



**EXPLORING
THE DIGITAL LANDSCAPE:
INTERDISCIPLINARY PERSPECTIVES**



EXPLORING THE DIGITAL LANDSCAPE: INTERDISCIPLINARY PERSPECTIVES

Monograph

*Edited by Olha Blaha
and Iryna Ostopolets*

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1.5. Remote work: analysis of the essence and strategic significance

The introduction of innovative technologies into the labor sphere has contributed to the elevation of the labor market to a higher level of development. Thanks to intensive technological progress in the utilization of the labor force, new opportunities have arisen for the creation and optimization of employment methods.

Scientific and technical development plays a decisive role in the economic advancement of countries and the formation of new models of social and labor relations. Information and communication technologies, particularly the Internet, have made a significant contribution to this transformation, giving rise to new types of employment, and altering traditional forms of work.

In recent years, against the backdrop of global changes caused by the COVID-19 pandemic and other socio-economic problems, the world, including Ukraine, is intensely focusing on alternative forms of employment, notably remote work. This type of work became highly relevant in 2020 when the pandemic compelled many countries to reconsider approaches to work organization. In Ukraine, in addition to pandemic-related issues, the full-scale military invasion by Russia in 2022 provided an additional impetus to the development of remote work, leading to its rapid expansion not only in Ukraine but also in other countries.

It is worth noting that before the pandemic, only a small proportion of the world's population had experience with regular remote work. According to the International Labor Organization (ILO), about 8% of the world's workers, or approximately 260 million people, worked from home before the crisis caused by COVID-19. In the European Union, according to Eurostat, just over 5% of workers aged 15 to 64 regularly worked remotely in 2019, with a slight increase in the percentage who occasionally worked from home.

The pandemic has radically altered this picture. At its peak in March-April 2020, two-thirds (62%) of all employed people in the US worked remotely, according to Gallup. In the EU, the numbers were slightly lower, but the changes compared to the pre-pandemic period were significant (Плехов, 2021).

Since 2015, there has been rapid development in remote employment in Ukraine. In 2023, more than 21% of Ukrainian employees work remotely, and 35% of companies in the country have implemented virtual workplaces (Соловйов, 2023).

The shift in employment forms is influenced by technological development on the one hand and, on the other hand, by the advantages offered by new types of work that attract both employers and employees. The expansion of remote employment in the context of the innovative economy's development demonstrates its high popularity, indicating that this form of work will become the norm soon, emphasizing the importance of further research in this area.

When studying the concept of remote work and its impact on society in the 21st century, it is necessary to first consider the origin and interpretation of this concept. The initiative to introduce the term «remote work» in 1972 in the United States of America, thanks to the scientific work of the University of Southern California professor Nilles J. and his colleagues Carlson F., Gray P., Hanneman G. (Nilles et al., 1972), played a key role in shaping the modern understanding of remote work. It contributed to the creation of virtual companies, opening up new perspectives in business organization. Over time, recognition of the importance and relevance of telework grew, and in 2002, responding to the needs of the modern labor market, the European Union adopted a framework agreement dedicated to the regulation of telework, emphasizing its importance in a globalized world (The Framework Agreement on Telework, 2002). According to Article 2 of the said Agreement, remote work is defined as an organizational method or way of performing work that includes: 1) the use of information and communication technologies; 2) implementation within the framework of employment contracts or relationships; 3) the possibility of performing work in the employer's office, but, in fact, it is usually performed outside the office on a regular basis.

Experts from the International Labor Organization point out that the implementation of remote work is possible both on a short-term basis (for example, in cases of temporary need) and as part of long-term practice

(for example, remote work for a certain period or on a permanent basis). Temporary telecommuting can be used in situations where it is necessary to temporarily work outside the office, for a few hours or a whole day, for example, to conduct a meeting with a supplier. Planned telecommuting involves an agreement between the employee and the employer to work at a distance, which may include a hybrid format – partial work in the office and partial work at home or in another location. For example, an employee may spend two days in the office and three days working remotely. Remote work is implemented on a permanent basis as part of a long-term agreement, according to which an employee constantly performs tasks outside the office, for example, from home or any other location (Зуб, 2021).

In Ukraine, the concept of «remote work» has evolved rapidly since the beginning of the pandemic. Initially, against the backdrop of the introduction of quarantine measures, it became evident that the existing legal framework did not adequately regulate the issue of remote work, necessitating an immediate improvement of labor legislation. In response to this need, the Law of Ukraine «On Amendments to Certain Legislative Acts Aimed at Providing Additional Social and Economic Guarantees in Connection with the Spread of the Coronavirus Disease (COVID-19)» dated March 30, 2020, № 540 added a new Article 601 «Homework» to the Labor Code of Ukraine. This article establishes that home work is «a form of work organization in which the work is performed by the employee at his place of residence or in other premises determined by him, characterized by the presence of a fixed zone, technical means, or their combination, necessary for the production of products, provision of services, performance of works, or functions stipulated by the founding documents, but outside the production or work premises of the owner of the enterprise, institution, organization, or body authorized by him» (Закон України від 30. 03. 2020 № 540-IX).

Despite the normative regulation of homework, remote work was not separately defined in the legislation, effectively merging with home work. It was described as the mode of performing duties by the employee from any place of his choice,

including home, using information and communication technologies, and at the same time, not being in the office or on the territory of the employer.

In the future, starting from February 2021, the legal framework regarding remote work underwent another stage of improvement when a clear distinction was made between home and remote work through changes to the Labor Code of Ukraine. In particular, Article 602 «Remote work» was added to the Code, which defines it as «a form of work organization in which the work is performed by the employee outside the workplace or territory of the owner or the body authorized by him, in any place of the employee's choice and using information-communication technologies» (Закон України від 10. 12. 1971 № 322-VIII).

This definition largely corresponds to the description given in the framework agreement of the European Union on teleworking, which defines it as «one of the forms of organization and/or performance of work, using information technology, in the context of an employment contract/relationship, where the work, which also may be performed on the employer's premises, is carried out outside these premises on a regular basis» (Рамкова угода про дистанційну роботу, 2002).

The electronic newspaper «Kadrovyyk-01» describes remote work as «a type of work organization in which the priority is to perform work in any place according to the employee's work outside the workplace or the employer's territory, and with the use of information and communication technologies» (Дистанційна робота особливості оформлення, 2023).

The issue of remote work implementation, which deviates from traditional approaches to work organization, has been discussed in detail in many scientific works, becoming the subject of scientific research and a topic for discussions in the scientific community.

According to Roger Blanpain (Blanpain, 2014), an outstanding Belgian scientist and specialist in the field of labor law and social legislation, remote work is integrated into labor relations with a specific purpose, rather than standing apart from them. He identifies several primary goals of this integration, including:

- 1) increasing the responsibility of employees for the development of their own career;
- 2) evaluating the employee's contribution based on the achieved results;
- 3) increasing job satisfaction;
- 4) optimizing the balance between work and personal life;
- 5) increasing the level of customer service;
- 6) improving the image of the enterprise and increasing its productivity;
- 7) saving costs on office space rental and infrastructure maintenance.

He emphasizes that these directions highlight the advantages and positive aspects of remote work.

Fiksenbaum L. (Fiksenbaum, 2014) published a study in 2014 that highlighted the importance of creating workplace environments that promote better work-life balance, reduce conflict, and improve well-being. Morgan R. (Morgan, 2004) in his research explores aspects such as increased productivity, reduced stress from commuting, and issues related to isolation and work time management. This research makes a valuable contribution to understanding how telecommuting can affect employees and the enterprise. Both studies contribute significantly to the field of human resource management, particularly in the context of work-life balance and adaptation to changes in the work environment, such as telecommuting.

Fiksenbaum L. and Morgan R. characterize telecommuting as one of the varieties of flexible work or adaptive employment, which may also include other measures, such as flexible working hours or a reduced working week.

Sullivan C. (Sullivan, 2003) in his scientific work focuses on the analysis and understanding of the terminology related to remote work and work at home in the context of new technologies that change the traditional understanding of the workplace and the work process. The author explores different definitions and a concept used to describe these forms of work and analyzes how these different views influence the understanding of remote and homework in modern society. Sullivan C. understands telecommuting as the involvement of employees

in performing work from any location other than the company's head office and believes that information technology (IT) is an important element in this work.

Ukrainian scientists O. Gerasimenko, L. Shchedinina, S. Rudakova believe that remote work is an alternative form of employment based on flexible labor relations between the worker and the employer, implemented in the online space through the use of modern information and communication technologies (Герасименко et al., 2017).

O. Valetska characterizes remote work as «a type of hired work that is performed outside the office under the terms of an employment contract, using the necessary means of work and communication that allow the communication process between the employee, employees, management, and customers» (Валецька & Приходько, 2016).

According to the definition of O. Demchenko, remote work is that which is performed by an employee on a permanent basis in compliance with legal requirements and other regulatory documents on labor law. The main distinguishing feature of this type of employment is the performance of work duties by the employee outside the employer's office or other stationary place of work, while maintaining communication between the employee and the employer through electronic means of communication (Демченко, 2019)

A. Kolot formulated remote employment as «an alternative form of work, which is based on adaptive social and labor relations between the employee and the employer, implemented through virtual space with the help of modern information and communication technologies» (Колот, 2007). At the same time, he calls «remote» work that, «as a result of the use of information and communication technologies, moves away from the employer's premises (at least, relatively, not less than 20% of the working time)» (Колот, 2010).

M. Inshin defined remote work as «the organization of the work process, which allows employees to perform their duties effectively, regardless of the physical location of the employer's office, while ensuring constant communication with the employer through telephone and fax means of communication, electronic mail,

social networks such as Facebook, communication programs such as Skype, as well as with the help of smartphones and other gadgets» (Іншин, 2015).

Ya. Svichkaryova notes that «remote work is a form of performance of labor duties by an employee, which is carried out outside the employer's premises, using information technologies to communicate with management and colleagues» (Свічкарьова, 2013).

I. Motorna believes that remote work consists of the interaction between an employee and an employer in the labor market, based on adaptive social and labor relations, primarily implemented through virtual space with the help of information and communication technologies (Моторна, 2008).

G. Gerasimenko emphasizes that remote work is determined by two main aspects: the presence of a physical gap between the employee and his usual place of work, as well as the use of information and communication technologies to ensure communication between all parties in labor relations (Герасименко, 2018).

V. Aveskulov emphasizes that:

«1) remote work is a form of performing labor duties by an employee, carried out outside the employer's premises using information technologies for communication with management and colleagues;

2) the use of remote work differs from classic labor relations in several features, including the narrowing of the organizational element (impossibility of employer control over the mode of access to the remote worker's workplace by third parties; absence of the need to ensure proper working conditions at the workplace of such an employee, etc.); independent determination by the employee of the regime of working hours and rest time; non-application of certain provisions of labor legislation to these relations (paying for work at night or overtime; imposing a disciplinary penalty for being late to work or absenteeism, etc.)» (Авескулов, 2017).

V. Krasnomovets, revealing the concept of remote work, emphasizes «the need for telephone or other forms of communication between the employee and the employer, such as messages or video recordings of communication every day

at the beginning, in the middle, and at the end, for a more comprehensive awareness by the person working remotely of the tasks facing them» (Красномовець, 2011).

O. Soich considers that «remote work is a special model of organizing and carrying out the labor activities of employees at enterprises, institutions, and organizations with which labor relations are properly established in accordance with the norms and requirements of the law. This involves the employee performing his functions outside the location of the enterprise, institution, or organizations with the possibility of independent distribution of working time» (Соїч, 2018).

Ya. Saychenko characterizes remote work as «a form of work organization when the work is performed by the employee at his place of residence or in another place of his choice, including with the help of information and communication technologies, but outside the employer's premises» (Сайченко, 2021).

L. Ostapenko, M. Basarab, A. Shevtsiv distinguish the following features of remote work:

«a) official duties are performed outside the workplace;

b) appropriate information devices are used to exchange information with the manager and other employees» (Остапенко et al., 2022).

We agree with the opinion of D. Zahirnyak, V. Druzhyinin, V. Druzhyinin (Загірняк et al., 2023), that remote work is one of the most modern and flexible employment models. Its wide distribution became possible due to the development and popularity of personal computers, Internet technologies, and mobile communication, which are increasingly used in various economic and social spheres. The evolution of telecommuting indicates changes in the global economy and a shift away from the traditional work paradigm.

In scientific sources, you can find many different interpretations of «remote work», among which the main criteria are regularity and the performance of work outside the employer's office using modern information and communication technologies.

In our opinion, telecommuting is a form of labor activity in which the performance of professional duties by an employee takes place outside

the standard office space or workplace located on the territory of an enterprise or organization. The main characteristic of telecommuting is the use of digital technologies, particularly the Internet and various software, for the interaction between the employee and the employer, as well as for the performance of work tasks. This form of work allows flexible planning of the work schedule, optimization of the work process, and provides the opportunity to work from any place where there is access to the necessary means of communication.

In the conditions of martial law and considering that a significant number of Ukrainians were forced to leave their homes in search of safety, the introduction of remote work became particularly relevant and became a key factor in supporting the country's economy. It has provided employers and employees with the necessary tools to effectively organize work processes in extremely complex circumstances. With this in mind, telecommuting has become more important than ever, as it enables productivity and employment to be maintained even when traditional work patterns become impossible or unsafe.

Nowadays, when Ukrainians face huge challenges in their daily life and at work, the ability to perform professional duties from any place with Internet access is not just a convenience, but a vital necessity. Many Ukrainians, who were forced to leave their homes and move to other countries or safer regions, find telecommuting a way to maintain their source of income, continue their professional development, and contribute to their country's economy, despite the distance.

Thus, remote work in the conditions of martial law in Ukraine acts not only as an adaptation to the new challenges of modernity but also as a strategic tool to ensure the stability and continuity of the work of enterprises, as well as to support the social and economic well-being of employees and their families. The importance of this mechanism is underlined not only by preserving jobs but also by ensuring access to the same levels of protection and guarantees enjoyed by other workers, regardless of their location.

Undoubtedly, remote work affects the participants of labor relations both positively and negatively. The experience of introducing quarantine restrictions

in Ukraine in the spring of 2020 demonstrated that the transition to a remote form of work allows enterprises to significantly reduce costs associated with the organization of the work process, renting, and maintaining office space. At the same time, some costs, such as electricity, the Internet, and water supply, are passed on to employees. Employers' responsibilities in the field of ensuring labor safety are also reduced because the organization of safe working conditions partly falls on the shoulders of the employee himself. At the same time, it is difficult to ensure at home the same level of security as is provided for industrial or office premises.

On the other hand, employers get the opportunity to effectively utilize the potential of employees, setting production tasks before them and supporting effective information exchange within the team. There is also a chance to expand the recruitment criteria, attracting those who are interested in part-time or flexible employment. Moreover, businesses can use modern communication channels such as social networks and messengers for free.

For employees, the spread of remote employment also has its advantages. This makes it possible to save jobs for those who, due to various circumstances, cannot leave the house, taking care of sick relatives or children. Remote work can reduce the risks of mobbing and other forms of discrimination, given the lack of direct contact between employees. Also, this form of work is available to a wide range of people, particularly those with disabilities. In addition, telecommuting opens up new perspectives for cross-border mobility, allowing work for foreign employers without the need to emigrate or obtain work permits abroad.

Considering that during 2023, the number of remote vacancies on the Work.ua website increased by 39% (Майбутнє ринку праці: 13 ключових трендів у 2024 році), we believe that in 2024, providing the opportunity to work remotely will become one of the tools to overcome the shortage of personnel.

Therefore, remote work, becoming a response to the urgent needs of the pandemic and martial law in Ukraine, turned out to be not only a means of adaptation to new realities but also a significant factor of economic stability and

social security. This employment model has demonstrated its effectiveness in maintaining productivity, ensuring employment, and overcoming geographic and social barriers arising from crisis situations. An important aspect is that telecommuting provides equal opportunities and protection for all workers, regardless of their location or circumstances, while ensuring business continuity and contributing to the national economy.

However, to fully realize the potential of remote work, further improvement of the legal framework, infrastructure, organizational culture, and technological solutions aimed at supporting flexibility, security, and inclusiveness of workplaces is required. It is also necessary to pay attention to the psychological well-being of remote workers, providing them with adequate support and resources to maintain social interaction and professional development.

Thus, remote work is an important tool for social adaptation and economic resilience in today's conditions, which requires a comprehensive approach to its integration into the social life and economic activity of the country.

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