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## DEVELOPMENT OF REMOTE WORK AS A NEW FORM OF WORK ORGANIZATION

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**Abstract.** The 21st century is the era of information technologies. With the advent of the Internet, which facilitated the development of opportunities for long-distance communication, new organizational forms, and labor relations began to emerge, a striking example of which is telecommuting.

The article provides a comprehensive analysis of the historical stages of remote work development, including a retrospective review of transformations over the past decades. The methodology of systematic analysis of literary sources was applied to determine the advantages and disadvantages for various interested parties, as well as to identify key factors for the successful implementation of remote work.

The results of the study demonstrate the impact of remote work on the quality of life of employees and the creation of certain problems for management and communications. The article contains recommendations for improving the efficiency and management of remote work in the modern business environment and considers possible prospects for the development of this form of work organization in the future.

**Key words:** remote employment, management of remote workers, information and communication technologies, flexible employment, remote work, technological transformation of employment.

**Introduction.** The modern world is characterized by rapid changes caused by globalization, technological progress, and increased competition, which require adaptation to new conditions of the socio-economic environment.

The dynamic growth of the market, the increase in enterprise costs, the pandemic, and hostilities in Ukraine have led to the emergence of a number of problems in the field of employment. At the same time, management skills do not always meet the requirements of the time, which forces us to look for new solutions to expand employment. In such conditions, enterprises need new approaches to the organization of work that will allow them to quickly adapt to changes and ensure the efficient use of labor.

Research shows that the use of flexible forms of employment, particularly remote work, can significantly contribute to solving this problem and, therefore, is an actual direction of scientific research.

**Analysis of recent research and publications.** Flexible forms of employment are the subject of research by Ukrainian and foreign scientists. Scientific works devoted to the issue of remote work include: Harashchenko L.P., Harashchenko V.V. (Harashchenko L., Harashchenko V., 2018), Stasiv O. (Stasiv, 2021), Sloma V.M. (Sloma, 2022), Andrushkiv B.M., Pogaidak O.B. (Andrushkiv, Pogaidak, 2015), Melnychuk O., Melnychuk M., Pavlichenko I. (Melnychuk, et al., 2022), Pryimak V., Mishchuk N. (Pryimak, Mishchuk, 2020), Pyöriä P. (Pyöriä, 2011), Strońska E. (Strońska, 2014),

Gerasimenko O.O., Shchedinina L.V., Rudakova S.G. (Gerasimenko, et al., 2017), Inshin M.I. (Inshin, 2014), Svichkaryova Y.V. (Svichkaryova, 2013), Bezzub I. (Bezzub, 2020), Rudenok A.I., Petyak O.V., Khanetska N.V. (Rudenok, et al., 2020), Yaroshenko O.M., Vapnyarchuk N.M. (Yaroshenko, Vapnyarchuk, 2022), Kuznetsova M.Yu. (Kuznetsova, 2020), Soich O.V. (Soich, 2018), Alexander A., De Smet A., Langstaff M., Ravid D. (Alexander, et al., 2021), Yang L., Holtz D., Jaffe S., Suri S., Sinha S., Weston J., Teevan J. (Yang, et al., 2022), Galanti T., Guidetti G., Mazzei E., Zappalà S., Toscano F. (Galanti, et al., 2021), Ferreira R., Pereira R., Bianchi I.S. (Ferreira, et al., 2021), Sullivan C. (Sullivan, 2012), Doshchenko A.V. (Doshchenko, 2014). The analysis of publications shows that the research data forms the theoretical basis of scientific research in this area. Scientists pay special attention to the study of remote work, and a significant part of their publications is devoted to management issues of remote employment, particularly the organization of business processes and technologies, as well as the management and motivation of personnel.

Thus, the relevance of the problem, its practical significance, and the lack of thorough scientific results regarding the development of remote work as a new form of work organization determined the choice of the topic for our research.

**The article's purpose.** The purpose of the article is to investigate the development of remote work as a new form of labor organization in the context of modern socio-economic changes. To achieve the goal of the research, the following tasks were addressed:

- analyze the stages of remote work development;
- determine the advantages and disadvantages of remote work for various interested parties;
- characterize the key factors for the successful implementation of remote work;
- analyze the prospects for the development of remote work.

**Research methodology.** To implement the goal and objectives of the research, a methodology was used, which includes:

- monographic method: study of monographs, scientific articles, and other sources devoted to remote work in order to highlight and substantiate the features of remote work;
- method of system analysis: clarifying the essential characteristics of the basic research concepts and describing key factors that affect the successful implementation of remote work in the organizational environment;
- comparative method: determination of advantages and disadvantages of remote work for employees, employers, and society as a whole;
- method of systematization: generalization of the results of domestic and foreign research on the prospects for the development of remote work.

The using of this methodology made it possible to conduct a comprehensive and in-depth study of the development of remote work, providing scientifically based conclusions and practical recommendations for various interested parties.

**They are presenting the main material.** Remote work has a long history dating back to the 20th century. In its early years, remote work was accessible only to a narrow circle of professions, such as journalists, writers, translators, etc. However, with the development of information and communication technologies, remote work became available to a wider range of employees.

The first concept of remote work was developed by the American scientist D. Nilles and his colleagues in 1972 (Nilles, et al., 1972). They proposed a model of work organization in which employees could perform their duties outside the office using modern communication tools. Even then, they emphasized that the level of communication development allows for a reduction in the number of employees in the office.

In the 1970s, telecommuting gained popularity in the United States, leading to the creation of companies specializing in providing remote work services. In the 1980s, remote work began to spread to other countries worldwide.

In the 1990s, with the development of the Internet, telecommuting became even more accessible and popular. During this period, various platforms were created that allowed workers to find remote work.

The COVID-19 pandemic, which began in 2020, acted as a catalyst for the further development of remote work. Many enterprises were forced to transition their employees to remote work during this period, resulting in telecommuting becoming an integral part of the modern work process.

The main features of remote work include:

1. Lack of a fixed workplace – employees perform their duties in a location convenient for them, such as a home office or any place with internet access.

2. Independent planning of working hours – employees independently plan their working hours and task schedules.

3. Use of information and communication technologies for communication with colleagues and the employer. Teleworkers use tools such as e-mail, video conferences, messengers, etc., for communication and information exchange.

According to Article 602 of the Labor Code of Ukraine, remote work is a form of labor organization in which the work is performed by the employee outside the workplace or the employer's territory, in any place chosen by the employee, using information and communication technologies (Code of Labor Laws of Ukraine, 2023).

Melnychuk O.F., Melnychuk M.O., Pavlichenko I.M. (Melnychuk, et al., 2022) conducted an analysis of Article 602 of the Labor Code and identified certain features of remote work (Table 1).

Table 1

#### Peculiarities of remote work

Criteria	Remote work
Application procedure	By concluding an employment contract in writing. During force majeure, it can be implemented by order of the employer without the mandatory conclusion of an employment contract in writing
Workplace	Outside the workplace or the employer's territory, in any place of the employee's choice using information and communication technologies. By agreement with the employer, it can be combined with work at the workplace on the employer's premises
Limitations in application	Prohibited in the presence of dangerous and harmful production (technological factors)
Mode of operation	The rules of internal labor regulations do not apply, unless otherwise established by the labor contract
Provision of means of production, equipment, software and technical means, etc.	It is determined by the employment contract, otherwise it depends on the employer
Working hours	It is distributed by the employee at his own discretion, without exceeding the limits of labor legislation
Rest time guaranteed	The period of free time is defined in the employment contract

A number of factors contributed to the spread of remote work, including:

– development of information technologies that provide the possibility of effective communication and cooperation at a distance;

– growing demand for high-quality services and goods that can be provided in real-time;

– a change in the values and preferences of employees who strive for greater flexibility and freedom in choosing the place and time of work.

In the 21st century, remote work became widespread, especially during the COVID-19 pandemic. Although even today it does not lose its popularity. According to the International Labor Organization, in 2023, more than 300 million people worldwide worked remotely.

The USA is the world leader in the number of remote employees. According to the US Bureau of Labor Statistics, in 2023, more than 21 million people in the country worked remotely. In Europe, this figure is about 10 million.

Remote work can take different forms. The most common is home-based telework, where employees perform their duties at home several days a week, using a computer, telephone, and email. Supplementary or occasional telework means working at home one day a week as a supplement to traditional office work. Center-based telework is a new approach where the company provides jobs for employees of other companies who work remotely. Mobile telework involves performing duties at least 10 hours per week outside the office using a computer to communicate while on business trips, at client sites, and while commuting (Rudenok, et al., 2020).

Such forms of work provide more flexibility to employees and contribute to the development of modern approaches to work organization. Each of these types of telecommuting has its advantages and disadvantages.

Home-based telework is the most common type of telework. It has several advantages for employees, including:

- convenience: employees can work in a comfortable place that meets their individual needs;
- flexibility: employees can independently plan their working hours and location;
- economic benefits: employees can save on transportation and food costs;

At the same time, home-based telework has several disadvantages, particularly:

- isolation: employees may feel isolated from the team and the enterprise;
- blurring of boundaries between work and personal life: employees may face challenges balancing work and personal life, working overtime because they are not limited by working hours and location.

Supplementary or occasional telework shares the same advantages as home-based telework but has fewer disadvantages since employees still have the opportunity to communicate with colleagues in the office.

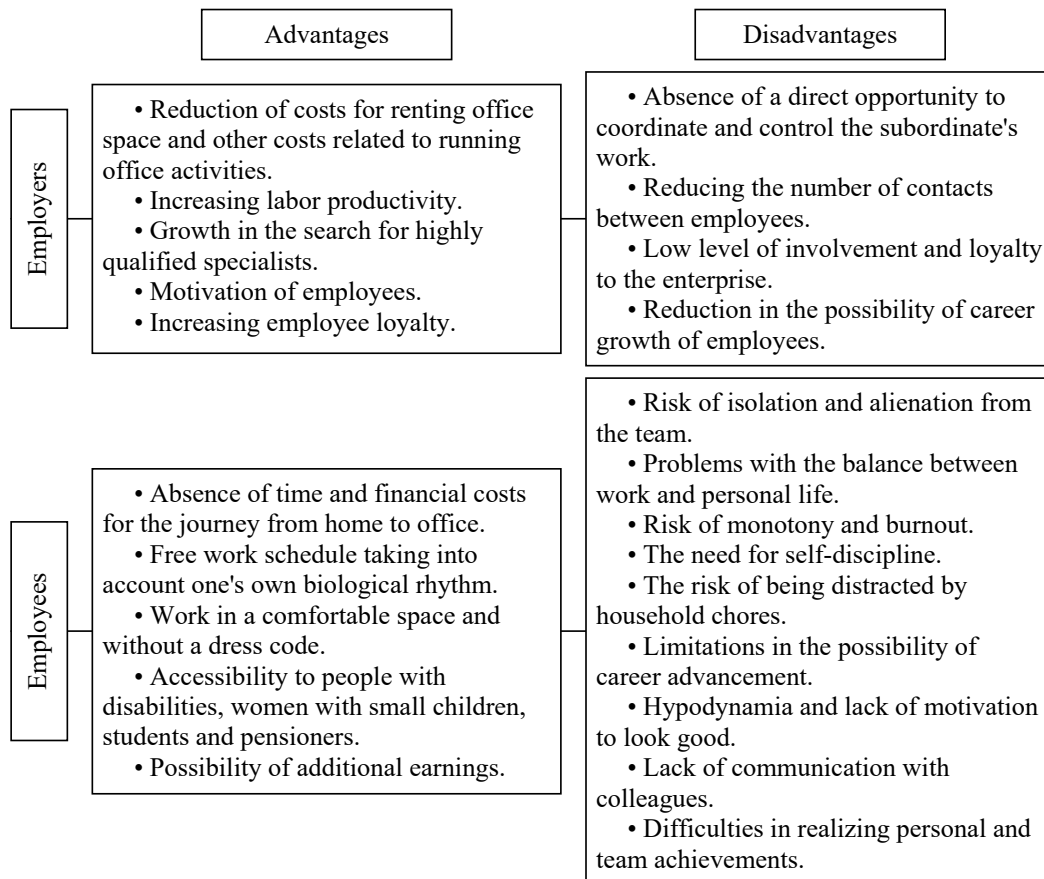
Center-based telework is the safest type of telework, as employees are in an office environment but have the option to work remotely. However, this type of remote work is less convenient and flexible than other types.

Mobile telework is the most flexible type of telework, as employees can work anywhere with internet access. However, this type of telecommuting is also the least secure, as workers cannot always control their work environment.

The choice of the form of remote work is made considering the specific needs of the employee and the company, as it has several advantages and disadvantages for both employers and employees (Fig. 1).

One of the key criteria for successful remote work is effective management. The manager needs to find a balance between independence and control of employees to ensure productivity and the achievement of collective goals. For this, you need to:

1. Clearly define the goals and objectives of employees so that they understand what is expected of them and have all the necessary resources to complete their tasks.
2. Establish regular meetings to discuss the progress of the work, understand whether the employees have correctly dealt with their tasks, and, if necessary, provide them with the necessary support.
3. Use technologies for remote monitoring of work to receive information about the current results of tasks performed by employees without the need to constantly monitor them.



**Fig. 1. Advantages and disadvantages of remote work**

The next criterion for productive work in any team, including those that work remotely, is effective communication. The manager should develop a communication plan that takes into account factors such as frequency, methods, and content of communication. In other words, they need to determine:

1. How often should communication with employees occur?
2. What technologies will be used for communication?
3. What topics should be discussed with employees?

The main communication tools used in remote work include:

- task managers (Trello, Asana, Jira): these tools allow employees to track their tasks and access information about the current status of other employees' work;
- network drives (Google Drive, Dropbox, OneDrive): these tools enable employees to collaborate on documents and files;
- messengers (Telegram, Slack, Skype): these tools allow employees to communicate in real-time;
- email: used for communication and document circulation;
- video communication (Zoom, Microsoft Teams, Google Meet): allows employees to communicate using video.

At the same time, it is important to use these tools correctly so that they contribute to effective communication, and not hinder it. For example, video communication should be reserved for important meetings and negotiations, while for routine communication, you can use email, messengers, or task managers.

An important criterion for the effectiveness of remote work is also its culture, which includes rules and norms that help employees work productively in remote mode. Such rules include:

- mutual observance of agreements on working hours, methods of communication, and other important issues;

- equal openness during communication;

- high speed of interaction.

The manager must create a culture of remote work that will promote effective interaction between employees. To do this, he needs to define the rules and norms of remote work, inform employees about them, and ensure their compliance.

Today, it can be said that remote work has become an integral part of the modern work process. According to a study by Owl Labs, in 2022, 36.2% of workers worldwide will work remotely. This figure continues to grow, and it is expected that by 2025, 52.2% of employees will work remotely.

A study by Deloitte found that businesses that transitioned to remote work before the COVID-19 pandemic had higher productivity and employee satisfaction scores compared to those that adopted remote work during the pandemic.

Even though remote employees do not work in the same office, meetings and sprints remain important elements of effective management. These meetings allow for the discussion of work, presentation of the latest projects, and decision-making regarding the future direction of the company's development. Additionally, they help employees get to know each other better and feel like a part of the team.

It is imperative to create a level playing field for all employees, irrespective of whether they work in the office or remotely. Treating remote employees as second-class citizens can lead to problems.

One way to create a level playing field is to provide remote employees with the opportunity to participate in all corporate events, such as holidays, training sessions, and business trips. Moreover, it is necessary to ensure that they have access to all necessary resources, including technical equipment, information systems, and documents.

Face-to-face communication is essential for keeping employees connected, whether they work in the office or remotely. Managers should make an effort to have more face-to-face conversations with their remote employees. This will help in better understanding their needs and problems, thus supporting motivation and productivity (Zaika, et al., 2020). Employee motivation is a key factor in the effectiveness of their work.

Therefore, effective management of personnel working remotely requires new approaches and skills from managers to enhance work efficiency and create comfortable conditions for employees.

**Conclusions.** Remote work is becoming increasingly popular, and for many enterprises, it is no longer just a temporary necessity but a way of organizing the work process. In the future, telecommuting will likely continue to grow in popularity. This is due to:

- the development of information technologies that allow effective collaboration at a distance and help overcome some of the disadvantages of remote work, such as isolation and blurring of the boundaries between work and personal life;

- changing values and preferences of employees. The growing popularity of remote work will lead to a change in the structure of the labor market, resulting in an increase in the share of self-employed and remote workers.

Therefore, remote work has the potential to become a new standard of work organization. However, for it to be effective for both employees and the enterprise, it is necessary to develop and implement new approaches to remote personnel management.

It is important to actively use digital tools for collaboration and communication, document all decisions made, provide constant feedback, and promote work-life balance.

Competent organization of remote work, which takes into account all these factors, will lead to a decrease in the company's costs, an increase in the productivity of employees, and can become an effective way of organizing the work process for them.

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