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Original article

PROBLEMS OF EFFICIENCY OF REMOTE WORK

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The purpose of this article is to evaluate the effectiveness of remote work of employees, which has become especially popular after the emergence of the COVID-19 pandemic. The article reviewed various literature reviews and carried out statistical studies, which made it possible to determine that the study of the features of remote work is a new, interesting direction associated with various areas of modern life (studying the positive and negative aspects of remote work for companies, employee satisfaction, finding solutions to problems, associated with remote work).

Keywords: remote work; efficient employees; labor productivity.

Научная статья
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ПРОБЛЕМЫ ЭФФЕКТИВНОСТИ УДАЛЕННОЙ РАБОТЫ

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Целью данной статьи является оценка эффективности удаленной работы сотрудников, которая стала особенно популярна после появления пандемии COVID-19. В статье рассмотрены различные литературные обзоры и проведены статистические исследования, что позволило определить, что изучение особенностей удаленной работы – новое, интересное направление, связанное с различными сферами современной жизни (изучение положительных и отрицательных сторон удаленной работы для компаний, удовлетворенность сотрудников, поиск решений проблем, связанных с удаленной работой).

Ключевые слова: удаленная работа; эффективно сотрудников; производительность труда.

The problems of employment of the population, the distribution of jobs remains quite acute almost all over the world. The situation becomes more complicated by problems related to Covid and post-Covid restrictions. After the first shock, the introduction of emergency measures, isolation and quarantine, the world is gradually learning how to get used to new realities, to the idea that it will not get better in the near future (the world will not soon return to a pre-covid state). For business, production, education, the question of finding ways to work in new conditions has become acute.

Different names are associated with these types of work arrangements, for example: virtual, distributed, telecommuting, nomads, freelancers, remote work; however, no matter the names, the opportunities and challenges are the same.

Remote work did not appear suddenly due to the covid and its limitations. It is interesting to note that the use of remote work was predicted by Lister and Harnish, who searched telework in 2011. They stated that telework could be used prevent or reduce morbidity of flu pandemics [1]. This scenario is no longer hypothetical, since this the concept is becoming more common during the pandemic.

According to the statistics of Owl Labs (Fig.1), before the outbreak of the pandemic, 85% of American companies partially or completely worked remotely, which is 29% higher than the global average number. The UK was in second place after the USA – 6.1% of jobs, followed by Canada – 4.0%, Australia – 3.1% and Germany – 1.7%[2]. The share of Russian companies working remotely before the pandemic was only 1% [3].

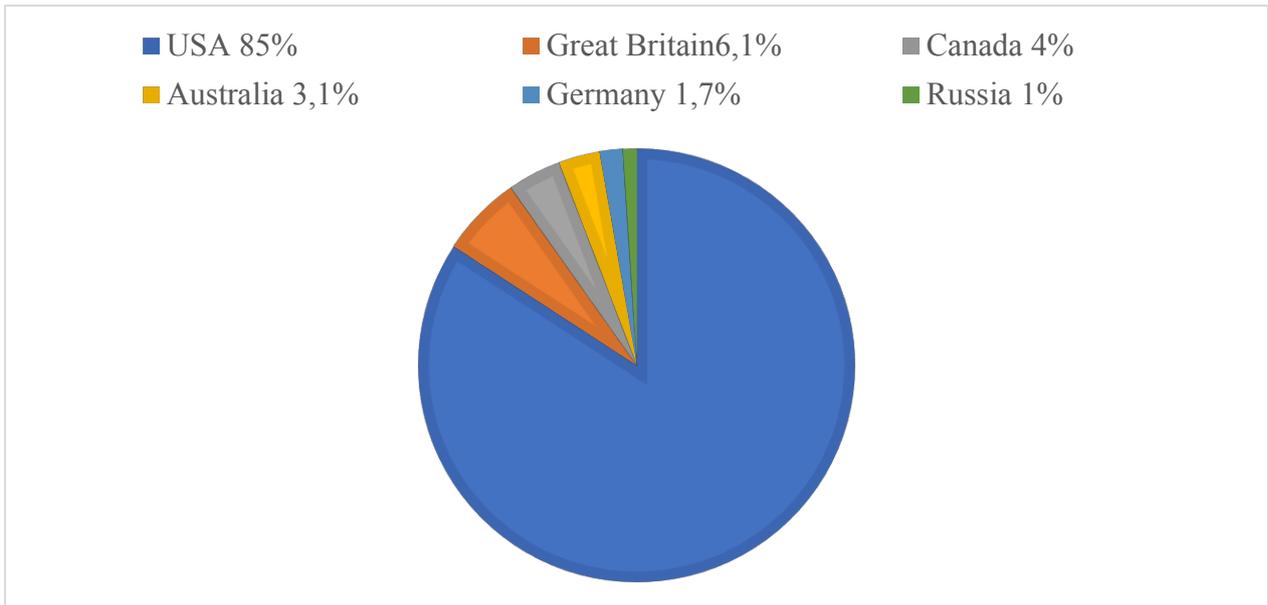


Figure 1 – Rate of companies used telework before pandemic of Covid-19

Before the coronavirus pandemic (COVID-19), 17 % of American employees worked at home 5 or more days a week, and during the pandemic, this proportion increased to 44 %. According to the Ministry of Labor, about 3 million people are working remotely in Russia in 2022. "According to our forecasts, by 2030 we will reach 10-11 million of people" [4].

The outbreak of the COVID-19 pandemic has accelerated the trend towards remote work, as quarantine and isolation have made commuting and office work impossible for millions of people around the world. Remote work, also called work from home (WFH), provided a solution where employees performed their duties outside the office with the support of specialized technologies to stay in touch with colleagues and clients. This made it possible to reduce the need for trips to the office. This is a convenient and safe format for performing one's work or training duties, which helps to reduce the number of personal contacts during the difficult period of the pandemic.

New world realities have faced employers with extraordinary problems. One of them is the problem of motivation of remote workers. This does not mean a material reward, because a decent remuneration should be mandatory if an employer is expecting to have employees with good knowledge and experience skills.

When we are talking about motivation, then first of all we should pay attention to the pyramid of needs of A. Maslow (Fig. 2), the base of which is occupied by the so-called "basic" or physiological needs (food, water, sleep), the provision of which to a small extent depends on the employer. Next come the security needs (security, stability, comfort). These are material goods, their satisfaction is primarily related to income, wages. If the employer cannot provide these basic needs, then there can be no question of return to work, initiative, creativity from the employee. Large international companies understand the importance of basic needs and are trying to meet them fully.

Fair compensation for workers was once only about money. Now everything has changed, mostly people live in a world of comprehensive remuneration, where wages, benefits and even working conditions are the part of the employer's value proposition. Paid sick leave, paid leave and medical benefits have practically become the norm, they are provided by almost 8 out of 10 US employers[5].

In Russia, social guarantees of employees are established in the Labor Code of the Russian Federation. The employer is obliged to provide the employee with paid sick leave, vacation, parental leave and much more. This is the norm established by law.

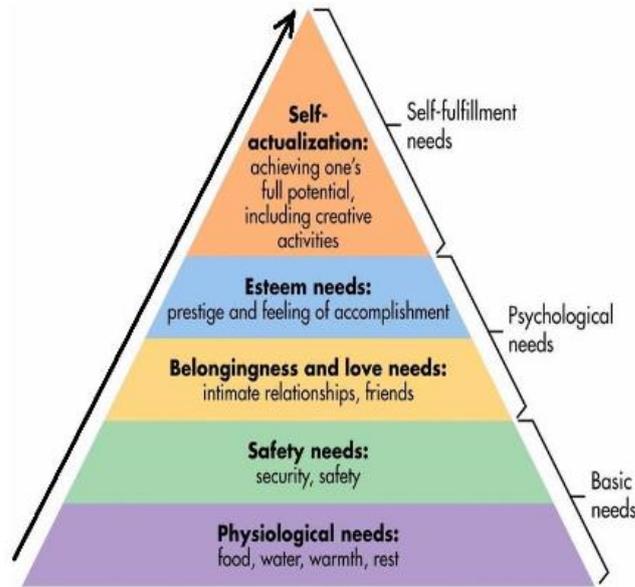


Figure 2 – A. Maslow's pyramid of needs

However, the role of material motivation decreases as soon as a person satisfies his basic needs. That is why for many companies the issue of intangible motivation is on a special account. The company is interested in the possibilities of emotional involvement of the employee in the production process. Companies are searching something that can encourage a person to treat the work and the team "with a soul", something that can give satisfaction from the process and the result of work, which can help everyone to unlock their potential and direct it to achieve a common goal.

In order to understand what can be a motivating factor in work, we can refer to the statistical data obtained by Kaspersky Lab (8 thousand employees of small companies around the world were interviewed, including 502 people in Russia) [6].

From Figure 3, it can be seen that the main advantages when working remotely, employees consider the opportunity to save time and dispose of it at their discretion, the opportunity to spend more time with family. Also, half of the respondents attach great importance to the opportunity to save money (spending on travel and eating out). The same parameter includes the absence of the need to comply with the dress code, corporate style, the ability to work in comfortable conditions. When working remotely, a person can carry out their activities at a convenient for him time, the main thing is that the work is done. Some respondents among the advantages named the absence of the need for personal communication and participation in corporate events.

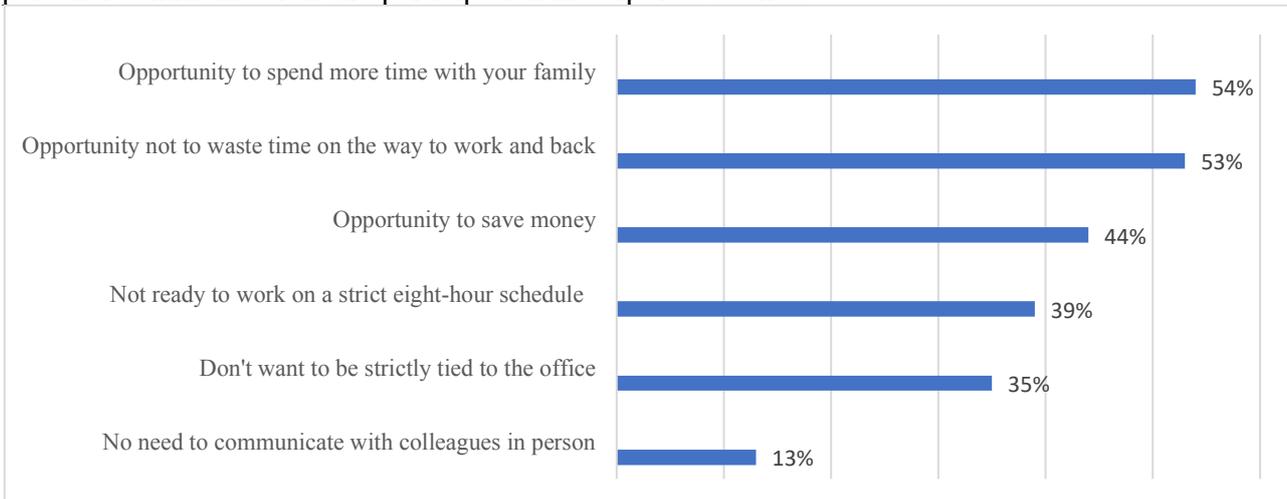


Figure 3 – Positive aspects of the remote work

In addition, among the obvious advantages that are not listed in the table can be called security – observation of social distance. If employees carry out their work remotely, production costs are significantly reduced: the company saves on utility bills - light, water, heating, cleaning of premises, security). The company does not have a limited territory and it can hire as many employees as it needs. Moreover, the company has the opportunity to hire the best specialists around the world. This expands the competence of the team as a whole, and in the case of a regional search, it also allows a company to save on salaries.

The advantages are seemed to be obvious, but there are disadvantages that outweigh the opinion of employees and employers in favor of working offline, in favor of the presence of the employees in the workplace.

According to the survey (Fig. 4), about half of respondents report a lack of communication on work and personal issues. Starting to work remotely, people lose touch with the team, become loners, not ready to share ideas, achievements and responsibilities. In addition, if office workers earlier could gather over a cup of tea a couple of times a day and discuss work and personal issues, then there is practically no such opportunity in the remote format.

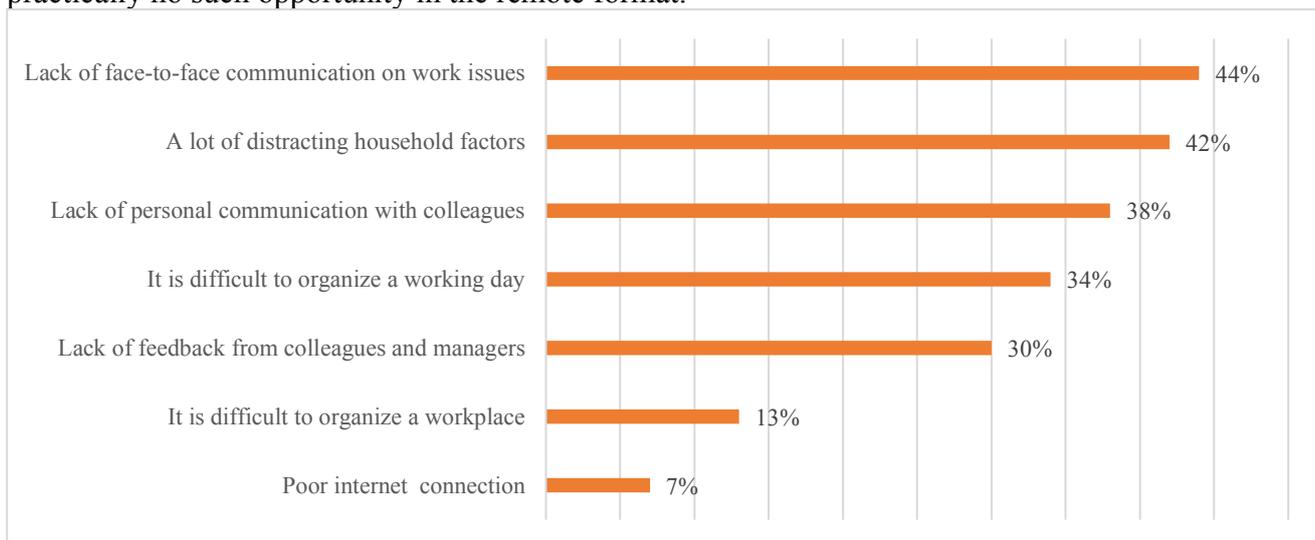


Figure 4 – Negative aspects of the remote work

Most of the problems are related to the organization of working hours and working space at home (a lot of distractions, difficulties with setting up equipment, with the operation of programs, Internet connection).

Many respondents complain about the lack of personal communication, lack of interpersonal interaction, about those thin social threads that connect people working in the same company. During the process of the survey and in additional comments added to the answers, respondents stated that excellent communication skills are vital for the success as a remote worker, especially written communication. They explained that communication is vital because of the need to be accurate and eliminate ambiguity in messages. Remote workers explained that misunderstandings often arise due to things like language references, idioms, or the absence of nonverbal questions. One respondent stated: “Since nonverbal communication is limited in virtual conversations, we have to work very hard to formulate and confirm messages”[7].

In addition, the big disadvantage of remote work is that employees do not have enough feedback when solving work issues and evaluating results (ten-minute "flying" meetings generally accepted in many companies are not enough,).

Among problems not listed in the table, many employees mentioned the problem of processing and mixing work and personal time when working from home. Someone, while working from home, allows himself to relax and spend more time reading the news (68%) and messengers (38%). Some remote workers (31%), on the contrary, noted that they began to work more at home [8].

It is interesting to note that, at first, due to the home comfort and the effect of novelty, the work results of remote employees are better than they were at the workplace, but over time, novelty and interest disappears, the feeling of comfort from being at home is replacing by boredom, this directly affects the results of work. Employees do not see the results of their own and other people's work, often do not receive a supervisor's assessment, lose motivation.

A big problem for companies has become a decrease of the loyalty of remote workers. While working at home, people begin to consider work as a means of earning money, a mechanism for receiving benefits (if you have done a job, you received a reward). In general, this is true, but serious companies that have aim at stable success pay great attention to the company's mission, strive to ensure that employees understand and share these missions, are loyal to the company's ideas and its management. It is very important for the company that employees are emotionally involved in the company's activities. If in the pre-covid time companies had a different set of tools to gain employee loyalty: holding various team-building events (joint field trips, sports competitions, team-building games, trainings and seminars), opportunities for non-material motivation of employees (concert tickets, fitness, swimming pool), then with the transition to remote work such opportunities have been reduced significantly. Nevertheless, while searching the statistical data, we can see what is valuable for employees, what they would like to keep and what they need when working remotely. Based on this information, it is possible to make some practical recommendations for employers concerned about the effectiveness of remote work and ways of non-material motivation of their employees.

For these purposes, it is important to set up a simple and accessible procedure for interaction on work issues (technical and emotional). Written communication is especially important for remote work because of the need for accuracy and the elimination of ambiguity in the communication process. Due to such things as language differences, idioms or the absence of non-verbal signs (intonation, gestures, facial expressions, pauses), misunderstandings often arise. To work remotely, companies use a wide variety of tools, for example: phone, email. Unfortunately, e-mail does not allow you to set up communication in real time, and is only suitable for exchanging files and non-urgent information; when communicating by phone, the problem of time delay in transmitting information is removed, but often there is a problem of non-verbal communication. To solve such difficulties, various computer programs and applications have been greatly developed to provide shared access to documents, the ability to hold meetings and conferences, and communicate remotely in real time to a large number of participants. At the same time, if teams are using computer communication with computer conferences they are needed more time to make group decisions than groups that are working face-to-face.

To improve the company's performance and employee's motivation, it is important to stimulate not related to work issues communication (holding online meetings, holidays, contests, online team games, exchanging opinions about news, movies, weather, etc.). The communication skills of each team member are vital for the success of the remote work.

It is necessary to involve employees in the process of setting tasks, goals and discussing methods of achieving them (there should be the respect and recognition for the ideas, inputs, opinions of the employees. It is very important for the members of the team to being heard). You can increase productivity by showing your team that remote work forces all employees to adapt and show adaptability in the workplace. In addition, it is necessary to convey the goals and expectations of the leadership clear and transparent form.

One of the most important problems in organizing remote work is to help employees in organizing their workplace (providing equipment, software, equipment setup by company specialists). "Technology, when used properly, can facilitate trust-building, effective communication, and overall coordination of teams; however, the reverse is also true in that ineffective use of technology can impair team functionality. Any technology usage in virtual teams should be aligned to optimize team trust, communication, and coordination" [9].

While working remotely, there is a problem of mixing work and personal time. You can try to help employees with the organization of working hours (coordinate hours for work and rest, transmit clear

and understandable work requirements, monitor the work done, provide mandatory feedback during the execution and at the end of the completed task).

An important factor affecting the effectiveness of remote work is trust. On its basis free, creative relationships in the team are built. You can increase the level of trust in the team by getting to know each member of the team, asking about their family, health or weekend activities. It is useful to conduct individual online conversations with each employee, to be interested in his problems and successes at work, his life, family, possibly his personal problems. An employee should have a supervisor or manager who will help clarify work tasks and monitor the result (if the staff is too large, this task may fall on the heads of departments).

One of the ways to motivate employees and establish intergroup communication can be regular training for employees (online courses that an employee can choose independently according to his own preferences). For greater efficiency, you can add a condition that a person who has chosen and completed an interesting for himself course (not necessarily related to work or professional development), then should tell his colleagues about it at an online meeting. This, firstly, will allow you to advertise the possibility and availability of courses paid by the company, and secondly, it will allow colleagues to get to know better the person on the other side of the screen, to learn about his interests, to discuss, and possibly to share them.

Surveys of companies both in Russia and in the world show that remote work is gaining popularity, and has advantages over offline work. Now the share of remote workers is quite large, and, most likely, it will increase over time. Many of people, having worked remotely, now are not ready to return to the office full-time, but most of the surveyed workers would like to use a hybrid system of work (part of the time to work from home, part offrom the office). Some companies consider this option convenient (due to the fact that less office space is used, but at the same time, there is "live" communication and the possibility of control). Other companies, on the contrary, consider completely remote work, or hybrid work, a temporary difficulty, and would like to return employees to a full offline format.

The study of the features of remote work is a new, interesting direction related to various spheres of modern life (the study of the positive and negative aspects of remote work for companies, employee satisfaction, the search for solutions to problems related to remote work). And like everything new, remote work shows new challenges that modern companies are face and remote work requires new, sometimes unexpected solutions. The above-mentioned opportunities for intangible motivation of remote employees are one of the small steps aimed at solving these new challenges. Time will throw up additional problems, and their detailed analysis will tell us the opportunities to solve them.

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