

Analysis of Efficient Home Office Management Strategies for Business Productivity: Practices and Challenges at BCX in Tete Province, Mozambique (2019-2024)

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DOI: <https://doi.org/10.51244/IJRSI.2026.1307000169>

Received: 22 July 2026; Accepted: 28 July 2026; Published: 05 August 2026

ABSTRACT

This article analyzes efficient remote work management strategies to increase business productivity at BCX Tete, Mozambique. The theoretical framework is based on the work of Bloom et al. (2020), Davenport and Prusak (2017), Drucker (1999), and Hunter et al. (2022). Its general objective was to analyze how management practices can optimize results in remote work arrangements, addressing three specific objectives: identifying operational challenges, evaluating the impact of local conditions, and proposing tailored solutions. A mixed methods approach was employed, combining qualitative analysis of semi structured interviews with managers and IT specialists, document analysis via checklists, and quantitative research using questionnaires administered to fourteen IT employees. The results revealed critical obstacles including a lack of clear supervision, poor communication, social isolation, and technological infrastructure limitations (internet and power) corroborating findings from the ICT in Africa Report (2022) and Castells (1996). At the same time, high levels of satisfaction with digital tools and training were observed, alongside a demand for home office kits, technical support Service Level Agreements (SLAs), and the adoption of agile methodologies such as Scrum and Kanban. Thus, it is concluded that integrating investments in infrastructure, managerial training, and virtual engagement initiatives creates the necessary ecosystem to enable remote work in Tete. Furthermore, it is recommended to develop hybrid hubs, monitor performance indicators, and establish digital social rituals to strengthen organizational culture and ensure competitiveness in emerging markets. This integrated approach is essential for achieving efficient remote work management that genuinely results in sustained business productivity and positions BCX as a benchmark in remote management. As the study focused on a single company, the findings cannot be generalized; however, future studies could employ comparative approaches, potentially yielding further elements for analysis.

Keywords: home office, efficient management, productivity, BCX Tete

INTRODUCTION

Managing remote work (working from home) became a highly relevant topic following the COVID-19 pandemic, when many organizations had to rapidly adapt their work methods to ensure business continuity. Studies show that remote work can boost productivity, reduce operating costs, and offer greater flexibility, provided it is supported by effective management strategies, communication, appropriate use of technology, and ongoing employee support. In Mozambique, working from home remains a relatively new practice, having been adopted more widely starting in 2020. BCX Mozambique, an information technology company, implemented this model to ensure operational continuity during its digital transformation. However, the company faces challenges related to limited technological infrastructure, unstable internet connectivity, and difficulties employees have in adapting to this new way of working. The literature highlights that the effectiveness of remote work depends on the availability of appropriate technologies, employee training, and the existence of performance assessment mechanisms. In developing countries like Mozambique, these challenges are compounded by inequalities in technology access, limited connectivity, and the need to adapt international practices to local cultural, social, and economic realities. Furthermore, few studies analyze the

implementation of remote work within the Mozambican context, making this a relevant topic for both academia and organizations. Against this backdrop, this study aims to analyze the remote work management strategies adopted by BCX and evaluate their impact on corporate productivity. It seeks to understand how technological, cultural, and economic factors influence the effectiveness of this work model, thereby helping to fill gaps in the literature and offering recommendations that can serve as a reference for other Mozambican companies interested in implementing or improving remote work practices.

METHODOLOGY

This research is classified as applied, as it seeks to propose solutions to improve remote work management at BCX Tete. The Company is specialised in developing and supporting digital transformation. Regarding the approach, a mixed methods strategy was adopted combining qualitative and quantitative techniques to understand both participant perceptions and data related to productivity and performance. In terms of objectives, the research is exploratory and descriptive, employing a case study to analyze BCX's situation within the Mozambican context in depth. The study utilized a deductive method, drawing on theories of remote work management to analyze the company's reality and propose strategies suited to the local context. The study population consists of companies in the technology sector, with a specific focus on BCX Tete. A convenience sample was selected, comprising 3 managers, 11 employees working remotely, and 3 Information Technology specialists, thereby allowing for the collection of diverse perspectives on the phenomenon under study. Data collection involved semi structured interviews, structured questionnaires, and document analysis. Interviews were conducted with managers and specialists, and questionnaires were administered to employees, while the documents analyzed included internal policies and company reports. Data collection took place in three stages: obtaining authorization and planning the research; administering the data collection instruments; and, finally, triangulating qualitative and quantitative data to ensure greater consistency and credibility in the results obtained.

Problem Statement

Remote work (working from home) has established itself as a significant alternative for organizations particularly following the COVID-19 pandemic by enabling greater flexibility and operational continuity. However, its implementation in Mozambique still faces various challenges, such as technological infrastructure limitations, unstable electricity and internet supplies, low levels of digitalization, and an organizational culture that prioritizes in person supervision. These factors hinder the efficient management of remote work and can impact company performance and productivity. BCX, an information technology company, adopted remote work to maintain its operations but subsequently encountered challenges regarding performance management, employee adaptation, communication, and team motivation. Although the new 2023 Labor Law has recognized teleworking as a form of employment, implementation challenges persist such as a lack of supplementary regulations, unequal access to technology, and high operational costs, particularly in provinces like Tete. Furthermore, most home office management strategies found in the literature were developed in countries with higher levels of technological development, with few studies addressing the Mozambican context. Against this backdrop, it is necessary to identify management strategies that BCX can implement to improve business productivity in Tete Province, taking into account the technological, cultural, and organizational factors that characterize the local environment. This need gives rise to the following research question: What home office management strategies can BCX implement to improve business productivity in the context of Tete Province, Mozambique?

THEORETICAL FRAMEWORK

This chapter, part of the theoretical framework, addresses fundamental concepts related to remote work, corporate productivity management, and the technological and cultural context in Mozambique. Based on a literature review, we will discuss the key theories, models, and practices applicable to the subject, underpinning the analyses and recommendations proposed for BCX Tete.

Remote Work and Working from Home

The concept of remote work also known as "home office" refers to the practice of performing professional activities outside the traditional work environment, utilizing technological tools to ensure communication, supervision, and the delivery of results (Deloitte, 2021). According to Bloom et al. (2020), remote work offers benefits such as greater flexibility, reduced operational costs, and increased employee satisfaction.

Remote work, widely known as "home office," has garnered increasing attention in both academic literature and the business world. According to Davenport and Prusak (2017), remote work refers to the performance of job duties outside an organization's traditional physical premises, utilizing digital technologies for communication and task execution. Meanwhile, Nilles (1998), a pioneer in the study of telework defines the concept as an organizational model that allows employees to perform their duties from any location, provided they have access to the necessary technological tools. According to Espíndola et al. (2021), the advancement of information technology has established a new landscape in which individuals can work outside the company premises a practice known as "home office" or remote work. Bloom et al. (2020) note that this model extends beyond mere spatial flexibility, standing out as an organizational approach that seeks to integrate efficiency with employee quality of life. Conversely, Hunter et al. (2022) emphasize that remote work poses supervision and management challenges, particularly in emerging economies with limited technological infrastructure. Finally, Bailey and Kurland (2002) describe remote work as a multidimensional phenomenon that combines organizational, technological, and individual factors, while being strongly influenced by local cultural and economic dynamics.

As can be seen, these perspectives share certain points of convergence, particularly the recognition that remote work relies on technology to facilitate communication and the execution of tasks (Davenport & Prusak, 2017; Bloom et al., 2020). Furthermore, there is a consensus regarding potential benefits, such as flexibility for employees and reduced operational costs for companies (Bailey & Kurland, 2002; Nilles, 1998).

However, differing views emerge regarding the implications and challenges associated with remote work. While Bloom et al. (2020) highlight positive aspects such as increased productivity and satisfaction Hunter et al. (2022) emphasize that supervision difficulties and social isolation can undermine these benefits, particularly in emerging contexts. Bailey and Kurland (2002), in turn, argue that the success of remote work depends on a balance between autonomy and control, a factor that varies significantly across organizational cultures.

Based on the discussion presented, it is evident that remote work is not a one size fits all solution; it must be adapted to the specific conditions of each organizational and cultural context. For this study, the concept of remote work is understood as an organizational practice that relies on technological infrastructure and management strategies to achieve positive outcomes.

In this case, the definition adopted aligns with the research objectives, which aim to analyze the implementation of remote work at BCX by considering both the benefits and challenges of the model. In the Mozambican context where access to technology is unequal and cultural dynamics influence management practices analyzing the concepts presented will help contextualize the strategies adopted by the company and propose evidence based improvements.

Origins of Remote Work

Early Ideas and the Emergence of the Concept

According to Espíndola et al. (2021), this work arrangement emerged over 50 years ago, offering a new way of carrying out tasks for both companies and workers specifically, individuals performing their duties from home while maintaining a connection to the organization. However, remote work as a formal concept emerged in the 1970s with Jack Nilles, often recognized as the "father of telecommuting." In his seminal work **The Telecommunications Transportation Tradeoff* (1976), Nilles proposed telecommuting as a solution to urban transportation and logistics challenges, suggesting that the use of technology could reduce the need for

physical commuting to the workplace. His initial model centered on the idea that information based activities could be performed remotely.

In the 1980s, Drucker (1988), in his discussions on management and productivity, highlighted the possibility that work could take place in flexible environments, provided there was an adequate organizational support structure. Drucker emphasized the transition from "physical work" to "knowledge work," where the location became less important than the delivery of results.

Technological Expansion and Remote Work

With the advancement of information and communication technologies (ICT) in the 1990s, the feasibility of remote work increased significantly. In **The Rise of the Network Society**, Castells (1996) analyzed how digitalization and globalization transformed work models, enabling the decentralization of productive activities and the emergence of "connected workers" within global networks. This period marked the beginning of broader experimentation with working from home, particularly in sectors such as technology and consulting.

In the early 21st century, authors such as Bailey and Kurland (2002) highlighted the evolution of remote work from an emerging practice into a strategic model, exploring its implications for productivity, quality of life, and organizational management. These authors also noted that remote work was not uniform, varying significantly across different organizational and cultural contexts.

Remote Work in the 21st Century

Remote work gained global prominence with the COVID-19 pandemic, which forced organizations to adapt their operations to flexible work models. Bloom et al. (2020) analyzed how this emergency transition accelerated existing trends, highlighting that companies with robust technological infrastructures and adaptable organizational cultures achieved better results.

Furthermore, Hunter et al. (2022) argue that, in a post pandemic context, remote work has shifted from a niche practice to a central element of organizational strategies. They point out that the sustainability of working from home depends on the integration of collaboration technologies and continuous adaptation to workers' needs.

According to Loureiro (2024), it was in 2020 that the need to reconfigure lifestyles became truly apparent, leading to a significant transformation in the professional landscape driven primarily by the onset of the pandemic. The author notes that the pandemic context brought about a phenomenon that would become ubiquitous in employees' lives: remote work in the form of working from home. Consequently, various challenges emerged, as this model raises numerous questions regarding its effectiveness, particularly concerning productivity and employee satisfaction.

In the context of this article, remote work is analyzed as an organizational practice with origins deeply rooted in technological, economic, and social transformations. This study draws upon the theories of Nilles (1976) and Drucker (1988) to understand the foundations of remote work, while contemporary perspectives from Castells (1996), Bailey and Kurland (2002), and Bloom et al. (2020) provide an analytical lens through which to examine its evolution and challenges.

By applying these theories to the case of BCX in Mozambique, the research aims to understand how remote work was adapted to local cultural and technological conditions. Furthermore, the analysis will consider the specificities of the post pandemic context, in which working from home shifted from being an occasional alternative to becoming an essential organizational strategy a point underscored by Loreiro (2024), who asserts that this new paradigm, solidified by the emergence of COVID-19, was not merely a temporary solution but an ever evolving reality that redefines the understanding of the work environment.

This approach is fundamental to understanding the challenges faced by BCX and proposing recommendations that not only reflect global best practices but are also sensitive to the specificities of the business and cultural environment in the city of Tete.

Productivity Management in Remote Work

According to Bastos (2023), organizational productivity relates to the efficiency with which available resources are used to achieve expected results; it thus serves as a key indicator of a company's ability to produce goods or services by making the best possible use of resources such as labor, technology, raw materials, and capital. In this context, productivity not only measures efficiency but also directly impacts an organization's profitability and market competitiveness.

In the case of remote work, productivity management requires the implementation of effective practices that ensure employee engagement and the fulfillment of organizational objectives, since, as Loreiro (2024) argues: "Working from home is characterized by various elements that define its unique dynamic; for instance, the concept of flexibility is one of the model's pillars, granting the employee the freedom to choose both the location and the schedule for their activities, provided they align with the goals and deadlines established by the company. While this flexibility represents an advantage for the professional, it is intrinsically linked to responsibility and commitment to organizational objectives." (p. 57).

Indeed, Robbins and Judge (2017) highlight that clearly defining goals and expectations is a fundamental pillar for maintaining productivity in a remote environment. Furthermore, the use of objective, results based metrics allows leadership to evaluate performance without relying on direct supervision, fostering an environment of mutual trust between managers and employees. This model encourages worker autonomy and reduces the need for rigid controls.

According to Golden et al. (2020), remote productivity is influenced by factors such as the quality of communication, available technical support, and the ability of leadership to adapt their approaches to workers' needs. In this context, clear and efficient communication emerges as an indispensable practice.

Furthermore, Bastos (2023) understands that home office has demonstrated that it is possible to be productive and professional anywhere the employee works, as several studies and research prove that the adoption of remote work has shown significant increases in productivity. In addition, the flexibility offered by home office allows professionals to choose work environments that adapt to their needs, which can result in greater concentration and efficiency. With current technology, it is possible to maintain collaboration, communication and productivity at high levels, regardless of physical location, demonstrating that the workplace is no longer a limiting factor for professional performance.

Following Arestides, Silva and Pacheco (2024), in remote work, technological management plays a crucial role in defining the tasks to be performed remotely and in the way the manager will collaborate with the employee. Thus, Technology management can be defined as the systematic management within a company that encompasses all activities related to the generation, acquisition, production initiation, improvement, assimilation, and commercialization of necessary technologies, including cooperation and alliances with other institutions. Furthermore, it encompasses the development, promotion, and administration of practices and tools for capturing or producing information that enables the continuous and systematic improvement of quality and productivity. (Arestides, Silva, and Pacheco, 2024, p. 7).

In this context, the technologies employed by companies alongside their organizational strategies and culture are crucial factors for effectively maintaining remote work structures. Platforms such as Slack, Zoom, and Microsoft Teams are widely used to keep geographically dispersed teams connected, facilitating the seamless flow of information and preventing misunderstandings that could negatively impact performance.

Remote work also requires an organizational environment that fosters collaboration and innovation. According to Hackman and Oldham (1976), Job Characteristics Theory suggests that well designed tasks, combined with regular feedback, boost motivation and, consequently, productivity. In a remote setting, this can be achieved through regular meetings to align goals and discuss results. Such practices make employees feel their work is valued, thereby fostering an emotional connection with the organization.

A challenging aspect highlighted by Hunter et al. (2022) is the impact of social isolation on productivity. Although remote work offers flexibility and eliminates commuting time, it can lead to a sense of disconnection, potentially undermining workers' creativity and morale. To mitigate these effects, organizations can adopt strategies such as informal virtual gatherings, celebrations of milestones, and wellness programs that address employees' mental and emotional health.

In the Mozambican context, managing productivity in remote work faces specific challenges, such as limited access to technology and infrastructure. According to the **ICT in Africa Report** (2022), many workers struggle to obtain adequate equipment and a stable internet connection, which affects efficiency and the ability to meet deadlines. To overcome these limitations, companies like BCX can invest in technology subsidies or partner with local providers to offer affordable data and equipment packages.

Another relevant point is the need to train leaders to supervise remote teams based on results, rather than relying on traditional methods centered on physical presence. According to Drucker (1999), effective leaders in remote environments must be skilled at delegating tasks, tracking results, and encouraging independent problem solving. This entails a cultural shift within organizations, which need to rethink how they evaluate and reward performance.

Furthermore, remote work flexibility can, paradoxically, lead to an increased workload. Studies by Bloom et al. (2020) reveal that many remote workers struggle to balance their professional and personal lives, particularly when working from home. To address this issue, it is crucial for companies to establish clear policies regarding working hours, preventing employees from becoming overwhelmed or unable to attend to their personal lives.

Finally, adopting global practices tailored to the local context can boost productivity. Models such as Agile Management, which emphasize rapid delivery and flexibility, are widely used in technology companies (Sutherland, 2020). However, to be successfully implemented in Mozambique, these models must take into account the country's cultural and economic realities, ensuring that strategies are both effective and accessible to employees.

The Mozambican Context

In the Mozambican context, working from home falls under Law 13/2023 of August 25, which approves the new Labor Law and repeals Law No. 23/2007 of August 1. According to the explanatory memorandum, this revision aims to align the new law with the country's current socioeconomic development dynamics. Indeed, the new law introduces the concept of telework in Article 3, Paragraph 2, Subparagraph (f), while noting that it is subject to specific legislation.

In this regard, telework as defined by this law consists of work performed under the employer's authority and direction, usually outside the employer's premises, utilizing information and communication technologies in exchange for remuneration (Republic of Mozambique, 2023).

Remote work in Mozambique presents specific characteristics that influence its implementation, particularly regarding BCX's operations in Tete province. As a country undergoing a digital transition, Mozambique faces structural challenges, including a lack of universal access to high quality internet, high technology costs, and significant regional inequalities (ICT in Africa Report, 2022). These limitations are even more pronounced in Tete, where technological infrastructure is less developed compared to major cities like Maputo.

According to Mutondo et al. (2021), implementing remote work in regions like Tete requires a careful analysis of local conditions. Unstable connectivity and high mobile data costs hinder efficient communication and access to digital collaboration platforms. Furthermore, reliance on intermittent power sources poses another obstacle that can impact the productivity of remote employees. These factors highlight the importance of strategies tailored to regional specifics to ensure the success of the remote work model.

Culturally, remote work in Mozambique faces barriers related to the prevailing management style and employee expectations. According to Changule (2024), collaboration issues particularly when online tools and software fail to facilitate teamwork, resulting in low levels of productivity and creativity can compromise outcomes. Moreover, as noted by Chivule (2020), management practices in many Mozambican companies still rely on in person supervision, which can complicate the transition to a remote model. In Tete, where BCX operates in a predominantly industrial environment, adapting leadership to remote supervision methods is particularly challenging, as it requires shifts in organizational mindsets and investments in training.

Another relevant aspect is the need to balance work demands with family responsibilities, particularly in areas where traditional gender roles remain prevalent. Changule (2024), discussing remote work in the Mozambican context, highlights that one disadvantage involves potential difficulties in defining boundaries between professional and personal life, as balancing these two spheres is not automatic.

On the other hand, Nhacale (2019) asserts that women in Mozambique often face additional challenges when working remotely, as they must juggle professional duties with household chores. In Tete, this dynamic may be intensified by the region's socioeconomic characteristics, necessitating inclusive policies that promote gender equity and support all employees.

Despite these challenges, Tete offers opportunities for implementing remote work, especially in the technology and administrative sectors. BCX can leverage its position in the local market to spearhead digital transformation by investing in technological infrastructure and partnerships with internet service providers. Case studies from other African regions demonstrate that corporate subsidy programs for equipment purchases and internet access can significantly boost productivity and the adoption of remote work (ICT in Africa Report, 2022).

Beyond infrastructure, the technical training of employees is another crucial factor. Many workers in Tete may not be familiar with digital collaboration platforms, which can limit their efficiency in remote work. Indeed, as Changule (2024) notes, productivity in this work arrangement is influenced by workers who lack telecommuting experience and whose lifestyles are ill suited to managing ICTs; such individuals may face significant challenges regarding motivation and work discipline when working from their primary or occasional residences, resulting in low levels of output and efficiency. In this context, according to Chivule (2020), digital skills training programs are essential to prepare employees for this transition. BCX could offer regular workshops to build proficiency in tools such as Microsoft Teams, Slack, and Zoom, thereby ensuring effective and seamless communication.

Another challenge facing BCX in Tete is maintaining organizational culture within a remote work environment. Studies by Mutondo et al. (2021) indicate that physical disconnection among employees can lead to a loss of corporate identity and a decline in engagement. To mitigate these risks, BCX can invest in initiatives such as regular virtual meetings, online team building activities, and performance recognition to keep employees motivated and connected to the company's values.

Finally, remote work in Tete should be approached as an opportunity for innovation and growth. Despite regional limitations, implementing remote work policies can position BCX as a leader in digital transformation in Mozambique. By investing in accessible technological solutions, continuous training, and an inclusive organizational culture, BCX can not only overcome local challenges but also establish a successful model that can be replicated in other regions of the country.

Global Models and Practices

Implementing remote work at BCX Tete can benefit from global models and practices that have already proven effective in various contexts. Numerous studies highlight that the success of remote work depends on strategic management that integrates agile models, advanced technological tools, and inclusive organizational policies. Among the widely adopted models, the Agile Management model stands out; it employs methodologies such as Scrum and Kanban to enhance organization and the delivery of results (Sutherland, 2020).

The Scrum model, for instance, prioritizes breaking work down into short, result oriented cycles known as "sprints." This fosters continuous communication among team members, even in remote environments. According to Schwaber (2019), Scrum is effective in contexts requiring rapid adaptation to change, making it well suited to the reality in Tete, where challenges such as connectivity and infrastructure issues may demand creative, immediate solutions. Meanwhile, Kanban-which emphasizes visualizing workflow and limiting simultaneous tasks-is ideal for monitoring and adjusting employee workloads (Anderson, 2010).

In addition to agile methodologies, the ROWE (Results Only Work Environment) model has also been widely adopted for remote work. This model focuses on delivering results rather than monitoring employees' working hours or physical location. According to Ressler and Thompson (2008), ROWE fosters greater autonomy, reduces stress related to work life balance, and boosts productivity. For BCX, adopting this model could help overcome the reliance on in-person supervision that prevails in many organizations in Mozambique.

Practices such as daily virtual meetings, weekly check ins, and continuous feedback also prove crucial to the success of remote work. As Gignac (2021) notes, these practices strengthen communication, foster collaboration, and ensure alignment with organizational goals. In the context of Tete, where geographical distance between employees can pose a challenge, these practices can be essential for maintaining team connectivity.

Another global practice that can be adapted to BCX's specific context is the use of technology tools designed for remote work. Platforms such as Microsoft Teams, Zoom, and Slack are widely used for communication and collaboration. Furthermore, task management tools like Trello, Asana, and Jira are essential for organizing and monitoring team activities (Choudhury et al., 2020). However, it is crucial that the selection of these tools takes into account connectivity limitations in Tete, prioritizing lightweight and accessible solutions.

From a people management perspective, recognition and reward practices are used globally to maintain remote employee engagement. According to Gallup (2021), employees who feel valued tend to be more productive and loyal to the organization. In the context of Tete, BCX could implement recognition strategies such as performance based awards and career development programs-to demonstrate to employees that their efforts are valued.

The experience of multinational companies also highlights the importance of fostering a healthy work life balance in remote work settings. According to studies by Bloom et al. (2020), initiatives such as flexible schedules, regular breaks, and psychological support for employees help prevent burnout. In Tete, where many employees face additional challenges due to limited infrastructure, these practices can be particularly beneficial for enhancing well being and productivity.

In this regard, global remote work practices emphasize the need to align organizational policies with local cultural realities. Adapting global models to the context of Tete will require BCX to invest in innovative solutions that combine international best practices with an approach sensitive to regional specifics. This will enable the company not only to overcome the challenges of remote work but also to set a standard of excellence in the Mozambican market.

CONCLUSIONS

The general objective of this study was to analyze efficient home office management strategies aimed at increasing business productivity at BCX Tete. To guide this investigation, three specific objectives were defined: (i) to identify the main challenges faced by BCX Tete in managing home office work; (ii) to evaluate the impact of local conditions on the effectiveness of the home office arrangement at BCX Tete; and (iii) to propose tailored strategies to improve productivity within the remote work model. First, the data revealed that the ambiguity between autonomy and supervision remains a central obstacle, as managers still vacillate between demanding virtual presence and delegating responsibilities, thereby creating uncertainty and reducing employee engagement.

Furthermore, feelings of social isolation and communication barriers were unanimously identified as factors undermining team cohesion and motivation in the remote work setting. Additionally, a lack of immediate technical support compounded by frequent network instability and system slowness disrupts workflows and increases the need for rework. Finally, it is evident that although formal teleworking policies are in place, their operational implementation lacks clear terms and the managerial training required to ensure effective adherence to the guidelines. On the other hand, infrastructure limitations in Tete, such as intermittent internet connections and power rationing have compromised expected productivity levels, significantly reducing actual remote working hours. Furthermore, a cultural context that prioritizes in person supervision hindered the recognition of remote efforts, reinforcing a sense of invisibility among employees and undermining mutual trust. Working conditions and the feasibility of telework in Tete call for hybrid solutions that are sensitive to socioeconomic realities. Finally, employees unanimously highlighted the need for home office kits (equipment and internet access) to eliminate technical and systemic interruptions, demonstrating that the company must ensure the necessary technological infrastructure. Regular training in agile methodologies and digital skills was identified as essential for fostering self organization and transparency in deliverables, as well as for bridging the gap left by the absence of traditional supervision. Conversely, establishing agile technical support channels backed by service level agreements (SLAs) and implementing informal virtual rituals (such as "happy hours" and communities of practice) could strengthen team culture and mitigate isolation. As the study focused on a single company, the findings cannot be generalized; however, future studies could employ comparative approaches, potentially yielding further elements for analysis.

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