"List the main challenges faced by organizations and individuals who have embraced the modality of telework from the declaration of pandemic by COVID-19".

To identify the main elements valued by teleworkers in the COVID-19 pandemic for the reproduction of organizational protocols.

To point out the benefits perceived by teleworkers during the COVID-19 pandemic for the generation of future opportunities.

To enunciate the challenges that have the teleworkers who are working in the pandemic generated by the COVID-19 for the implementation of strategies for the future.

4. METHODOLOGY

4.1. Materials

Verification of executive decrees, related laws, websites of public institutions consulted.

4.2. Method

The methodological design of the research is carried out by means of a survey through an online form. The structure, organization and wording of each question is validated by the academics, the instrument is applied in the period from July 15 to 25, 2020. A total of 694 people participated in the survey, who complied with the following requirements:

- Be willing to answer the form.
- To be teleworking.
- Respond to the survey within the established period.

5. RESULTS

This section shows the most representative data of the research.

In Table 1, the elements valued by the person under the modality of teleworking have the following behavior:

Table 1. *Elements to be assessed by the person under the telework modality.*

Statements	No. remarks	Yes	No. remarks	No
Before the pandemic, did you know about teleworking in your workplace?	520	74,9%	174	25,1%
Your organization provides you with the necessary technological tools to work under the telework modality.	611	88%	83	12%
Do you have a specific physical work space within your home suitable for teleworking that allows you to concentrate properly when performing the tasks or duties required by it.	570	82,1%	124	17,9%
The space or work area in which you telework is adequately sized so that you can adopt a comfortable position.	527	75,9%	167	24,1%
Do you consider that under the teleworking modality the assigned rest and food spaces are respected?	459	66,1%	235	33,9%
He feels overworked since the implementation of telework started due to the pandemic in his workplace.	323	46,5%	371	53,5%
Total	3010	433,5%	1154	166,5%

Note: Different statements are grouped together so the data exceeds 100%. The total number of observations for each statement is composed of the 694 participants.

Source: Instrument applied.

Source: Own elaboration

It should be noted that participants know teleworking from the context of their companies; who are provided with the resources and technological means to carry out their tasks and have adequate physical space for the performance of work activities. The statements of rest and food are indicated with a lower score, issues that should be reviewed to avoid an impact on occupational health and as indicated by the work overload is a situation that is experienced as a result of this condition.

People are consulted regarding the benefits they perceive with the implementation of teleworking, as detailed in Figure 1:

Teleworking: strengthening work in times of COVID-19 pandemic

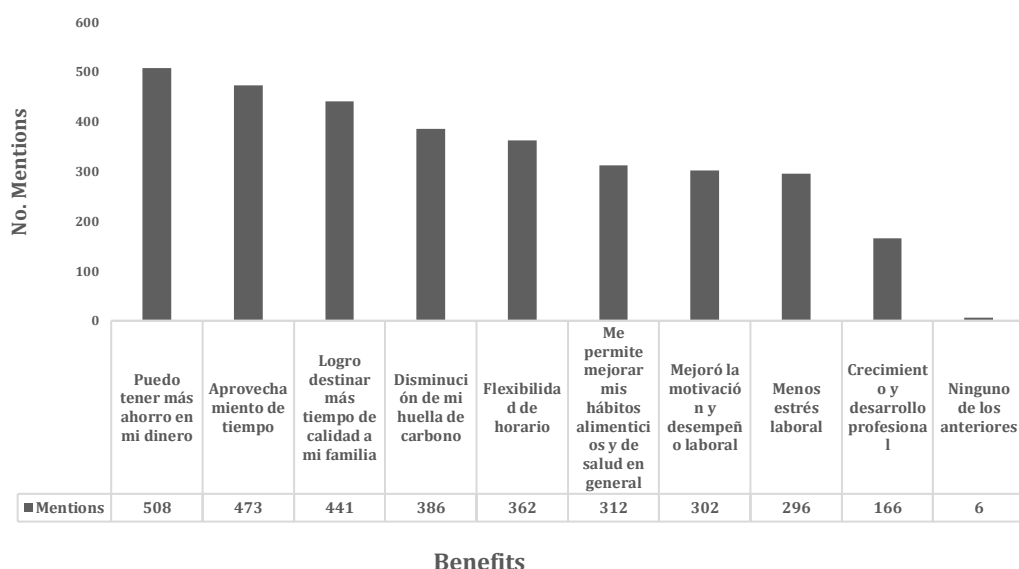


Figure 1. Main benefits perceived by the person with the implementation of teleworking
Source: Instrument applied. Own elaboration.

Note: This question is designed on the basis of multiple choice by the participant.

From the level of response obtained, it stands out that this condition allows the person to save more money; he/she considers that he/she has a better use of time and this allows him/her to spend quality time with his/her family. Other considerations are associated with the participants' interest in reducing their carbon footprint, since they do not have to travel from their homes to their work centers. Flexible hours, improved eating habits and the possibility of adopting habits that stimulate general health have an impact on motivation and work performance, which is another benefit mentioned. Less stress is associated and this modality stimulates professional growth and development.

It is consulted in turn, on the interest of knowing the biggest challenge that the person faces when performing telework by pandemic. Table 2 details the following:

Table 2. Major challenge faced by the individual when teleworking by pandemic

Statement	No.	Remarks	%
Anxiety around COVID-19	309		19,7%
Social isolation	307		19,6%
Connectivity and internet	220		14,1%
A lot of distraction at home	198		12,7%
Maintain a schedule	185		11,8%
Communication with the work team	155		9,9%

Care for chronically ill children/elderly/chronically ill family member	88	5,6%
More social responsibility	64	4,1%
Not enough productivity tools	39	2,5%
Total	1565	100%

Source: Instrument applied. Own elaboration.

As can be seen the anxiety generated around the COVID-19 is the challenge that most occupies people under the modality of teleworking, followed by social isolation that affects not only the organizational dynamics, but also the family context. Connectivity and internet access become a basic edge for the attention of work issues, professional development and entertainment. Other elements considered in this section indicate that distraction at home, keeping a schedule, having communication channels with the work team and taking care of children, elderly or chronically ill family members become a challenge from the worker's possibilities. Other statements refer to more social responsibility and that there are not enough productivity tools to facilitate the management and measurement of the contribution of jobs.

6. DISCUSSION

As can be seen in the results, the application of the instrument to teleworkers, indicates that they know and apply telework, they are also familiar with the aspects that this condition requires, from the elements of physical space, computer equipment, connectivity and the like.

The results are very favorable due to the percentages that are registered according to the telework condition and this is evidence that the organizations have considered occupational health and industrial safety in the homes of teleworkers.

This positive effect is accompanied by protocols and regulations that are designed in the same organizations, and are also complemented by the role played by the people responsible for monitoring this type of work, through the inspection of homes with the intention of verifying that there is natural and/or artificial ventilation, adequate lighting, the flow of people inside the home, and the internal and external noise of the home.

The above is required, product of the support and documentary proof that is established to support the express request of the policies of risk of work, the contracts of work and future addendum that sign the teleworkers that are selected for this labor condition, as it establishes the Code of Work of Costa Rica that regulates the rights and obligations of employers and workers. This includes in turn the recognition or payment of electricity, internet, and other services related to the position.

There is only one item with a low percentage and it is the one that has to do with work reload. This is associated with the ability of the teleworker to manage their time in terms

of the demands of their job, even if this has been modified as a result of this new condition. This constitutes the possibility of a future line of research.

There is an effect on mental health that links telework with the pandemic. Similarly, with physical health by the fear of contagion. Another relevant aspect is that the person in teleworking mode, combines this condition with other members of the family group, who stay at home with the same working day or even at different times that causes a rethinking of spaces and routines.

The above paragraphs show that the companies are complying with the corresponding legal aspects and that human resources managers take into account the occupational health of teleworkers.

As for the benefits the teleworkers see positively that it has a saving of money. For those who have their own means of transport, they do not have to travel from their home to the facilities where the company is located, it is a saving in terms of fuel consumption, payment of tolls, and additionally there are companies that lack their own parking, which implies that the worker assumes the cost of this service. For those who use public transportation, there is a saving in the cost associated with the payment of fares. On the other hand, food outside the home must be considered for those who have to make this derogation and additionally in Costa Rica there is a very critical problem in relation to vehicular traffic at peak hours (greater movement of people).

From an occupational health standpoint, they save up to four hours a day commuting time from work to home and can use this time to spend with their families and improve their nutrition and physical health.

Another aspect of analysis is that many people live in cities due to the location of their work centers and have to rent during the periods established in the labor contract. With the modality of teleworking, many people return to their place of origin, and by saving that money they can invest it in satisfying other individual needs or those of their family group. Also, to study formally or to update knowledge.

A remarkable fact is related to the environmental footprint, in all senses, avoiding transportation, eating outside the home, buying unnecessary products. There are companies that give bonuses to their workers to encourage this type of behavior that favors the environment, based on their strategies of social responsibility and environmental commitment.

There are challenges faced by teleworkers, which are detailed in Table 2 and refers to issues of physical health by contagion, fear of pandemic and social isolation. Culturally in Costa Rica it is customary for workers to meet outside the workday, and outings are planned among friends and family events that include work colleagues.

In the country's mass media, the subject of mental health has been addressed through the support of the 9-1-1 emergency service, in alliance with the Professional

Association of Psychologists of Costa Rica, which has a team of volunteer professionals who provide care to any citizen who requires it and contacts them through this channel.

Implicitly, there is a substantial change in Costa Rican households, since many people are fulfilling their workday and work schedule from home, when daily life implies that children and young people attend school or college, older people go to their university campuses, or that their spouses are also away from home in compliance with their workday.

Another condition that impacts households is that domestic service work contracts are dispensed with, since the workers are at home and take on these tasks, thus implying a surcharge in working hours and home care for these personnel.

The reports that the State has presented, adds to the evidence that is exposed in different spaces of disclosure and contact networks, in which the human resources departments through the attention and containment to their workers, mention that there has been an overload of work in the staff that is under the modality of teleworking, especially women with the care of minors, added to the attention of the academic loads of school-age children, in addition to the attention to the elderly who live in the homes. A balance must be sought between work time, household chores and the care of children and other dependents, it is pointed out, but in the absence of someone to attend to these tasks, the responsibility for care falls on a few.

7. CONCLUSIONS

7.1. Person in telework modality:

- Teleworkers are accustomed to this type of modality, due to the fact that partially or totally their job acquires this working condition.
- Most people feel good about teleworking as a work option. There is support in the transition from the workplace to the home.
- In a higher percentage people see a saving with teleworking associated with time spent commuting from home to the office and vice versa, as well as the reduction of minor expenses called "hormiga" that imply a greater derogation in the personal or family budget.
- Teleworkers recognize that they have the necessary tools and equipment to attend to their jobs, which facilitates the transition and adaptation of this working condition between employer and employee.
- Teleworking is perceived as a benefit that allows a balance or conciliation between work and family, since teleworkers have the possibility of sharing more time with their families.
- They also perceive that they have other benefits when teleworking, such as: reduced food and transportation costs, optimization of time that allows them not only to meet the responsibilities and duties of their job, but also to have time to

exercise and eat healthily from home. From the environmental perspective, it generates a positive contribution to the carbon footprint, among others.

7.2. Companies:

The business sector has several behaviors, namely:

- Part of the business sector is prepared for its workers to work from home (maturity).
- Another part of this sector is in the implementation and adjustment stage (growing).
- A third part of the sector is forced to enter teleworking (starting) without preparation and without prior awareness. There was no reaction time regarding the implementation of a pilot plan, and this causes them to assume this condition without having the minimum conditions required for teleworkers in terms of computer equipment, connectivity, monitoring, control and motivation.
- People who are in teleworking product of the pandemic, are still in the transition to perceive this new condition for their own benefit, since companies have had only the ability to cover the aspects arising from the law and decrees. There is a great opportunity in terms of design of the regulations governing telework in the company, measurement and productivity, monitoring and liaison with the teleworker, his immediate superior and work team.
- The employer must ensure compliance with the labor, legal and occupational health and safety aspects associated with this modality.
- The labor health must be a concern of the companies. It is necessary to guarantee that the teleworkers have the necessary elements that favor their physical and mental well-being.
- People who have been teleworking for a long time, value this condition and also perceive it positively due to the benefit effect received.

7.3. Status

- Work has been done on telework legislation and has generated the openness of State institutions to collaborate in times of pandemic and during the pandemic.
- There are pioneering public institutions in this area, which become promoters of best practices so that other offices can replicate their successful models.

7.4. Teachers

- From the organizational culture and climate course, it is very important to provide students with experiences that bring them closer to the reality of the demands of today's organizations. Enable spaces so that, from this research associated with an organizational trend, the impact of various practices in the organizational development of a company can be understood.
- This condition makes it necessary to build skills and capabilities in the workforce that respond to the new reality.

- Communication channels with employees and work teams should be strengthened through various strategies that encourage the exchange of labor issues, work teams and social interaction.
- The national emergency due to the COVID-19 pandemic allows human resources areas and their professionals to review current practices and policies in a way that strikes a balance between the expectations of the employer and its employees and the right to disengagement.
- Occupational health is an issue that occupies the human resources professional. It has an impact on different aspects of organizational activities. Among the main actions in this regard are the following:
 - Ensure that organizations have policies and protocols aligned with prevention measures to guarantee health and safety for all workers.
 - Evaluate the reconfiguration of the physical workspace at home for the worker.
 - That there is clarity in the expectations and results expected from the employee with respect to his immediate boss or company.
 - Establish mechanisms that minimize the perception of social isolation and the weakening of relationships with co-workers and the immediate superior.
 - Promote a culture that allows workers to balance life and work.
 - Create programs that allow workers to have spaces that promote well-being, entertainment and containment in the face of emotional demands.
 - Reinforce the adoption of healthy eating habits.
 - Encourage initiatives that promote scheduled breaks for rest and eating.
 - Monitor the occupational health of workers through a medical check-up by the company's medical office, private medical services, or the Costa Rican Social Security Fund (Caja Costarricense del Seguro Social).

With the results presented, the objectives established for this document are achieved and allow to visualize new lines of research for the topic of telework, specifically in economic issues, environment, business continuity, workload, labor and occupational health, time management, evolution of new technologies, transition to new schemes of work, transformation of business models and jobs, culture of innovation, collaborative environments, benefits and new incentives.

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