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Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

INCREASING EFFICIENCY IN MANAGING REMOTE EMPLOYEES

(based on Jüdische Gemeinde case)

Bachelor student of the 4th year of study

Field of Study 07 – Management
and Administration

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Abstract

The work focuses on the development of technology and its impact on the dedicated work of workers. Currently, there are many programs, applications and services for the collaboration of distributed teams. With such tools employers tend to think not only about monitoring the work being performed, but also about how to create a team aimed at a common result, and how this team will interact to organize the effective operation of the company. At the same time, concerns about the health and well-being of remote workers are considered.

The "Jüdische Gemeinde" contributed materials for the research, including questionnaires, client acquisition through social media, open sources on the organisation, and an examination of the company's website. The research makes recommendations on how organisations could adopt CRM and reward systems, as well as conclusions regarding how companies should adjust to the new reality of remote labor.

Keywords: remote work, remote management, management technologies, performance optimisation, innovative technologies.

Анотація

Робота зосереджена на розвитку технології та її впливі на віддалену працю працівників. В даний час існує безліч програм, додатків і сервісів для спільної роботи розподілених команд. З такими інструментами роботодавці прагнуть думати не тільки про контроль за виконуваною роботою, а й про те, як створити команду, націлену на загальний результат, і як ця команда буде взаємодіяти для організації ефективної роботи компанії. Водночас враховуються занепокоєння щодо здоров'я та благополуччя віддалених працівників.

«Jüdische Gemeinde» надала матеріали для дослідження, включаючи анкети, залучення клієнтів через соціальні мережі, відкриті джерела організації та веб-сайт компанії. Дослідження містить рекомендації щодо того, як організації

можуть запровадити CRM та системи винагороди, а також висновки щодо того, як компаніям слід адаптуватися до нової реальності віддаленої праці.

Ключові слова: віддалена робота, дистанційне управління, технології управління, оптимізація продуктивності, інноваційні технології.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

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Educational level: **Bachelor degree**
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APPROVED

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Prof. Zharova L.V.

“ ”

20

TASK

FOR BACHELOR’S QUALIFICATION WORK OF STUDENT

Iryna Omelaienko

(Name, Surname)

1. Topic of the bachelor’s qualification work

INCREASING EFFICIENCY IN MANAGING REMOTE EMPLOYEES (BASED ON JÜDISCHE GEMEINDE CASE)

Supervisor of the bachelor’s qualification work *Dr. of Sci L. Zhorova*

(surname, name, degree, academic rank)

Which approved by Order of University from **“25” September 2023** № 25-09/2023-3к

2. Deadline for bachelor’s qualification work submission **“25” April 2024.**

3. Data-out to the bachelor’s qualification work *open resources (reports of the company, analysis of the industry, data of the international organizations, governmental statistic reports), closed data (internal information received during the internship)*

4. Contents of the explanatory note (list of issues to be developed) *The thesis aims to study the management of separated employees and proposals for improving management efficiency using the example of the Jüdische Gemeinde.*

To achieve the set goals, the following tasks should be accomplished:

- Conduct an analysis of theories and approaches about the essence of remote work.*

- Explore methodological approaches to managing remote workers.
- Provide a critical review of efficiency improvement strategies.
- Make the Jüdische Gemeinde more known.
- Conduct an analysis of Jüdische Gemeinde's methods for managing remote employees.
- Develop proposals for improvement.
- Make a critical analysis of performance indicators and KPIs.
- Conduct a comparative analysis of employee engagement and motivation at Jüdische Gemeinde.
- Propose a plan for implementing remote work for the Jüdische Gemeinde.

5. List of graphic material (with exact indication of any mandatory drawings)

Main advantages of introducing electronic personnel document management

Actions of companies to increase the efficiency of remote work

Main areas of Jüdische Gemeinde activity

Structure of Jüdische Gemeinde expenses

Indicators of the movement of personnel of Jüdische Gemeinde for the period 2019-2021

Forms of employment of respondents before the pandemic

Form of employment of survey members in a pandemic

Experience of working remotely with respondents

Advantages of teleworking according to respondents

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	In time
2.	II part of bachelor thesis	27.02.2024	In time
3.	Introduction, conclusions, summary	25.04.2024	In time
4.	Pre-defense of the thesis	29.04.2024	In time

Student



(signature)

Supervisor_____



(signature)

Conclusions (*general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve*):

The bachelor's work was completed within the framework of the chosen topic and defined tasks. All assigned tasks were implemented on time and in full. To write the work, the student used a sufficient amount of materials collected during the internship to develop a Blueprint of remote work implementation for Jüdische Gemeinde. The analysis of theoretical developments also allows us to assert a sufficient level of skills in processing scientific literature and practical sources.

The student took part in conferences based on the results of his work. In general, the study was performed at the required level, meets the requirements, and deserves an "excellent" rating under the conditions of a successful defense.

Supervisor_____



(signature)

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INTRODUCTION

The relevance of the research topic is determined by the development of technology and its impact on the dedicated work of workers, which has acquired relevance since the beginning of the Coronavirus Pandemic. Currently, there are many programs, applications and services for the collaboration of distributed teams. Some are focused on working with teams, others are focused on setting tasks for managers and monitoring their implementation. In addition to such well-known means of communication as email correspondence and phone calls or Skype, which find it difficult to cope with the control of work processes and build a corporate culture due to a lack of structure, you can use modern CRM systems that facilitate not only communication with the team, but and manage it effectively. Using well-chosen tools, one can achieve close interaction between employees and effective control over their work.

Employers hiring employees to work remotely should think not only about monitoring the work being performed, but also about how to create a team aimed at a common result, and how this team will interact to organize the effective operation of the company. This is why research into improving the performance of dedicated workers is important for companies operating in international markets.

Goals and objectives of the study.

The purpose of the thesis is to study the management of separated employees and proposals for improving management efficiency using the example of the Jüdische Gemeinde.

To achieve the set goals, the following tasks were solved:

- Conduct an analysis of theories and approaches about the essence of remote work.
- Explore methodological approaches to managing remote workers.
- Provide a critical review of efficiency improvement strategies.

- Make the Jüdische Gemeinde more known.
- Conduct an analysis of Jüdische Gemeinde's methods for managing remote employees.
- Develop proposals for improvement.
- Make a critical analysis of performance indicators and KPIs.
- Conduct a comparative analysis of employee engagement and motivation at Jüdische Gemeinde.
- Propose a plan for implementing remote work for the Jüdische Gemeinde.

The object of the study is the process of organizing the management of separated employees in the Jüdische Gemeinde.

The subject of the research is methodological, theoretical and practical issues of improving the management of separated employees in the Jüdische Gemeinde.

The theoretical and methodological basis of the thesis comprises academic papers of domestic and foreign economists devoted to the issues of separated work and technology in organizing the management of employees working separately.

The following research methods were used in the thesis: economic - to study the general state of the enterprise's activities, statistical - to analyze types of technologies, analysis and synthesis - to study trends in managing remote workers, and graphic - to visualize the results obtained.

The introduction, three chapters containing subsections, a conclusion, and a list of references make up the thesis.

Chapter 1 Theoretical backgrounds of studying working process administration in business

1.1 Modernity of remote work - theories and approaches analysis.

Growth of competition, strengthening of standardization work processes and the variability of demand on global markets encourage employers to use such forms of employment that will ensure the efficiency of economic activity and cost savings. The main attractive forms of employment for employers in such conditions are more flexible and less protected, for example agency employment, outstaffing. Thanks to the use of different forms of employment, employers have a wide range of levers to create better conditions for talented or efficient employees, offering more attractive working conditions to those workers they have more incentives to retain. The introduction of innovative technologies leads to a narrowing of the demand for workers with low qualifications and an increase in the demand for special knowledge and skills of highly qualified workers (Huk L.P., 2021)

One of the possible ways out of the crisis was formed as a result of restrictive anti-pandemic measures, determined the use of non-standard forms of employment, in particular temporary employment, work with a flexible schedule, outsourcing, remote or remote work based on Information and Communication Technology, which has become possible in modern conditions of digitalization of the economy. There are two opposing views on digitization. On the one hand, it is predicted that digital technologies, automation, and artificial intelligence will increase productivity and labor efficiency and create new opportunities both for employees and as well as for the growth of the economic activity of enterprises. On the other hand, social risks associated with digitalization are considered, primarily in the field of labor. From this point of view, the digital revolution will result in a great deal of disappearing jobs and

the transformation of work processes. Digitization can cause a general polarization of labor, a separation between standard regulated employment and unregulated employment on online platforms. (Lawler EE., 2017) With digitalization, the world of work, social and labor relations between the employer and employee, and the workplace itself are changing, and the Covid-19 pandemic is a catalyst for these changes.

In these conditions, it is necessary to remember that the reaction under the crisis must be adequate and balanced. On the one hand, the personnel department of the enterprise must form a "portfolio" of various forms of employment with an emphasis on flexible and innovative forms; on the other hand, specialists in human resources management must retain talented employees and keep them from being fired. The feeling of insecurity and social vulnerability when social guarantees are reduced, caused by the use of non-standard forms of employment, may push highly qualified workers to seek more stable work. COVID-19 has highlighted the importance of combining the well-being and safety of workers and the transformation of work (Adisa, T. A. et al., 2021). Human resource management specialists who integrate health and well-being issues into the work plan at the individual and organizational levels create a foundation for the sustained development of the enterprise, where employees can feel confident and act creatively with full dedication. That is, a person in the organization is considered a profitable investment resource. Thus, a survey of experts on the management of human resources of the enterprise, conducted in 2020, showed that personnel services consider the development of personal qualities of employees as their primary task (Fig. 1.1).

Since the beginning of the global pandemic, many research centers and scientists from different fields of knowledge have turned their attention to certain aspects associated with remote work and the difficulties that accompany it. Digital law professor Tabrez Ahmad (2020) draws attention to cybersecurity and crime, which are becoming particularly significant challenges for

organizations that have switched to remote work. Adam Gickman writes about how isolated work will affect the employee due to a lack of awareness in organizing work in new languages, lack of knowledge and strategies for implementing remote work methods and procedures (Workplace Isolation, 2019). And researchers from the US National Bureau of Economic Research (2020) cite statistics showing that from February to May 2020, more than a third of all workers switched to remote work, resulting in about half of American workers now working from home. They also note that with the beginning of quarantine, companies and organizations in those states where the majority of people involved in the field of management, management and related professions are more willing to switch to remote work. (COVID-19 and Remote Work, 2020; Arunprasad, P., et al., 2022)

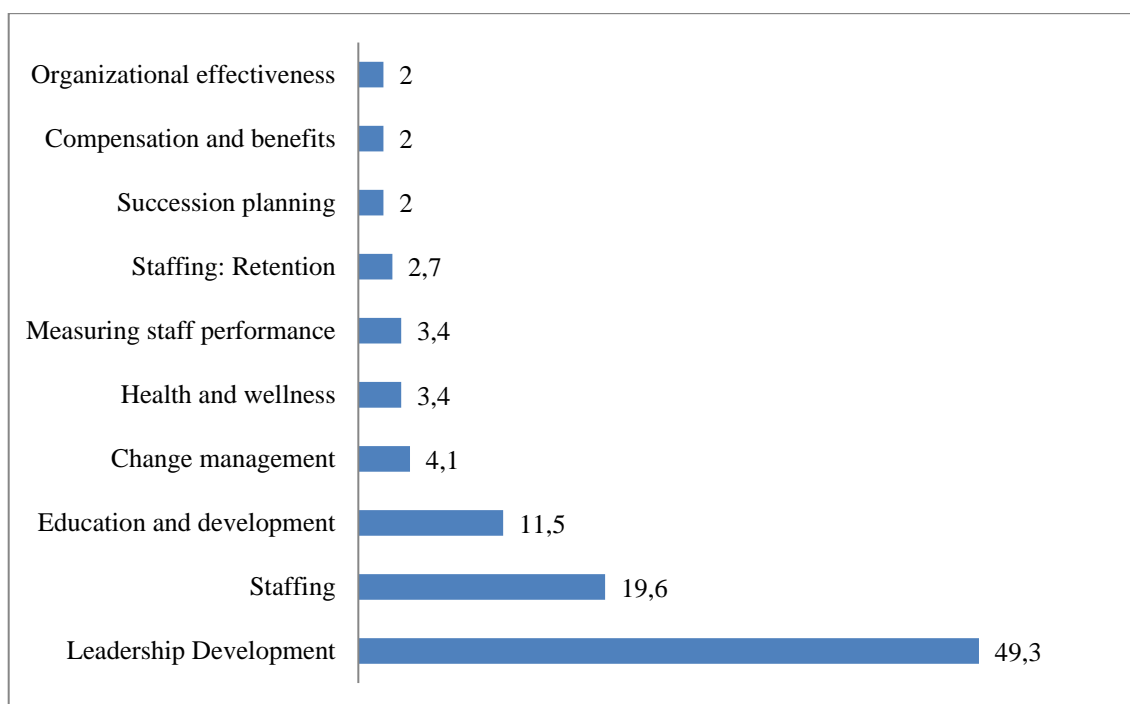


Figure 1.1 Distribution of experts' answers to questions: "Please classify HR issues based on your opinion"

Source: (Omar K.M., 2021)

As for domestic researchers, the problems that arise during the transition of personnel to remote work are also being considered by Ukrainian scientists.

Since the aspect of implementing remote mode in an organization concerns personnel, that is, people, it is important to take into account the mental characteristics and inclinations that affect employees. This means that the works of Ukrainian scientists are more appropriate for studying this topic. For example, S. M. Nevmerzhitskaya (2021) studied the pros and cons of remote work that domestic companies faced. Prokopenko O. (et al., 2021) studied remote management as a new and modern method of personnel management, which is extensively important in such a situation where managers cannot directly contact employees, control and direct their actions in the office (Prokopenko, O., et al, 2021; Barufatti, A., 2023).

Remote work expands people's opportunities to realize themselves in the profession. The definition of distance learning is interpreted differently in the scientific community. Thus, Vapnyarchuk N. (2016) interprets remote work as a new type of employment, the forms of detection of which are low-skilled work at home, skilled work at home and mobile remote work. I. Motorna (2008) understands distance employment as the interaction of an employee and an employer in the labor market, which presupposes flexible social and labour relations directly in a virtual environment using information and communication technologies (Vapnyarchuk N. M., 2016; Béland, L. P. et al., 2023). A. Gulevich (2010) takes into account such aspects as the mandatory use of telecommunication technologies and the type of jobs.

In modern conditions, the importance of effective leadership is growing. The results of a survey of enterprise human resource management experts conducted in 2020 showed that the main problem (49.3% of responses) that HR services plan to address was leadership development. Half of the executives surveyed said leadership is important to prepare for the uncertain and turbulent economic changes of the future. Leaders of small organizational units of an enterprise are able to unite a team around themselves and effectively distribute

tasks among its members, taking into account the personal abilities and potential of each employee.

Staffing is the number two task (19.6% of responses) for enterprise HR services, according to surveyed experts in enterprise human resource management. The economic consequences of the pandemic force employers to make difficult decisions on the number of full-time employees, redistribution of employees, and the formation of an optimal “portfolio” of various forms of employment required by the enterprise. Searching and hiring workers with the required level of education and professional qualifications - staffing is the basic task of any personnel service. (Bouchard, L., & Meunier, S., 2023)

The experts surveyed ranked training and development of employees' abilities in third place (11.5% of responses) in importance for the future development of the enterprise. Encouraging employees to make independent decisions on choosing areas of training or improving their qualifications can be more beneficial for the enterprise than sending them to training by order. The combination of individual interests of employees, opportunities for their development in the enterprise and the implementation of the experience gained and the use of acquired skills in the performance of job responsibilities will increase the degree of integration of enterprise employees, because they will learn and do what is really interesting to them. Coordinating the interests of employees with the needs and strategic goals of the enterprise will increase the efficiency of individual employees along with the overall competitiveness of the company in general (Boyarsky, K., 2020; Buchanan, N. D. et al., 2021).

To achieve the strategic goals of the enterprise, in addition to developing leadership skills among employees, staffing, widespread introduction of new forms of employment, training and development of employees, the personnel service must adjust the human resource management process, focusing on change management. Optimally, modernization of the human resource management process should become not only a reaction to the transformations

that have occurred, but also an anticipation of options for the development of the external environment in order to take advantage of new opportunities that arise in conditions of rapid change.

Deloitte's 2021 Global Human Capital Trends survey surveyed 6,000 human resource professionals in 99 countries to understand human capital trends during the COVID-19 crisis. The purpose of this survey was to urgently understand whether businesses had the necessary organizational readiness to quickly adapt to new external conditions and identify the challenges and opportunities they expected to face in the future (Carraher-Wolverton, C., 2022; Charalampous, M. et al., 2023).

According to the 2021 Global Human Capital Trends, businesses that had the best organizational readiness and adaptive human resource management strategies took advantage of opportunities to promote their products and services to expand their reach during the COVID-19 crisis. Of the total number of respondents, 15% of managers noted that their company had a “high degree of readiness” for a pandemic; they were 2.2 times more likely to attract investments and direct them to coordinate changing market demands. The high-readiness groups of businesses were also twice as likely to use technology to transform the employment of their workers. What is important is the fact that enterprises with a “high degree of readiness” were twice as likely to be aware of the importance of organizing work to facilitate quick decision-making and almost three times more likely to be willing to use the adaptability and mobility of workers to overcome future crisis situations (Deloitte, 2021).

The introduction of innovative equipment and technologies must be considered as an important strategy for adapting to changes. Modern research confirms that countries actively introducing digital technologies into the development of economic processes, Sweden, Malta and Estonia, demonstrate a very high positive correlation between the indicator of e-commerce promotion for individuals and the indicator demonstrating the share of enterprises that

provided training for the development/increase of ICT- skills of its personnel (Bezrukova N. & Huk L., 2022). One of the main competitive advantages of an enterprise in such a situation is highly educated, qualified workers motivated to perform productive work. Therefore, the search for workers who are able to quickly acquire new skills in maintaining, operating and monitoring the operation of modern technological equipment is becoming a relevant direction in the human resource management strategy. Highly qualified employees are able to perform their functional duties using modern equipment and technologies; today they act as a guarantor of maintaining and increasing the competitive positions of enterprises in the domestic and foreign markets.

Therefore, in conditions of uncertainty and instability, the successful operation of an enterprise depends on a number of new variables in the human resource management strategy. When forming the internal personnel policy of an enterprise, managers must, first of all, focus on the creative leadership qualities of their employees, searching and hiring talented specialists, maintaining the personnel potential of qualified employees of the enterprise and continuous training and advanced training of their employees (Employee Happiness Index, 2019).

Diversification of the forms of employment used by the enterprise should help mitigate the impact of the crisis through the possibility of regrouping workers, reducing staff and at the same time retaining key and promising employees. Changing environmental conditions and concerns about the risks associated with COVID-19 are bringing concerns about the health and well-being of workers to the forefront. Understanding demographic challenges focuses on leadership development and succession planning in the enterprise. Today, the world of work is changing and a person in an enterprise is becoming the main profitable investment resource.

1.2 Methodological approaches to managing remote employees

The self-isolation regime's adoption caused a shift in the labor market's demand for particular professions. The need for workers in some of the industries and areas of professional activity has increased: construction, blue-collar and domestic workers, civil servants, medical, and security. The following sectors felt and saw a notable downturn at the same period - tourism, the hotel and restaurant industry, entertainment, art and culture field, fitness centers, and beauty services. In the current situation, some companies are forced to lay off staff, while others, on the contrary, are forced to look for new ones. In this regard, the search for effective technologies for hiring and firing, as well as optimizing the personnel budget, is of particular relevance (Lawrence, R. J., 2020).

It should be noted that the transition to remote work has led to fast expansion of HR process automation. According to research conducted by SAP and Deloitte in 2019 (Maital, S. & Barzani, E., 2020), companies were at a low level of digital maturity. The low level of automation of HR processes in companies is usually associated with: costs for purchasing software and training employees; conservatism of top managers, line managers and HR department employees; lack of necessary IT specialists (Chatterjee, S., et al, 2022).

Today, with the introduction of the self-isolation regime, automation can be applied to every aspect of HR activity. Currently, any organization that wants to survive must have electronic document management.

Advantages of introducing electronic personnel document management (see Fig. 1.2)

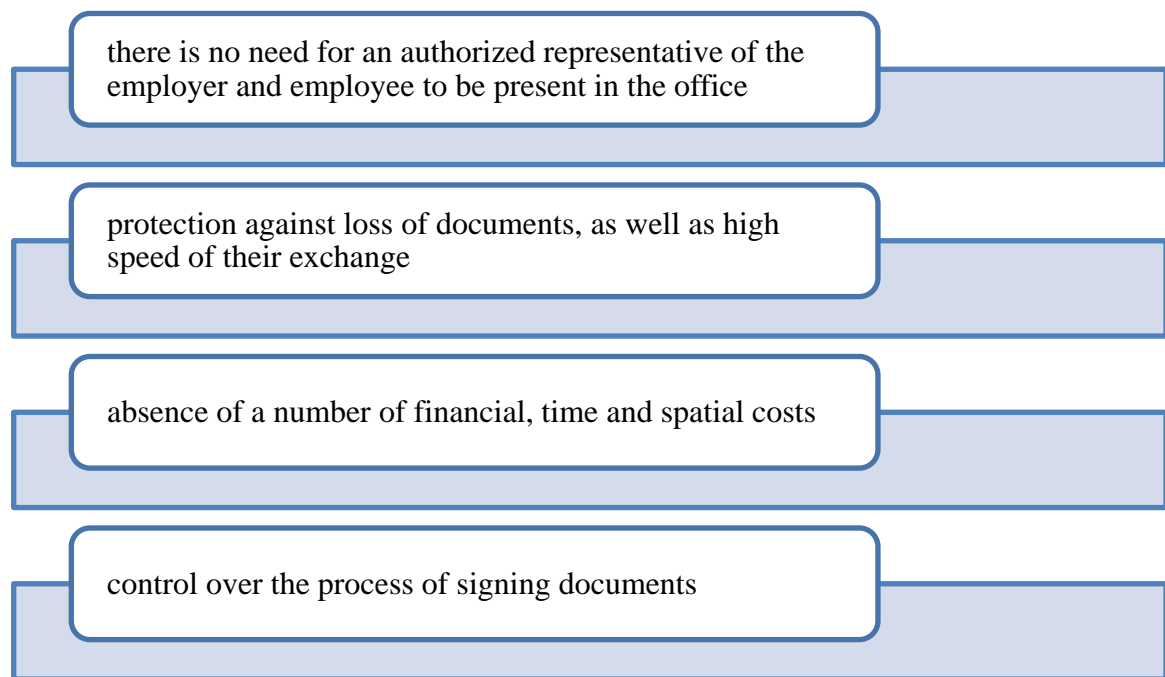


Figure 1.2 Main advantages of introducing electronic personnel document management

Source: (Northouse, P. G., 2021)

The procedure for introducing electronic personnel document management involves:

- examination of employee records for potential refusals of issuing them or converting them into e-form;
- creation of specialized electronic signature-based HR administration procedures;
- development of electronic document management regulations;
- development of functional and technical requirements for automation of necessary processes;
- creation of an implementation roadmap for the implementation of electronic personnel document management.

The HR information technologies that show the most promise include:

1. Blockchain. The advantages of using information encoding technology using a continuous chain of connected blocks were the first to draw attention to

government and commercial interests interested in effective tools for storing large amounts of data. Therefore, blockchain has established itself as a promising technique, primarily in the financial and social spheres. Later, experts in the area of HR management became interested in this technology. This increase in involvement is associated, first of all, with the facts that in any modern enterprise, as economic and organizational activities become more complex, the importance of taking into account specific data about employees as units of human capital increases. A distributed register containing information about changes throughout the entire chain allows you to systematize the necessary and additional data, significantly simplifying the process of managing and optimizing the internal structure. Also, the integration of this technology increases the enterprise's protection from fraud with employees' personal information, and therefore, among other things, ensures the Cybersecurity of the organization as a whole (Phillips, S., 2020).

2. *Artificial intelligence.* Representing one of the most promising developments, intended, among other things, for integration into the HR field, AI technologies are being studied more and more these days by specialists in human resource management. Despite the not yet overcome barrier associated with the fundamental shortcomings of artificial intelligence - mainly, all of them are simply because they don't have a "moral compass" and other ethical characteristics in AI systems - this technology makes it possible to improve the process of selecting and hiring personnel, basically which involves the use of an electronic list of requirements for a candidate for a certain structural position. In addition, the use of mathematical forecasting techniques, which are an integral part of intelligent models, can simplify the formation of roadmaps focused on the integrated development of an enterprise. All of the above can significantly reduce the time and financial costs of the company that arise when creating a personnel strategy (Connor, O., 2022).

3. *Virtual reality*. This technology, although it is in the initial stages of implementation, has wide potential, as it enables you to build software simulations intended to determine optimal employee behaviour patterns in emergency and non-standard scenarios as well as to compute the effects of certain structural alterations. Augmented reality components have a strong connection with the widely approach, which has demonstrated its benefits in the operations of businesses. This tool is useful both in working with the client base and attracting consumers, and in creating intra-organizational platforms for motivating and stimulating the activities of staff (Pisano, G. P., 2020).

4. *Internet of things*. The idea of computer network of physical objects, sometimes known as wearable devices, gives HR professionals and upper management of the company the ability to evaluate the socio-cultural climate, organizational environment quality, and employee health. When employing such technologies, it is vital to keep a balance between the goal of maximizing production process efficiency and workers' individual rights, the protection of which is being among of the responsibilities of the personnel service. As in the case of the implementation of other information and communication systems, the integration of components of the Internet of Things must be carried out taking into account the ethical and legal standards of commercial activity (Djenna, A., et al, 2021).

5. *Software robots*. This technology is used to automate HR processes and helps to increase the efficiency and accuracy of procedures while reducing financial and time costs. Standardized patterns that do not require system analysis lend themselves better to digitalization using RPA (robotic process automation). Software robots are a relatively accessible technology, but, as a rule, they are not long-term in use, since HR processes are characterized by permanent dynamics of change. Today, software robots more often fill functional gaps in existing working algorithms - where the probability of error dictated by the human factor is especially high (for example, when entering

personal information of employees into the personnel system) (De Laat, K., 2023; Eddleston, K. A., & Mulki, J., 2017).

6. *Chabot's*. IT methods based on the use of chatbots already actively use the bots in their hiring procedures in a number of contemporary companies. HR departments employ this kind of technology in order to switch out the traditional support service for a more round-the-clock functional one. This innovation allows employees to receive the data necessary to solve professional problems online, regardless of their work schedule (Yue, C. A., 2019).

Abrupt changes in the economic life of society caused by extreme external factors, as a rule, do not so much change emerging trends as activate them, accelerating the dynamics of fundamental transformations. Remote customer service using digital technologies was becoming increasingly widespread in our country, long before the COVID-19 pandemic. The pioneers of ICT implementation are rightfully anticipated to be such parts as the service government agencies, the education sector, and those working directly with the general population. It can be assumed that even after the lifting of the self-isolation regime, a number of instruments and procedures that rely on the application of information technologies, which have proven their effectiveness in practice, will remain in demand by both government and commercial organizations.

The community of scientists does not yet have a consolidated opinion regarding the benefits and prospects of the global transition to digital technologies. Healthy skepticism among researchers is caused by excessive reliance on high technology, but at the same time, the vast majority of management specialists do not question the need to introduce ICT into the organizational and production process. The COVID-19 epidemic is evolving into some kind of test case for revolutionary management techniques, the outcomes of which will now be evaluated using real-world implementation rather than theoretical thought experiments. The key word in this matter belongs

to employees and, first of all, to the management personnel of organizations, whose opinions are taken into account using various rating systems and surveys.

The transition to remote work has had a significant impact on staff productivity, and both positive and negative trends are noted (Zappa, P., T., et al., 2023).

According to managers, the high efficiency of teams is expressed, first of all, in increased responsibility, speed, volume and quality of work. Employees generally agree with managers on this issue, but they rated the increase in responsibility much lower. Among the reasons for increasing work efficiency, most employees and managers noted: an increase in time devoted to work; reducing distractions; greater comfort of working at home. Managers who noted a decrease in team efficiency made it clear, that this is initially expressed, first of all, in too slow completion of tasks. At the same time, employees noted inconsistency of teamwork. Among the reasons for the decrease in work efficiency, most employees and managers noted: it is difficult to get ready to work outside the office, family distractions, and too many household chores (Emanuel, N., & Harrington, E., 2023; Endress, T., 2023).

As a result, the COVID-19 pandemic dramatically raises the significance of HR initiatives, since effective human resource management is necessary for a corporation to successfully adjust to the new circumstances. Adapting approaches to personnel management are based on solving the following key HR problems in conditions of remote employment: maintaining the health of employees, optimising staff, implementing internal communication in a new corporate processes, automating HR procedures, maximising staff expenses, and monitoring employees remotely work.

1.3 Critical overview of strategies for increasing efficiency

The issues of managing work-home balance and integrating the two are complex and pressing for both organizations and employees. The demands of work and family are often incompatible. And the lack of balance between personal life and work can reduce the effectiveness of employees and managers, as well as customer loyalty (Alzghoul, A, et al., 2018). For employees, one of the most attractive features of working from home is that they will be able to better balance the demands of work and family (Greenhaus J. H., et al., 2006). At the moment, there aren't many studies available on the topic of work-life balance during remote work. One study found that working from home reduces the risk of work-family conflict due to job autonomy and schedule flexibility (Mulki J. P., et al., 2008). But remote work can also have the opposite effect: remote workers may spend more time working and have difficulty finding time for their personal lives. In many cases, the idea of working on personal matters during work hours is untenable, and some employees end up working during standard work hours at home.

Most remote workers find it difficult to end their workday. For professionals who work remotely, work may require more working hours than in traditional offices. They often work on weekends, holidays, in the evenings, and during hours that they previously spent on the road. Moreover, remote workers often work while sick, whereas if they worked in an office they would take sick leave.

Such returns, of course, are beneficial to employers. For remote workers, the workload may be so heavy that they would prefer to return to the office.

Three factors disrupt work-life balance when working remotely. The first factor is the absence of traditional boundaries (territorial, time and social) between work and personal life. Remote workers must manage their own time and separate their work and personal lives. Digital and mobile technologies

(phones, laptops), which have made work mobile, have only made the situation worse. The distinction between the personal and the professional becomes blurred, making it even more difficult to stay within the boundaries. The second factor that upsets the balance has to do with the nature of remote work: it is done differently. The volume of communications when working remotely is often greater. However, this does not imply that it is more effective: electronic communication suffers from a loss of contextual cues and standards. The tertiary factor is related to psychological requirements. Many teleworkers (especially those on international teams) constantly feel pressure to prove their worth by working harder and staying on-call longer than others expect, which adds to their stress (Espitia, A., et al., 2022; Fan, W., & Moen, P., 2023).

To increase the effectiveness of remote work, company management must establish corporate norms for working from home and help remote employees balance their professional and personal lives. Companies can do the following (Figure 1.3)

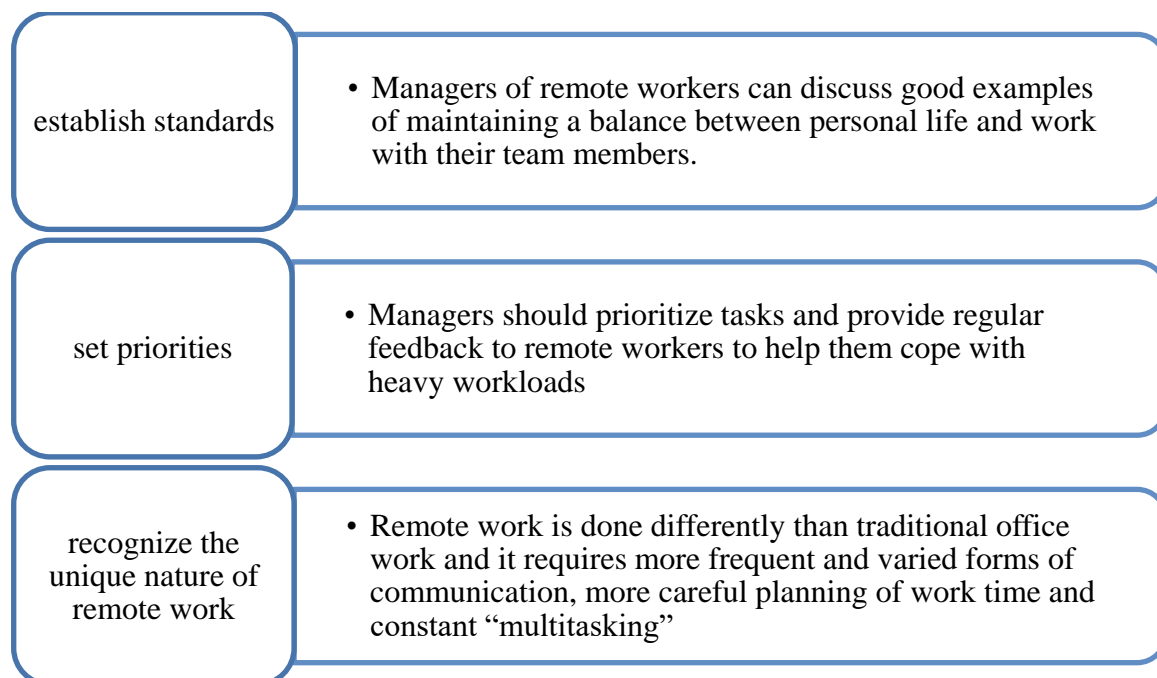


Figure 1.3 - Actions of companies to increase the efficiency of remote work

Source: (Peek S., 2022)

The second big problem of remote work is isolation from colleagues and its consequences. Employees who feel isolated are less satisfied with their jobs, less loyal and more likely to change jobs. A feeling of isolation develops when remote workers do not have support from colleagues and management. This feeling arises due to a lack of social and emotional interaction with colleagues. The experience of social isolation is especially common among employees who live alone, as well as those who have recently moved from another city or have just joined the company.

The feeling of isolation that employees experience is closely related to the actions of the manager. Often, managers seem to be the main channel of communication, and they are the ones who can create a sense of belonging to the organization in the remote worker.

To reduce isolation, effective leaders can (Ferrara, B, et al, 2022; Ingusci, E., et al, 2021):

- Communicate informally. Managers who reduce the effect of isolation can hold informal individual or group meetings with remote workers, sometimes face-to-face. Talk with employees to understand their problems and concerns related to remote work. Informal discussions help exchange information without embarrassing employees. They also demonstrate the manager's support and willingness to communicate;

- Encourage communication between team members. Leaders can further reduce feelings of isolation by facilitating communication among virtual team members and between managers and teleworkers. Managers can hold regular formal meetings to share informal and personal updates and encourage employees to interact on social media. In-person forums, conferences, workshops and parties at the organization or department level provide remote workers with an excellent opportunity to communicate with colleagues on professional and personal topics. Such meetings allow remote employees to

learn more about the company, share experiences and prospects for remote work. And for managers who take their responsibility seriously to develop the corporate community (Rudenok A.I., et al., 2020);

- Encourage pair work and mentoring. By creating working partnerships in which one colleague works remotely and the other in the office, a company can help its employees adapt more quickly to remote work conditions. Such a partnership is especially effective in cases where a remote employee lives close to the company's office and can attend common holidays and other informal meetings with colleagues working in the office. It is also possible to create a mentoring program or partnership, in which new telecommuters are paired with those who already have significant experience in such work;

- Help new employees get comfortable. Managers can help new people join the team by sending them a “welcome package” containing a list of team members, personal information about them, contact information and photos. Managers should encourage other employees to welcome newcomers, offer them help, and share their experiences and successes with remote work.

When working remotely, the main form of communication is electronic communication (e-mail, teleconferences, instant messages). All this only increases the feeling of isolation among remote employees and creates difficulties for the formation of personal relationships and mutual trust. Electronic communications usually lack the range of emotions (Rudnicka, A., et al., 2020) and the effect of personal presence that are characteristic of face-to-face communication. Many teleworkers report that electronic communications require more time and explanation because they lack contextual clues.

There might be an excessive amount of communication in businesses that use technological means of communication, but the communication effectiveness remains low.

Company leaders should provide their subordinates with opportunities for face-to-face communication and take the necessary measures to help remote

employees cope with the complexities inherent in virtual communications (Figure 1.4).

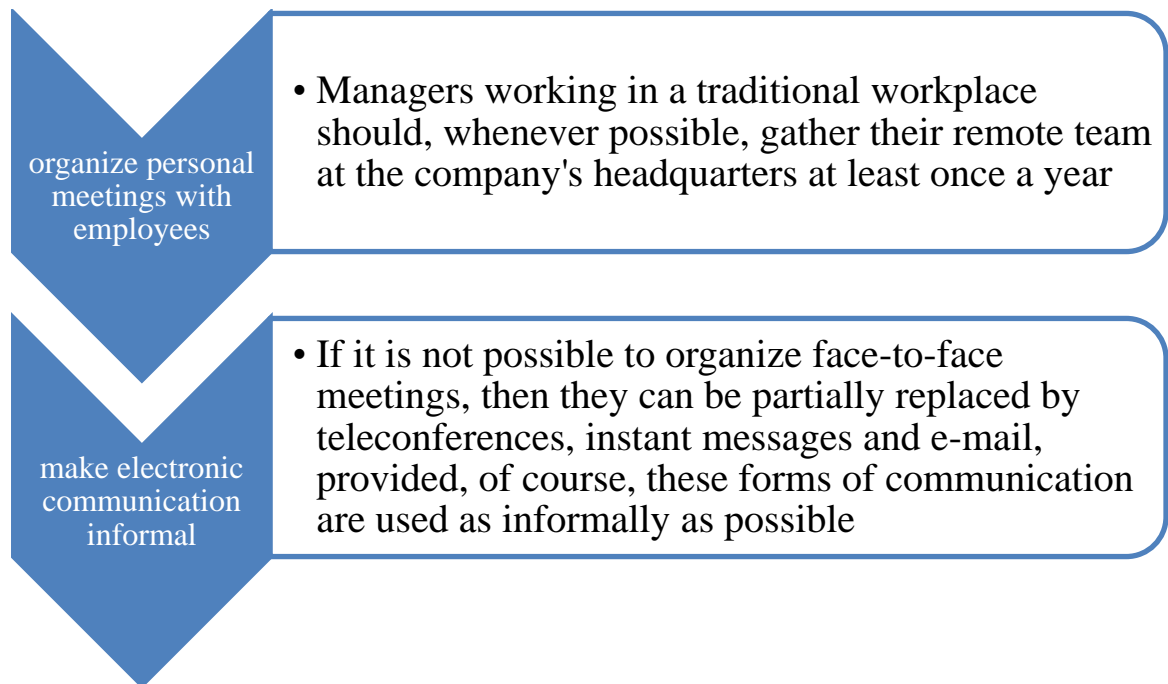


Figure 1.4 - Actions taken by company leaders to improve virtual communications

Source: (Songsangyos P. & Iamamporn S., 2019)

Informal exchanges of information can complement more formal communications related to company goals and objectives and help build relationships between employees.

Telecommuters believe that a lack of visibility limits their ability to advance in their career. And while most telecommuters don't worry about this, some do feel like they have to work harder than office workers to gain recognition and get promoted.

For remote workers, managers are the embodiment of the organization. By the way a manager behaves with subordinates; one can predict their job satisfaction, level of loyalty, efficiency and readiness to move to another job. Managers who support telecommuters can be very important in lowering the uncertainty of their situations and helping their employees overcome the

anxieties that can be summed up by the proverb “out of sight, out of mind.” To increase the visibility of remote workers, managers can (Jämsen, R., et al, 2022; Karunaratne, P. D., 2021):

- Promote personal and team achievements. Leaders who support telecommuters find ways to communicate their individual and team efforts to the organization;

- Demonstrate your availability. In order for employees to talk about their achievements, managers must make it clear to them that management is open to both formal and informal communication. Telecommuters need to be informed when managers have time to talk, and standards must be set for responding to phone calls, emails, and other messages. In addition, during meetings and one-on-one conversations, managers should set aside time to talk about personal or organizational problems of remote employees that need to be addressed;

- Develop methods for successful remote work. Companies should develop and implement training that helps them cope with the complexities of remote work. These trainings should be available to all interested parties: employees who are new to remote work, more experienced remote employees, and support staff working from home, and all managers dealing with this form of work.

To develop communications between different departments of the organization, you can create a database of employees that contains their personal data and information about their areas of competence. In addition, it is advisable to create a list of “frequently asked questions” that relate to the problems of remote work and suggest methods for solving them (Lange, M., & Kayser, I., 2021; Tursunbayeva, A., et al., 2022).

The development of technology and communications has shortened distances and created a global labor market. But it also contributed to the physical and psychological isolation of telecommuters from colleagues and

organizations. Companies will benefit from the new way of working if they can better understand what telecommuters must keep their personal and professional lives in a healthy balance, connect with managers and colleagues, and increase motivation and recognition. Successful companies will find ways to adapt to the new environment and be able to offer specialized training, mentoring, and ample opportunities for personal and professional networking between traditional and remote employees.

Chapter 2. Analysis of Jüdische Gemeinde management methods

2.1 General familiarization with Jüdische Gemeinde

Jüdische Gemeinde is a Jewish community with an office in Halle(Saale), Germany. This faction provides religious education for its believers and conducts numerous religious tours for its members.

The Halle Jüdische Gemeinde's history is provided in Figure 2.1

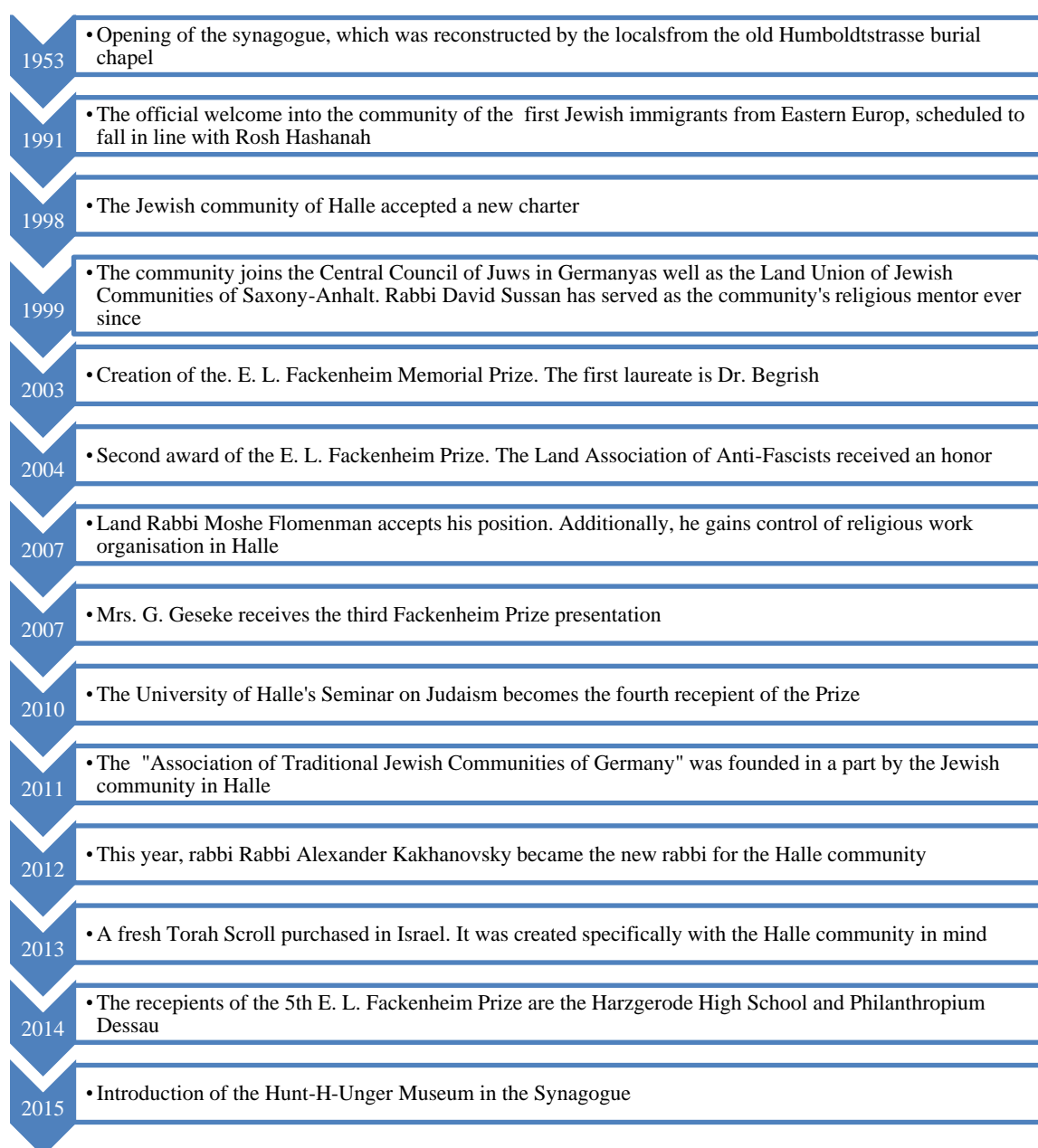


Figure 2.1 - The founding narrative of the Jüdische Gemeinde

Source (Jüdische Gemeinde, 2023)

The supreme governing body of the Jüdische Gemeinde is the general meeting of participants, they consist of the owners or representatives appointed by them (Fig. 2.2).

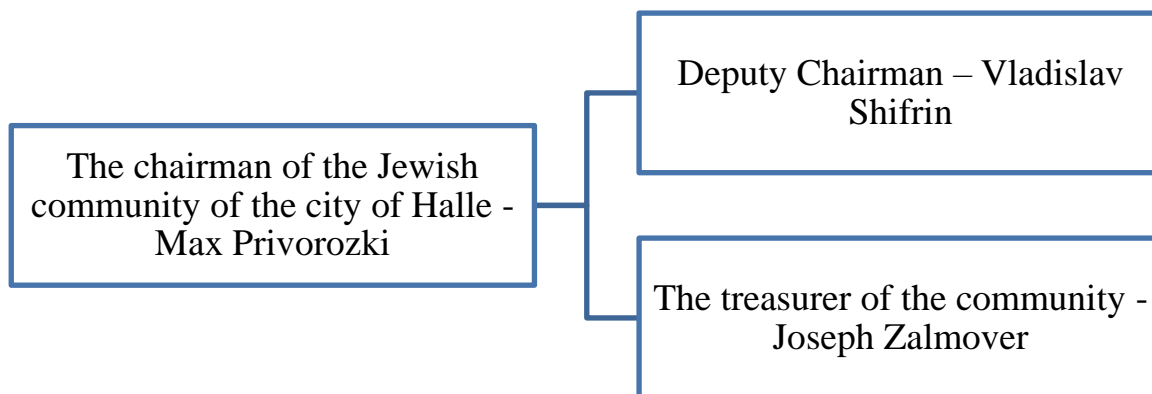


Figure: 2.2 The management structure of Jüdische Gemeinde

Source: (Jüdische Gemeinde, 2023)

The Jüdische Gemeinde represents Jewish communities and state associations in the field of Jewish social work as an umbrella organization. It is one of the six leading free charity associations in Germany and a member of the Federal Free Charity Association. Approximately 120 full-time employees work for the Jüdische Gemeinde, and the work is supported by freelancers and numerous volunteers. Jüdische Gemeinde is committed to the inclusion and empowerment of marginalized groups within the Jewish community. The symbolic philosophical idea of Jüdische Gemeinde comes from the Hebrew term "Tzedakah", a socio-religious concept of charity in Judaism. Since the founding of the Jüdische Gemeinde in 1917 and its re-establishment in 1951, the organization has undergone profound changes. Despite all historical upheavals, this philosophy has supported the various areas of activity of the Jüdische

Gemeinde for more than 100 years and is constantly adapting to current changes.

The main areas of Jüdische Gemeinde activity are shown in Figure 2.3

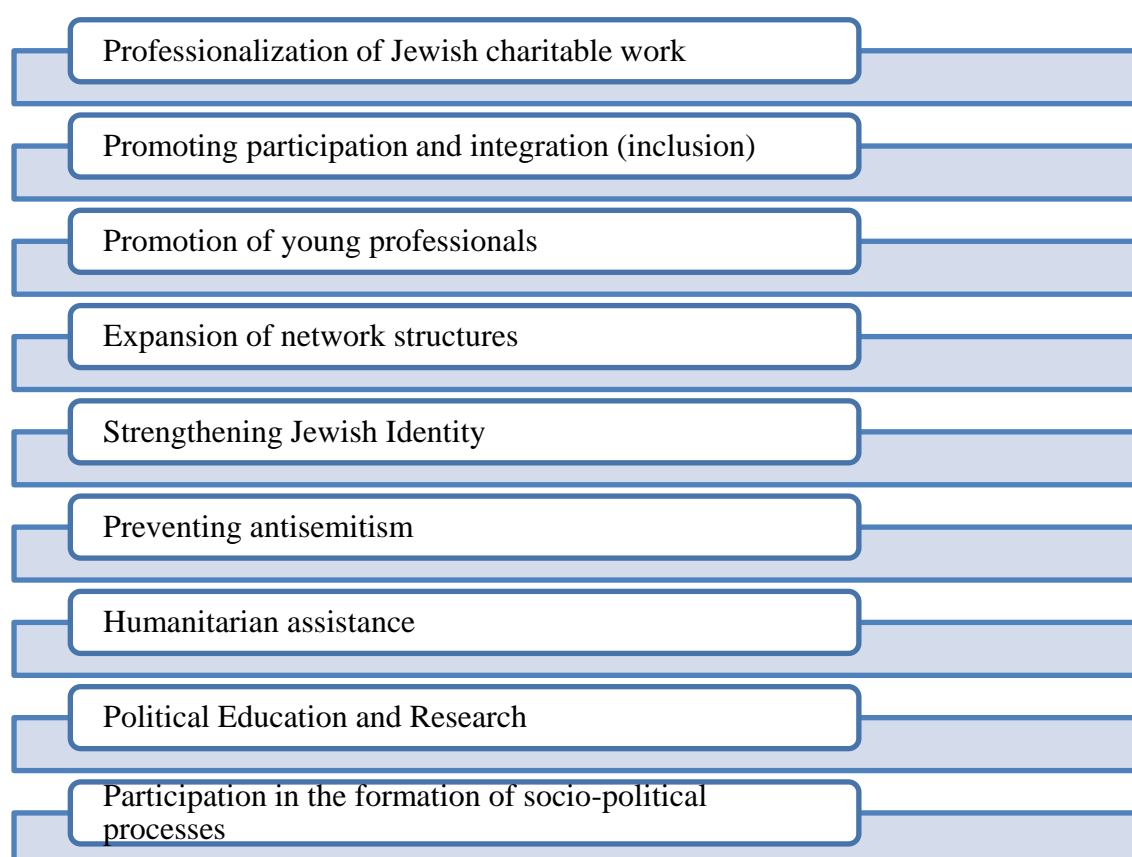


Figure: 2.3 Main areas of Jüdische Gemeinde activity

Source: (Jüdische Gemeinde, 2023)

To control expenses, every department within Jüdische Gemeinde operates under 1C Accounting, which allows specific people to view all costs and revenues, as well as any withdrawals or receipts, for any given time frame. 1C Accounting is a useful program for maintaining track of tangible assets, and it has been successfully incorporated into all bank operations, and provides the management of Jüdische Gemeinde with timely and truthful information about its condition.

Accounting at the community is conducted continuously from the date of registration. At Jüdische Gemeinde, accounting is handled by the chief accountant.

The community's expenses in the main areas of its activities in 2022 amounted to is shown in Figure 2.4.

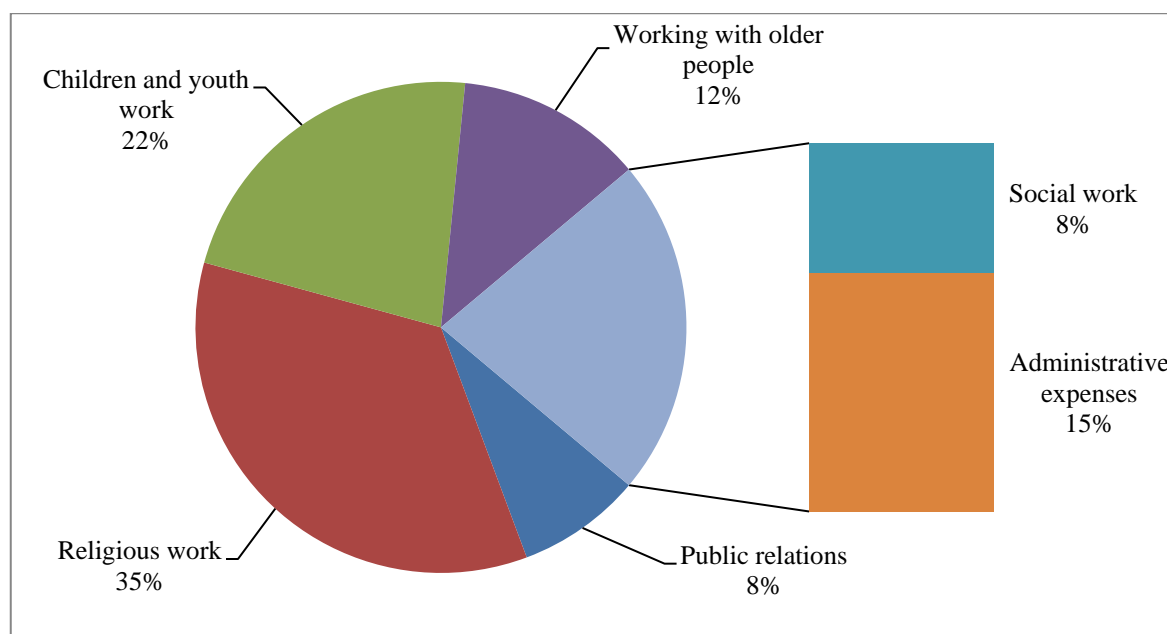


Figure 2.4 – Structure of Jüdische Gemeinde expenses

Source: Jüdische Gemeinde, 2023

Usually, accounting reports are formed at Jüdische Gemeinde every year, but if they were not approved in the new year, then last year's one continues to operate. During the year, the document can only be supplemented if a new type of activity has appeared in the taxpayer's activities or the law has made changes to the provisions on accounting or taxes. As for the provisions already enshrined in the annual accounting policy, they can only be changed from the new year.

The management of Jüdische Gemeinde constantly monitors the creation and improvement of the accounting policy, as well as its application, since it is an important and integral element of the internal control system for the preparation of financial statements. Without internal control over the formation and application of the accounting policy of Jüdische Gemeinde, it will not be

possible to create an effective internal control system that does not contradict and meets all the necessary requirements.

Given that Jüdische Gemeinde is a nonprofit, it's suggested to examine participant cost of membership (Table 2.1.).

Table 2.1

Characteristics of membership fees in the Jüdische Gemeinde

Indicator	Characteristic
Amount of contributions	A family member pays 2.50 euros a month, and a community member pays 3 euros. There are no fees for children under the age of eighteen. A family member or member of the community under the age of 27 who does not earn a living for themselves is also excused from making contributions
	Community members are required to pay concessional payments if they get benefits in line with Codes of Social Laws II or XII. They have to demonstrate that they are entitled to make preferred contributions. The decreased monthly contribution amount is 1.50 euros; for individuals over 65, the reduced monthly contribution amount is 1 euro
	Community members are required to give notice to the responsible person within a month of a change in their financial situation
	Should it be found that a community member was required to make greater contributions, he will be required to make up the difference
	A community member will get reimbursement for any discrepancy in contributions that were found to have been due. There is a maximum six-month retroactive period for this clause
Payment of fees	The first day of the third month of the quarter is when contributions must be made, at the latest. Cash or a deposit into the communal bank account is accepted for payment
	Membership in the community is suspended if dues are not paid by the first day of the second month of the following quarter. His family members' rights are likewise suspended
	The community board sets a special meeting time to address concerns about contribution collection
Accounting	A community member may request confirmation of the payment of their contributions once a year
	Details regarding the payment or nonpayment of contributions are added to the community members list

Source: (Jüdische Gemeinde, 2023)

The amount of contributions depends on the income and source of livelihood of the community member's family for the last year. One payment is

made on a quarterly basis. The precise calculation and approval of contributions is the responsibility of the community treasurer, who may delegate this task to a member of the staff.

Membership payments from the community support the budget of the Jüdische Gemeinde. The Jüdische Gemeinde is maintained through community money, and the religious development is sponsored through these funds.

2.2 Analysis of Jüdische Gemeinde methods on managing remote employees

Only with the creation of a precise personnel policy by the state and community will the issue of staffing formation and use be resolved. Personnel policy must comply with the concept of community development and be implemented using personnel strategy and tactics.

Improving the staffing in the modern conditions of the operation of the Jüdische Gemeinde is only achievable by gradually switching from a passive to an active personnel policy that emphasizes the economical usage of human resources.

The primary goal of staffing a community is to ensure that there is a sufficient number of workers who meet specific qualification requirements.

Priority areas for using the management idea to optimise personnel potential management are as follows:

- Development of the community's psychological environment, examination of the sources of conflict situations and they will be potentially eliminated;
- Examining the motivations behind employees' wishes to leave the community and creating strategies to remove them;

- Enhancing recreation quality, medical care quality, and workplace health quality;
- Examining the root causes of labour discipline infractions and formulating strategies to eradicate them;
- Encouraging employees' entrepreneurial spirit with the goal of raising community performance;
- Finding workers who have the creative potential and implementing strategies to make them more eager to work for the community.

The community's administration will be able to advance the staffing of the Jüdische Gemeinde community with implementation of the suggested approaches.

As a result, we will analyse the main indicators of the movement of personnel of Jüdische Gemeinde (see Table 2.2)

Table 2.2

Indicators of the movement of personnel of Jüdische Gemeinde for the period 2019-2021

Indicators	Year			Change (+/-), %	
	2019	2020	2021	2020/2019	2021/2020
1. Number of employees, pers.	35	34	35	-1	1
2. Accepted for work, pers.	1	0	1	-1	1
3. Employees withdrew, people, including:	0	1	0	1	-1
a) at their own request, for absenteeism and other violations of labor discipline, pers.	0	1	0	1	-1
b) for downsizing and for other reasons provided by law, pers.	0	0	0	0	0
Continue table 2.2					
4. Turnover ratio for acceptance, %	2,86	0,00	2,86	-2,86	2,86
5. Turnover ratio on layoffs, %	0,00	2,94	0,00	2,94	-2,94
6. Coefficient of total turnover, %	2,86	2,94	2,86	0,08	-0,08
7. Staff turnover rate, %	0,00	2,94	0,00	2,94	-2,94

Source: developed by the author according to the Jüdische Gemeinde

Based on the analysis of the movement of the staff of the Jüdische Gemeinde, we see that in general, over the three years under study, staff turnover is low, only one employee quit in 2020 due to going abroad.

The employee motivation system at the Jüdische Gemeinde aims at encouraging workers' creativity, professional, and personal potential. Depending on the outcomes of the reporting period (monthly), the system enables you to obtain additional income.

Table 2.3

Motivation and bonus system at the Jüdische Gemeinde

Basis for promotion	Promotion
Six or more sold tours per month	premium 50 EUR
Income brought to the cash desk of the company by an employee	premium 70 EUR
a month in the amount of UAH 200,000 and more	premium 90 EUR
Income brought to the cash desk of the plant by an employee per month in the amount of UAH 300,000.	premium 100 EUR
Thank you letter from a client	premium 300 EUR

Source: developed by the author according to the Jüdische Gemeinde

Also, to control and discipline employees in the Jüdische Gemeinde there is a bonus deduction system. For violation of existing rules, causing damage to property or the reputation of the company, an administrative penalty may be imposed on an employee. In addition, at the discretion of the head, he may be temporarily suspended from work with clients or de-bonded.

The grounds for suspension from work with clients and deduction of bonuses are:

1. Systematic complaints from customers (more than 2 times during the reporting period);

2. Termination of the contract at the initiative of the client due to non-fulfillment (late execution) of work under the contract;
3. Written complaint (claim) from the client;
4. Systematic (more than 4 times during the reporting period) violations in the timing of processing telephone calls from potential buyers;
5. Violation of service standards;
6. The embodiment of labor duties in a state of intoxication;
7. Carrying out work duties in an improper way (presence of a strong smell of alcohol, tobacco, untidy hairstyle, defiant or untidy appearance, dirty shoes, etc.);
8. Formation of an unhealthy working environment in the team (gossip, provoking conflicts, cultivating personal ambitions at the expense of the interests of other team members).

At the Jüdische Gemeinde each employee performs clear tasks of the community and work together to obtain a positive financial result at the end of each month.

There was conducted a study of the application's relevance of gignomics tools in the Jüdische Gemeinde during a pandemic. Survey was conducted using google form. More than 160 people took part in the study.

More than 60% of respondents said that before the coronavirus pandemic they worked in an office and only 11.7% worked remotely in the Jüdische Gemeinde staff (Figure 2.5).

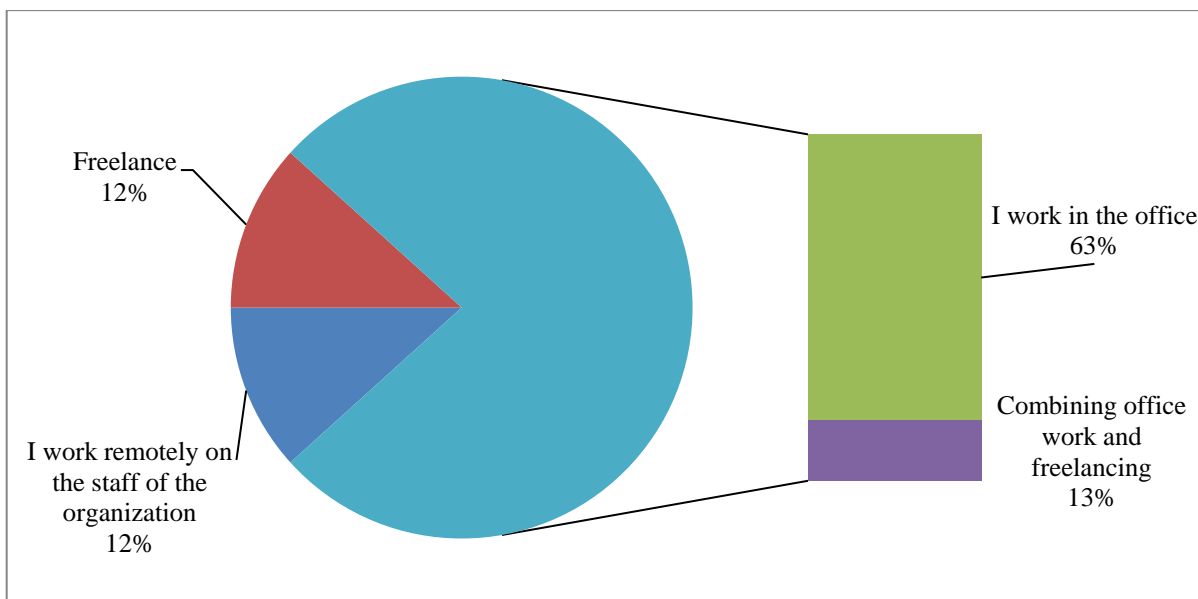


Figure 2.5 - Forms of employment of respondents before the pandemic (compiled by the author based on the survey from the Jüdische Gemeinde workers)

In the context of a pandemic, almost 50% of the respondents were transferred to a paid job and only 15% do not work because of the “days off” introduced by the state (Figure 2.6).

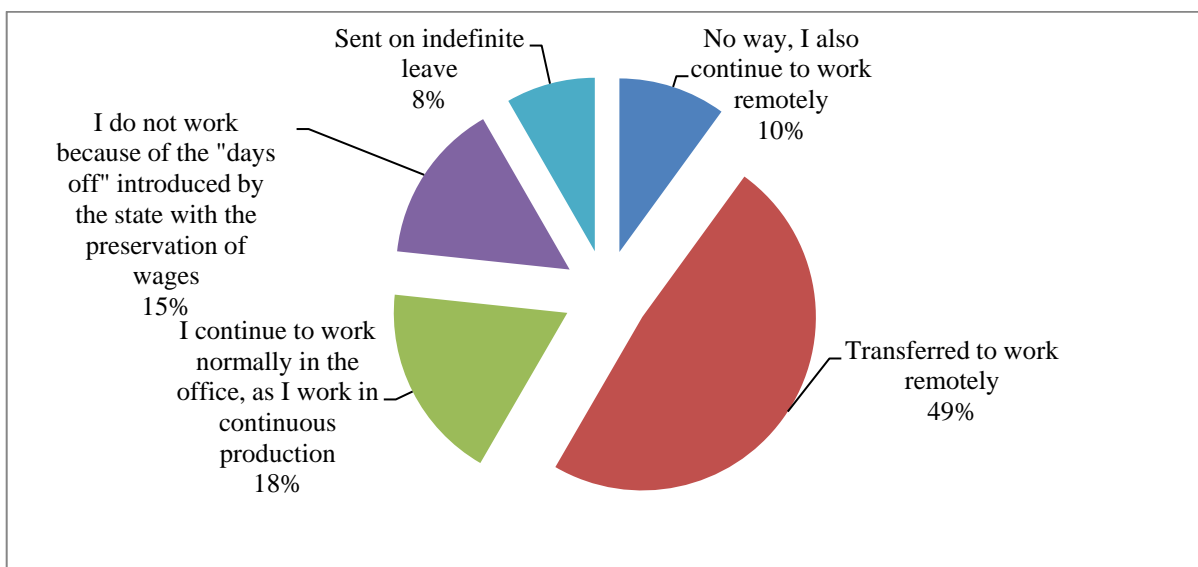


Figure 2.5 - Form of employment of survey members in a pandemic (compiled by the author based on the survey from the Jüdische Gemeinde workers)

More than 70% of the interviewed respondents noted that they had no experience of working remotely before the pandemic (Figure 2.6).

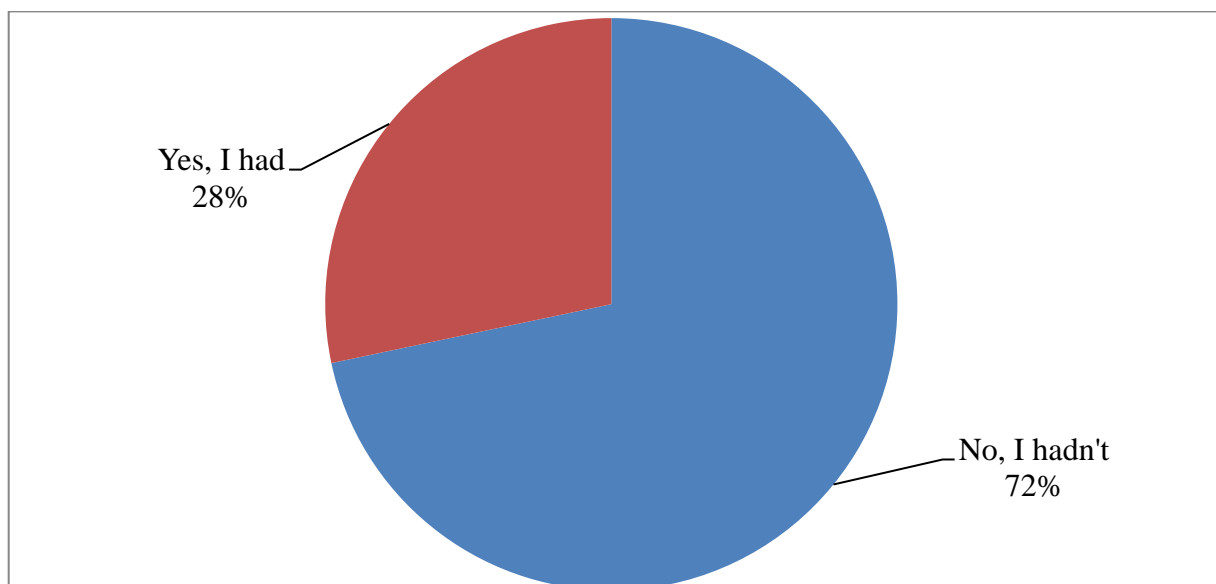


Figure 2.6 - Experience of working remotely with respondents
Source: (compiled by author based on the survey from the Jüdische Gemeinde workers)

Figure 2.7 shows the advantages (the respondents were asked to choose several priority advantages of remote work for them), which the respondents see in working remotely. Of all the respondents who took part in the survey, only 6% do not see any positive aspects in such work.

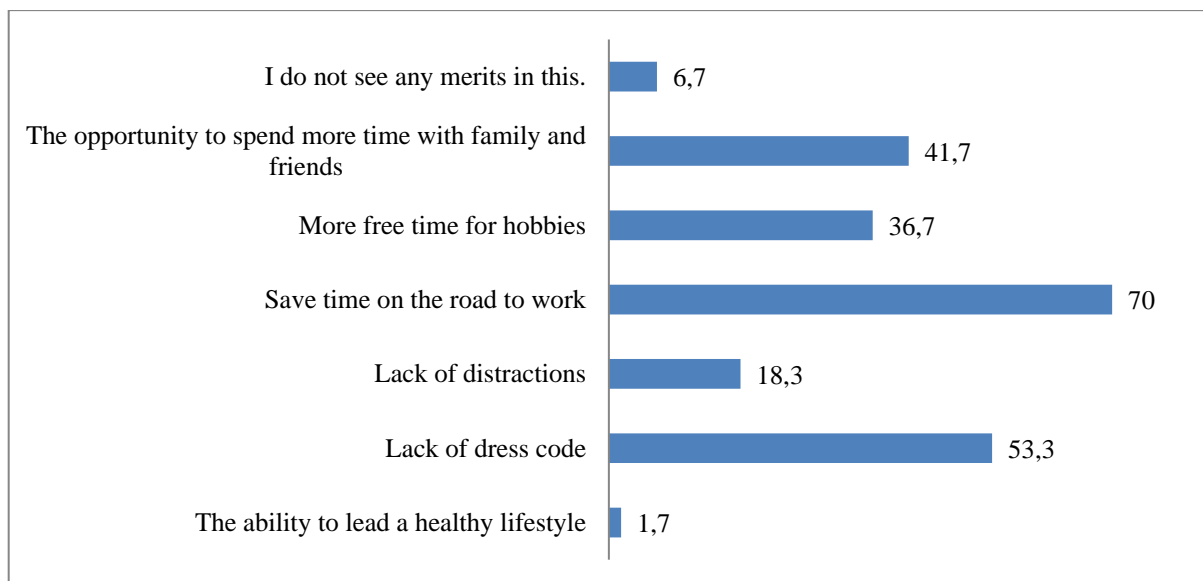


Figure 2.7 - Advantages of teleworking according to respondents
Source: (compiled by the author based on the survey from the Jüdische Gemeinde workers)

Based on the results of the survey, we can conclude that Jüdische Gemeinde have a good experience working remotely, but in this situation they are considering this option for organizing workplaces and looking for ways of optimal interaction to achieve the goals of the Jüdische Gemeinde. Employees of Jüdische Gemeinde see more negative aspects in this form of employment than positive ones, and also talk about a large number of unsettled processes.

2.3 Critical analysis of performance metrics and KPI's

An effective Jüdische Gemeinde motivation system needs to be created with the personnel's peculiar requirements and traits in mind. As a rule, wages consist of fixed and variable parts. Key performance indicators are used to calculate the variable part of wages, depending on labor results. After detailing the top-level KPIs and transferring them to the departmental and employee levels, personnel

remuneration can be linked to them. In this way, the management of Jüdische Gemeinde motivates individual employees to achieve strategic goals.

In addition, KPIs in the Jüdische Gemeinde perform other tasks, for example:

- enable you to rate each worker or group's performance;
- help motivate staff to achieve outcomes;
- provide each worker with more accountability for their specific job;
- allow you to advance and enhance the business sectors that show the greatest promise;
- present management with a basis for finding “weak” points in business;
- show in an accessible and visual form the influence of a particular process on the result;
- give consciousness to every management decision.

Here are a few arguments in favor of using the KPI system in motivating Jüdische Gemeinde staff:

Firstly, the KPI-based staff motivation system is completely results-oriented, since the employee receives rewards for achieving individual and team results or for performing work that should lead to results.

Secondly, controllability allows you to coordinate and, if necessary, adjust the efforts of employees. Working with KPIs allows employees to better understand what they need to do to be effective. Moreover, efficiency refers to both the amount of work they have done and the benefit received by the Jüdische Gemeinde.

Third, a fair assessment of the employee's contribution to the overall success of the Jüdische Gemeinde and a fair distribution of risks (between the employee and the Jüdische Gemeinde) in the event of failure.

Fourthly, transparency - the employee understands what Jüdische Gemeinde is ready to reward them for, for which he or she can be deprived of bonuses and bonuses, and the management of Jüdische Gemeinde openly states for what results and how much it is willing to pay.

Fifthly, relative stability - employees are confident that their efforts will not be wasted, Jüdische Gemeinde managers take responsibility for the fact that the motivation system will not change during the relevant period without significant reasons. Managers are aware that spontaneous changes will undermine their credibility.

Some of the most important performance indicators in the context of creating an effective personnel motivation system for Jüdische Gemeinde are:

- retention of staff;
- employee efficiency;
- employee satisfaction.

Staff retention indicators include:

- percentage of staff turnover;
- percentage of staffing in competency groups.

The purpose of monitoring the indicator is to retain employees, in whose professionalism the organization is highly interested. Employees who are loyal to Jüdische Gemeinde and have worked for a long time are carriers of common values, knowledge of the organizational process, and understanding of customer needs.

Jüdische Gemeinde employee performance is the final indicator of the influence of factors:

- employee development;
- moral state;
- innovation;
- improvement of internal business processes;

- degree of customer satisfaction.

Ways to evaluate employee performance in the Jüdische Gemeinde:

The first method: use the indicator of income per worker, i.e. the quantity of products it produces.

In case of increasing the efficiency of the Jüdische Gemeinde (increasing the volume of products or services), the income of each employee should increase. However, this indicator has the disadvantage of not accounting for production expenses.

The second way to evaluate the efficiency of an employee is to enter a profit indicator of 1 employee. By increasing the efficiency of the Jüdische Gemeinde, the profit of each employee should increase. But there may be a danger of temptation to increase the figure through cuts. Therefore, a balance is needed between profitability and the ability of staff to respond to change.

To achieve strategic goals, employees need to receive prompt and accurate information to provide feedback on the products or services being produced. Therefore, Jüdische Gemeinde introduces such an indicator as the strategic awareness coefficient. This indicator estimates the proportion of available information on the expected need.

KPIs can be: percentage of information received in real time; percentage of workers who have access to information online (of those who need it).

The presence of qualified personnel with access to all necessary information is a necessary condition, but not sufficient. An internal climate is needed that creates conditions for motivation and initiative of employees. Unhappy employees whose entire motivation comes down to the fear of losing their jobs will never give 100%. Fear is a strong but temporary stimulus. Downsizing is unlikely to provide a long-term advantage.

Table 2.4

Factors influencing employee satisfaction Jüdische Gemeinde

Supporting factors	Motivating factors
--------------------	--------------------

<p>The constant part of the salary (official salary, allowances). Benefits, social package. Psychological climate, interpersonal relationships. Managers' management style. Physical working conditions, workplace equipment. Stability and reliability of the workplace. Work and rest schedule (work schedule, weekends, vacation). Independence and autonomy at work, opportunities. Corporate events, holidays, traditions, recreation, sports. Complete and timely information (about the situation at the enterprise, management plans, development prospects). Participation in discussion and adoption of management decisions. The prestige of the company, its popularity, style and reputation. Corporate culture, generally accepted values, rules and norms of behavior in the organization. Management policy, management methods and techniques, social organization of labor at the enterprise.</p>	<p>Opportunity for professional and personal growth. The content of the work itself, its diversity, curiosity, opportunity for self-expression. A variable part of the salary, which depends on the results of work; the opportunity not to receive, but to earn. Recognition from managers and colleagues (moral encouragement, valuable gifts, prizes, honorary titles, etc.). personal responsibility for work results. Teamwork, the ability to communicate and interact with people. Position held, status of the organization. Opportunity for promotion, career growth. An atmosphere of healthy competition in the team.</p>
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Source: made by author according to the Jüdische Gemeinde

Areas in which to ask questions to Jüdische Gemeinde employees in order to study their satisfaction:

- payment;
- opportunities for promotion/growth;
- general atmosphere in the team;
- the degree of compliance of the manager with the stated values;

- working loading;
- competence of the mentor/boss;
- openness of communication;
- working conditions/ergonomics;
- safety.

The Jüdische Gemeinde Employee Satisfaction Index (ESI) is shown in Table 2.5.

Table 2.5

Factors influencing employee satisfaction in Jüdische Gemeinde

Components of ESI	Weight, %
Team climate research	35
Complaints/dissatisfaction	15
Stress Index	20
Dismissal at your own request	15
Truancy	10
Applications for transfer	5
Together	100

Source: made by author based on the survey from the Jüdische Gemeinde workers.

The stress index is usually included in employee satisfaction assessments and consists of the following indicators:

- average number of working hours per week;
- percentage of diseases caused by stress;
- events occurring in the Jüdische Gemeinde that cause stress (e.g. layoffs, poor financial results);
- the level of stress determined by the employees themselves;
- number of workers taking tranquilizers or drugs that lower blood pressure.

Jüdische Gemeinde employees can be assessed creatively. For example, by installing an electronic device with emoticons at workplaces, which

employees will press on a daily basis, and management will receive operational information on the mood of the staff.

The ratio of the total number of layoffs to the average number of employees for the same period is a commonly used metric of staff rotation in practice.

The indicator is used to evaluate how employee turnover affects company performance, predict periods of active personnel search, determine the loyalty of each category of employees, and identify hidden savings reserves.

Chapter 3. Approaches to remote management

3.1 Designing suggestions on improvement

Modern technologies for managing personnel working remotely provide new opportunities for solving many problems. So, the proposal for improving the management of remote workers will be the use of innovative technologies based on the principles of innovative economics. The basic principles of an innovative economy include the following (Fig. 3.1).

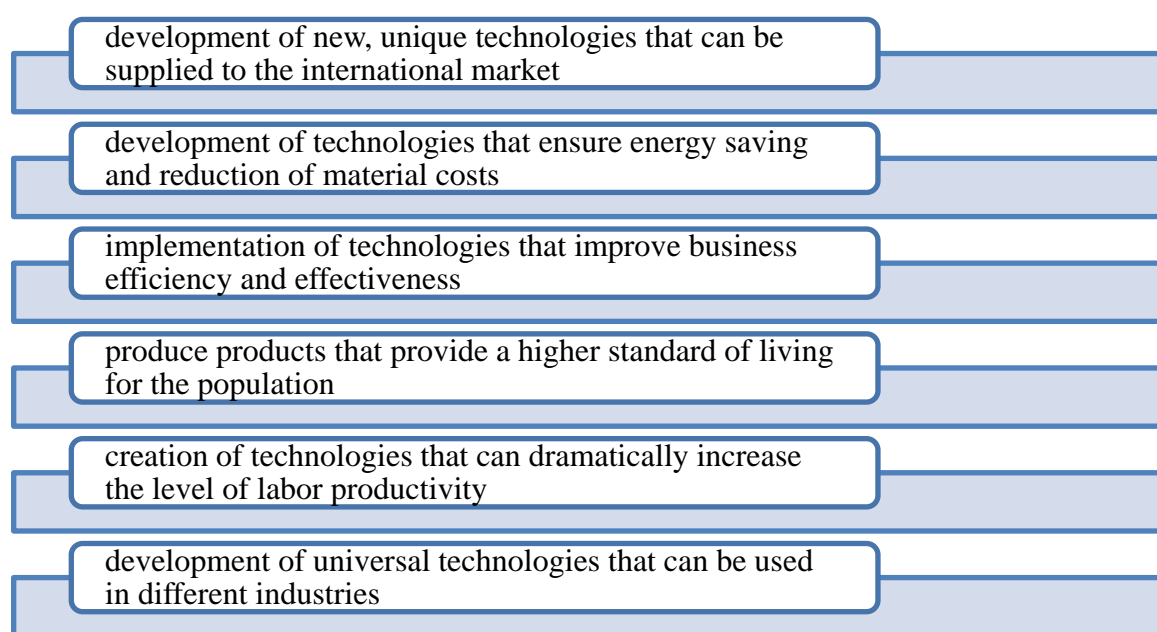


Figure 3.1 – Basic principles of innovative economy

Source: created by the author by reading (Chen, T.C., et al, 2021; Donepudi, P.K., 2020)

However, the primary prerequisite for an innovative economy is the presence of professional specialists who can work with new technologies or are ready to learn them. Moreover, the anti-crisis program must contain significant changes in circumstances of severely constrained resources, particularly time and budget. Thus, when carrying out this program in the field of personnel

management, the priority tasks are: - maintenance and involvement of only employees in the implementation of the anti-crisis program measures; minimizing the risk of conflict situations when releasing others.

Poor quality personnel in the Jüdische Gemeinde can be avoided by using basic technological management techniques (Fig. 3.2).

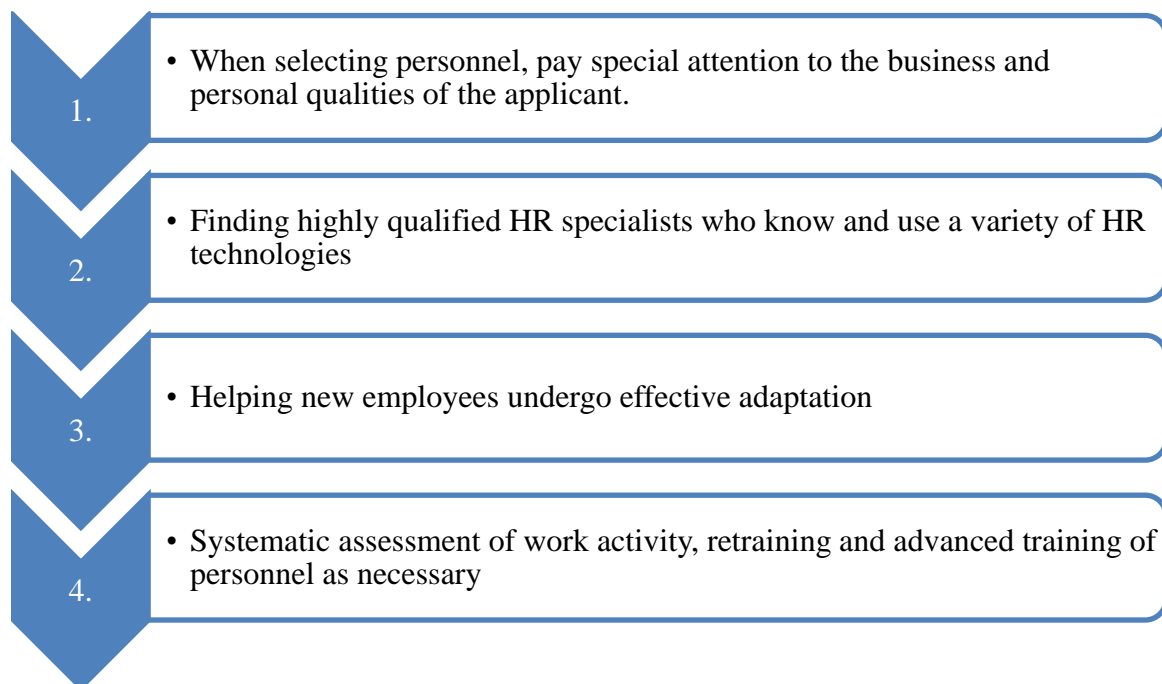


Figure 3.2 – Characteristics of basic management techniques in the Jüdische Gemeinde in the context of technology advancement

Source: created by the author

Modern HR management technologies at Jüdische Gemeinde are based on the frequent usage of innovation tools.

Jüdische Gemeinde requires those innovations in personnel management, the introduction of which is understandable to all employees, and which satisfy the organization's management and financial needs.

In order to assess whether innovative technologies can be used in personnel management, the head of Jüdische Gemeinde needs to assess the work of a modern organization, weigh the benefits and drawbacks, and determine which ways innovations can be included.

Innovative technologies in the personnel management system at Jüdische Gemeinde are carried out in the following areas (see Fig. 3.3).

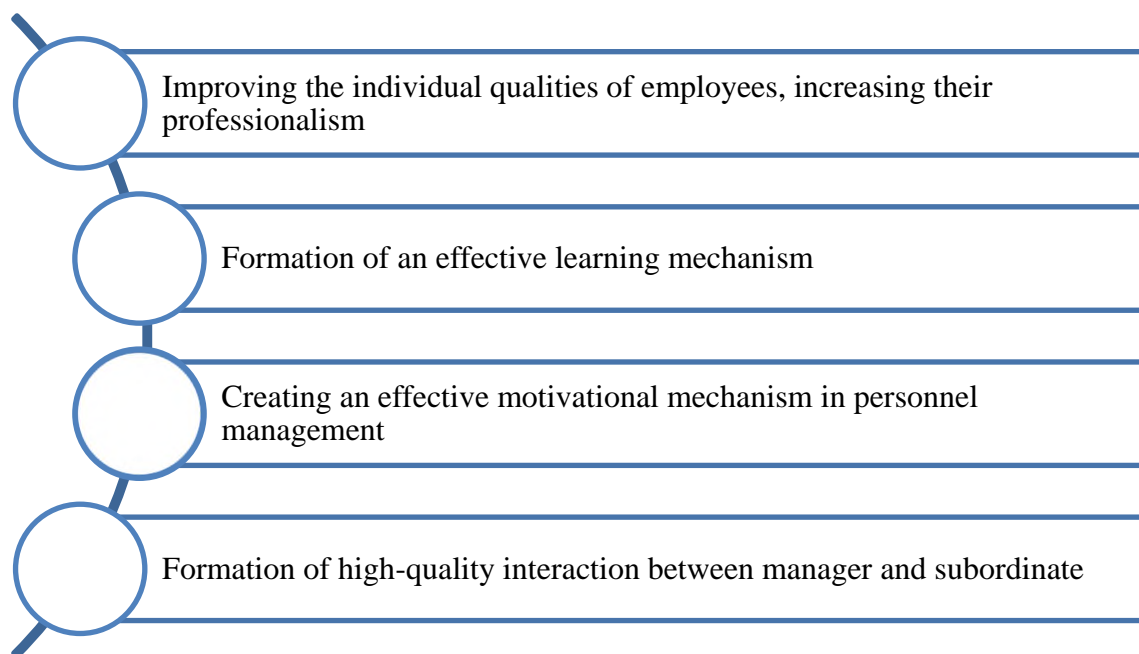


Figure 3.3 – Main areas of application of innovative technologies in the personnel management system at Jüdische Gemeinde

Source: created by the author according to the Jüdische Gemeinde

Given that employment in Jüdische Gemeinde involves additional requirements for potential employees, the employee selection system is one of the most significant and innovative approaches to people management in Jüdische Gemeinde. They need to possess not just the traditional traits (skills, experience, diligence, theoretical knowledge), but also the creative, flexible, and mobile ways of thinking, the character, the capacity to learn and retrain, and the ability to adjust to quickly changing conditions.

When selecting personnel, Jüdische Gemeinde uses traditional forms of interviews and psychological tests aimed at determining the employee's psychological type. The primary task of a manager today is to form a personnel in a way that piques their interest in personal growth, career advancement, and self-improvement.

Another important component is the motivation of Jüdische Gemeinde employees. The motivation and incentive system at Jüdische Gemeinde provides solutions to a number of important tasks, the implementation of which practically leads to increased competitiveness of Jüdische Gemeinde (Fig. 3.4).

Firstly, a well-constructed motivation system makes it possible to recruit for cooperation the necessary personnel of the required level of qualifications, who have certain ambitions and are interested in the effective implementation of the tasks assigned to them.

Secondly, motivation should be based on research into the interests and preferences of employees. The system of incentives and motivation to work really has a positive effect on the final financial results of the organization as a whole.

Thirdly, the motivation system has a direct impact on labor productivity. If the manager was able to build the necessary motivation system, combining material and non-material incentives, this guarantees high-quality provision of services or work, meeting deadlines and increasing the competitiveness of the enterprise

Fourthly, motivation minimizes the risk of professional burnout among employees. The motivational mechanism must be flexible and adapted to both the needs of the individual and the company

Figure 3.4 – Main tasks solved by motivation in the Jüdische Gemeinde

Source (Jüdische Gemeinde, 2023).

Motivation is a very important management tool for the Jüdische Gemeinde, since it guarantees the efficient growth of the company on the basis of a fair evaluation of workers' labour contributions. So, motivation is a set of internal (motives, needs) and external (stimuli) driving forces that motivate a person to activity and give this activity direction, orientation towards achieving certain goals. Among innovative technologies in the management of the motivation system, gamification means, personal incentives for employees, and non-material forms of motivation are widely used.

A significant role in Jüdische Gemeinde today is played by a system of employee training using innovative technologies. This method is one of the most optimal investment ways activity in a modern organisation.

The system of personnel development and modular education is becoming especially popular. A modular system of personnel development involves the development of a development program for specific employee groups according to a number of interrelated blocks, themed units, or so-called modules.

The advantage of a modular personnel training system is the fact that only separate modules can be selected for individual groups of personnel, which will help the company save money and time in some part.

The modular training system used for Jüdische Gemeinde also allows new recruits to join the staff development program at each stage of the staff training program.

In some cases, a modular personnel training system can be used and implemented in a distance form of personnel training. This form of training has such advantages as flexibility, mobility, focus on requirements and the student's existing skills in practice.

The distance form of education is understood as a form of training in which workers remotely, while maintaining their jobs, acquire new knowledge that reveals cutting-edge methods and tools for training development.

Distance education has a whole range of advantages over education outside the enterprise. Accessibility, the variety of training systems available, and the flexibility to finish training at any suitable time and location, with only remote access to the programs - are the key benefits. Distance learning offers several benefits, but it also has certain drawbacks. Such way of training is primarily suitable for more disciplined employees who are susceptible to self-development.

Consequently, modern personnel management technologies in Jüdische Gemeinde are designed to ensure increased efficiency of the organization by increasing human resources and professionalism of employees. These issues are regulated by creating effective mechanisms for personnel selection, motivation, enthusiasm and career advancement. When it comes to choosing team members, the manager needs to utilize traditional interview techniques and innovative approaches to evaluate each candidate's individual development qualities. Therefore, it is necessary to carefully consider the motivational mechanisms of personnel management and establish the link between employees' professional progress and their training.

3.2 Comparative analysis of employee engagement and motivation in Jüdische Gemeinde

As data from the analysis of the existing motivation system show, the Jüdische Gemeinde has a poorly expressed ability of employees to communicate with each other. On the one hand, in a male team the need for communication and communication is much lower than in a female team, however, stimulating communication allows management to better understand their employees and their problems in various areas, from every day to professional.

That is why it is recommended to create a field of communication that will allow finding common ground and maximally enhancing the team's morale and mental health environment, which, as the employees themselves note, is currently not very favourable.

To ensure interaction, it is recommended to allocate a special room where employees can relax, spend free time and discuss problems. To resolve conflicts and protracted psychological pauses caused by the negative attitude of

employees towards each other in some cases, it is recommended to introduce regular team meetings - currently there are none.

Such a meeting is currently a planning meeting or a “five-minute meeting”, for which little time is allocated, which does not allow solving large enough problems and issues. At the meeting, employees can discuss problems, resolve basic issues, receive information “first-hand” from managers, and not think and think about it, which in most cases leads to some omissions and problems.

To competently create a field, you need to attract a psychologist, whose main goal will be to improve the moral and psychological climate. This practice is typical for many companies that are developing personnel policies in accordance with new technologies for working with personnel.

The psychologist is asked to work at 0.1 rate, which is 4 hours a week. Such preliminary engagement for a short period of time will allow you to evaluate the real impact of the work while also preventing you from initially incurring high costs associated with hiring another staff member.

The amount of annual expenses for this event is determined based on the average salary of one employee of the enterprise (500 euros/month):

$$500 \cdot 12 = 6000 \text{ EUR per year (3.1)}$$

Therefore, this event will cost the company 600 euros/year.

The competition system will allow employees to receive recognition from the organization and management, to feel needed and valuable, which will be confirmed by receiving bonuses in various forms - certificates, praise, awards, etc. Providing moral care and providing a mechanism for self-affirmation and gaining respect for the employee from the organization will provide feedback, that is, the necessary motivational effect will be obtained.

The goals of the competitions will be to reward employees who achieve the best results; formation of a positive attitude towards the performance of

work duties; developing a feeling of responsibility for the outcomes of the work done; a challenge to pride in belonging to a profession and organization.

The system of proposed competitions is presented in table. 3.1.

Table 3.1

Development of proposals for organizing internal competitions among Jüdische Gemeinde staff

Internal competition	Bonus	Motivation	Sales costs (EUR)
Best employee (by periods: month, quarter, year)	Material remuneration in addition to wages (200 euros), photo on the honor board “Best Employee of the Month”	The employee receives a one-time cash payment, which is effective for instrumental workers, but within the framework of non-material motivation, recognition of his achievements and merits is ensured, and the team is informed about this. All employees must be provided with equal opportunities to participate in competitions	$200 \cdot 12 = 2400$
Status attribute	The use of insignia for various areas, for example, the best mechanic badge, the best machinist badge, etc.	Recognition of the professionalism of a particular employee is formed, which distinguishes him from others	Purchase of differences 200 (one time)
Conducting competitions outside of working hours (photo competitions, amateur art competitions)	Exhibition of individual photographs, drawings, organization of concerts, etc.	Employees get the opportunity to demonstrate their passions, which is not always possible	Zero
Total expenses for competitions for employees, euros.			2600

Source: compiled by the author

Thus, the total costs of implementing the proposed measures within the framework of the incentive system will be:

$$6000 + 2600 = 8600 \text{ EUR per year (3.2)}$$

Since these measures are not used at the Jüdische Gemeinde (except for the Honor Board), it is necessary to make an adjustment to the local document “Staff Incentive Regulations”.

General provisions:

The regulation on the motivation system is an internal document of the organization.

The developed motivation system implies an intangible component, provides binding and evaluation of the results of employee achievements and contribution to achieving the organization's goals.

Activities in the field of incentives are based on the following principles:

- formation of a positive image;
- self-realization of employees;
- healthy competition;
- opportunity for personal and professional development;
- the importance of a person;
- equality of all participants in the incentive system;
- fair distribution of incentives

The head of Jüdische Gemeinde's HR department is responsible for motivating his employees.

Goals of creating an incentive system:

- encourage employee activities aimed at achieving the goals of the organization;
- stimulate the effective work of the organization's employees;
- provide workers with social guarantees aimed at increasing the level of
- loyalty;
- ensure uninterrupted operation of personnel in all departments of the organization;
- increase employee job satisfaction.

Incentive measures and reasons for their use:

For personnel, one of the areas of work activity is to improve the quality of work performed on the production of polyurethane foam. Consequently, the actions of the enterprise's employees aimed at solving these problems are the basis for reward by the incentive system (Table 3.2).

Table 3.2

Additional measures for the use of the incentive system in the Jüdische Gemeinde

Reasons for promotion	Forms of incentives
High-quality performance of professional duties, high diligence and initiative	Awarding the title of the best employee; taking part in discussing production problems with management; organization of individual exhibitions on personal interests in the premises of the organization, ensuring free access for those interested

Source: compiled by the author

Indicators of the effectiveness of the incentive system:

- staff turnover as a percentage,
- assessment of satisfaction of company employees.

Regulations for the HR department with the Regulations on the motivation system:

The HR department, guided by this Regulation, draws up an annual plan, organizes and conducts periodic events for non-material incentives, analyzes feedback, measures employee job satisfaction, and draws up a report on staff turnover in the past year.

Requirements for the head of the Jüdische Gemeinde HR department:

- the manager must fully encourage his employees for high achievements in their work and skillfully use the arsenal of incentives provided for in these Regulations;

- together with the head of the labour protection department, develops a plan and carries out measures to stimulate employees;
- the manager draws up a report on the use of allocated funds for the implementation of incentive measures.

Resources allocated to the incentive system and the procedure for their implementation. Based on the work plans for the implementation of incentive measures, the head of the HR department carries out preliminary and final planning of costs for non-financial motivation. Based on the allocated budget and approved programs, expenses are planned, providers are specified taking into account the offers available on the market. The availability of measures and their priority, possible costs are analysed. Expenditures are considered approved when the action plan is signed by the organization's senior management.

3.3. Blueprint of remote work implementation for Jüdische Gemeinde

For remote work, I propose to implement a CRM system that enables you to monitor each employee's performance inside the company. The following processes will benefit from the framework provided by the CRM system: monitor tasks, deadlines for their completion and results in the team. The management of Jüdische Gemeinde does not need to stand behind must stand by every worker and insist on a daily report detailing their accomplishments; an overview of the effectiveness of implementation will be immediately visible.

Working in a CRM system will allow the head of Jüdische Gemeinde to prioritize and remind everyone of their tasks. Workflows become more clear and more consistent as a result.

It is proposed to study the process of implementing a CRM system in Jüdische Gemeinde:

1. Giving a presentation on the CRM system: in this case, you must inform the team of the advantages of the innovation as well as the joint objective that you hope to accomplish.

2. Provide thorough and high-quality training. This is where the procedure usually comes to an end. Introducing live conversation is crucial; training materials alone are mostly insufficient - you need to take into account the wishes of employees and adapt the CRM system to some of them.

3. Explain why you should not be afraid of mistakes. Some employees may be afraid of clicking the wrong button, appearing unsmart and less adaptable. It is crucial to demonstrate your decision to move to a new work system together and that you ought to make an effort to pick up a new tool. Demonstrate how abundant the program is, and that it has a lot of features that you can safely click and poke.

4. Provide technical assistance, such as the contact information for a technical specialist, who you can ask questions and get answers during the work hours. Even better, if there was a chat room where staff members could view early conversations, ask questions and see preliminary discussions.

5. Feedback: You should periodically ask employees about how their work is going in the CRM system, what pros and cons they identify for themselves. This way you will understand the general mood and progress of implementing the system into the business process.

Internal accounting of projects and clients of Jüdische Gemeinde will be carried out using ASANA.

The general ASANA interface is shown in Figure 3.5.

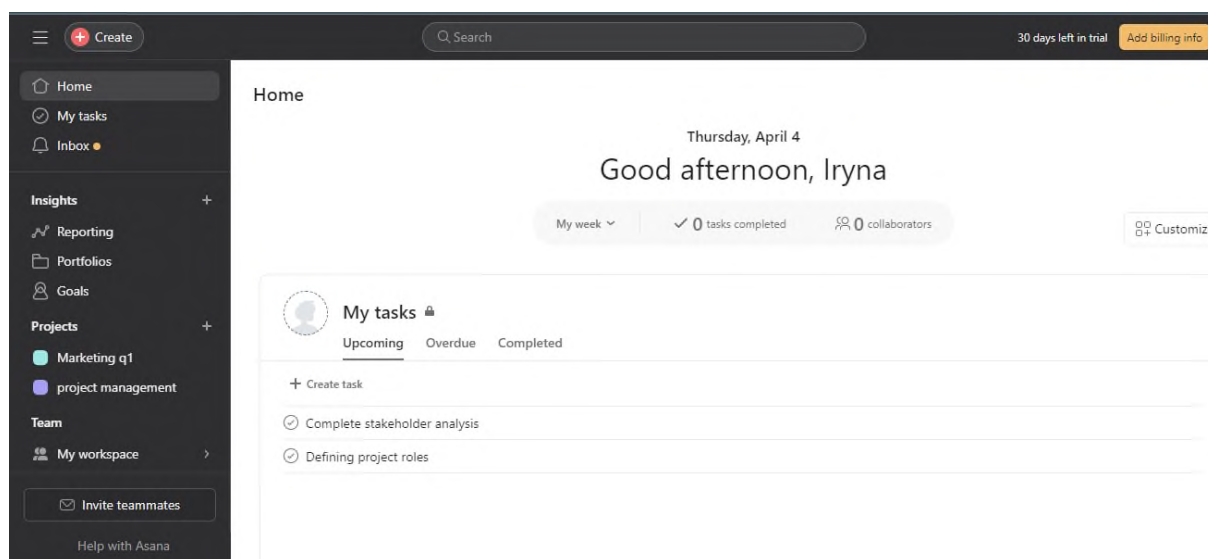


Figure 3.5 – General ASANA interface for Jüdische Gemeinde

Source: made by the author by using ASANA program

In ASANA, each employee, within his own section, could keep track of Clients, projects and tasks, and also use ASANA to determine the effectiveness of each individual employee in the organization. Workers' tasks are shown in Figure 3.6

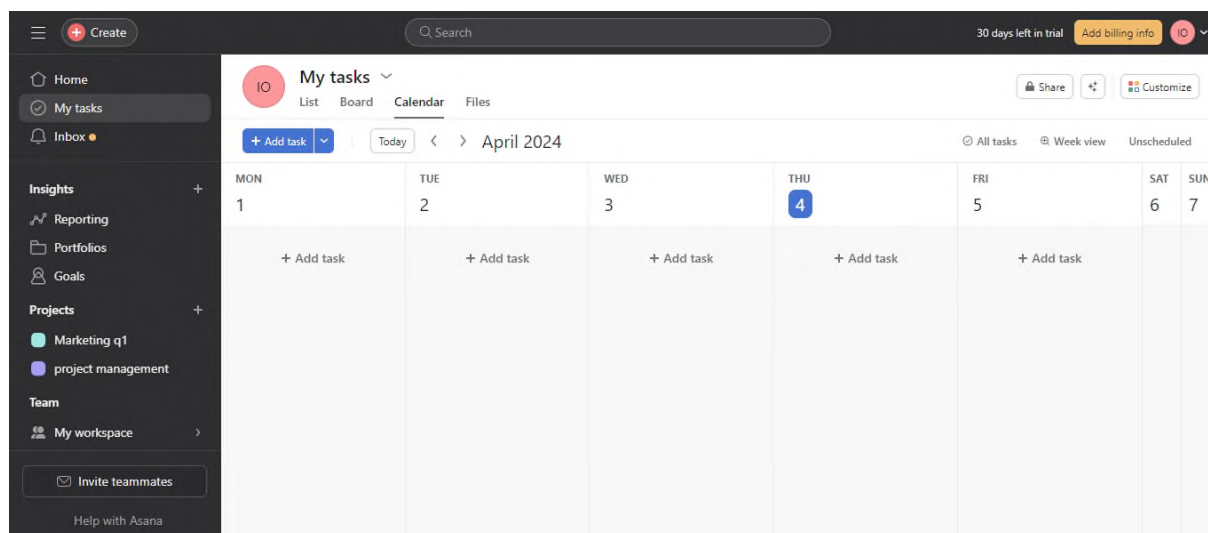
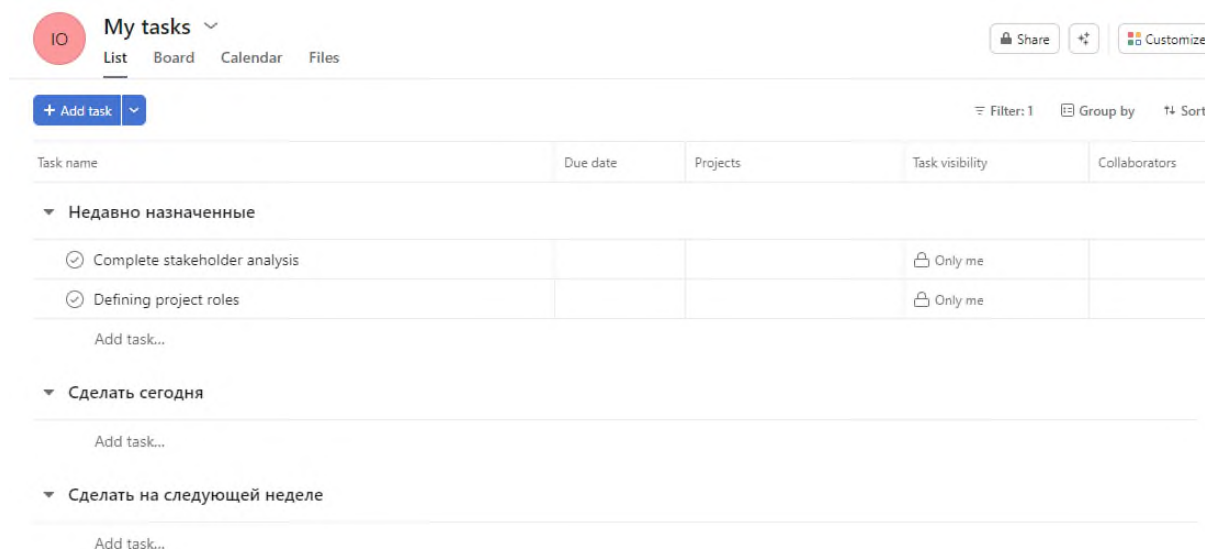


Figure 3.6 – Tasks of Jüdische Gemeinde software employees

Source: made by the author by using ASANA program

The head of the Jüdische Gemeinde is responsible for compliance with the rules of work with ASANA. The list of tasks is shown in Figure 3.7



The screenshot shows the 'My tasks' view in ASANA. At the top, there's a header with 'My tasks' and a dropdown menu. Below it are tabs for 'List', 'Board', 'Calendar', and 'Files'. On the right, there are buttons for 'Share', 'Customize', and a 'Filter: 1' indicator. A '+ Add task' button is on the left. The main table has columns for 'Task name', 'Due date', 'Projects', 'Task visibility', and 'Collaborators'. The tasks are grouped into three sections: 'Недавно назначенные' (Recently assigned), 'Сделать сегодня' (Do today), and 'Сделать на следующей неделе' (Do next week). Each section has an 'Add task...' link.

Task name	Due date	Projects	Task visibility	Collaborators
▼ Недавно назначенные				
Complete stakeholder analysis			Only me	
Defining project roles			Only me	
Add task...				
▼ Сделай сегодня				
Add task...				
▼ Сделай на следующей неделе				
Add task...				

Figure 3.7 – List of employee tasks in the ASANA program for Jüdische Gemeinde

Source: made by the author by using ASANA program

Working in this program will help the employees of the organization to better organize their work (i.e. work separately) and increase efficiency, which eventually improves the overall outcome of the overall result of the Jüdische Gemeinde.

ASANA work rules for Jüdische Gemeinde employees:

- The name of new clients is entered personally by the head of Jüdische Gemeinde, immediately after the first communication with the Client.
- Each new project is contributed personally by the Head of the Jüdische Gemeinde.
- Each record about a new Client must contain the Client's identification data, a list of persons authorized by the Client and their contact telephone numbers and a brief description of the Client's type of activity.

- Each entry about a new project must contain a brief description of the project, the ultimate goal of the project, the person responsible for achieving the goals of the project and an attachment with a road map for the project, the draft of which is an appendix of the Book.

- The performer in projects must be adjusted immediately after the rotation of the Team Leader or the person responsible for achieving the goals of the project.

- All completed or non-current projects must be marked accordingly.

- Tasks in projects are created by a person who is authorised by the Head of the Jüdische Gemeinde to perform the corresponding task.

- The project name and tasks must be specified in accordance with SMART rules.

- Every project and every task must indicate a deadline for completing the project or completing the task.

- Postponement of deadlines defined in ASANA is permitted only if the reasons for such violation are explained in the comments to the task or project by the person who did not comply with certain deadlines.

- Subscriber support is indicated as a separate project.

- Any correspondence or clarification on the project is carried out by employees exclusively within the framework of comments in ASANA.

The system for organizing work on projects is shown in Figure 3.8.

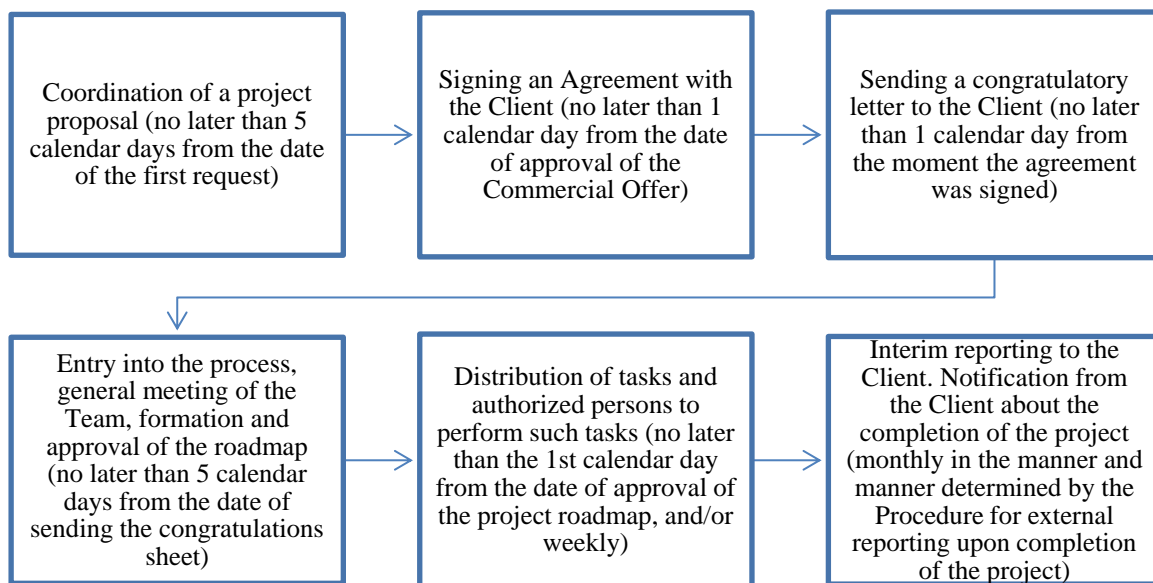


Figure 3.8 – System for organizing work on ASANA projects for Jüdische Gemeinde

Source: made by the author

Jüdische Gemeinde employees will report weekly to the director by sending weekly plans (every Monday before 12:00) and reports (every Friday before 18:00) and monthly reporting to clients,

This program will be effective for Jüdische Gemeinde, it will optimize the time for performing their duties and minimize the failure of employees to complete tasks, which indicates its high level of qualifications. The main goal of the program is work separation, which is what ASANA will actually provide for Jüdische Gemeinde employees.

Conclusion

In this thesis, the features of managing separated employees were examined and a system for managing such employees using modern technologies was proposed.

Diversification of the forms of employment used by the enterprise should help mitigate the impact of the crisis through the possibility of regrouping workers, reducing staff and at the same time retaining key and promising employees. Changing environmental conditions and concerns about the risks associated with COVID-19 are bringing concerns about the health and well-being of workers to the forefront. Understanding demographic challenges focuses on leadership development and succession planning in the enterprise. Today, the world of work is changing and a person in an enterprise is becoming the main profitable investment resource.

Now we remember that the pandemic of the COVID-19 significantly raises the significance of HR activities, since competent human resource management is necessary for any business to successfully adapt to new settings we are now facing. Changing approaches to personnel management are based on solving the following key HR problems in conditions of remote employment: maintaining the health of employees, optimizing staff, automating HR processes, optimizing personnel costs, establishing internal communication in new business processes, monitoring employees remotely work.

The development of technology and communications has shortened distances and created a global labour market. But it also contributed to the physical and psychological isolation of telecommuters from colleagues and organizations. Companies will benefit from the new way of working if they can better understand what telecommuters need to maintain a healthy balance between their personal and professional lives, connect with managers and colleagues, and increase motivation and recognition.

Jüdische Gemeinde is located in Halle, Germany and is a Jewish community. There are many Jewish communities throughout Germany, with its own offices, management, and employees. No one is allowed to work in two different offices at the same time. The community arranges different religious journeys for those who membership and works to enlighten its members on religion. The Jüdische Gemeinde receives funding from the German government in addition to the community membership fees. The funds from the community are used for the maintenance of the office of Jüdische Gemeinde, the development of religion, promotion of young professionals, promotion of participation, political research and integration, humanitarian assistance, prevention of antisemitism and many more. Thus, the biggest amount of work and interactions with its clients and interested people is proceeded by a front desk.

We can draw such conclusion from the survey's results: Jüdische Gemeinde has a good experience working remotely, but in this situation they are considering this option for organizing workplaces and looking for ways of optimal interaction to achieve the goals of the Jüdische Gemeinde. Employees of Jüdische Gemeinde see more negative aspects in this form of employment than positive ones, and also talk about a large number of unsettled processes.

An effective Jüdische Gemeinde motivation system must be developed taking into account the specifics and characteristics of the personnel. As a rule, wages consist of fixed and variable parts. Key performance indicators are used to calculate the variable part of wages, depending on labour results. After detailing the top-level KPIs and transferring them to the departmental and employee levels, personnel remuneration can be linked to them. In this way, the management of Jüdische Gemeinde motivates individual employees to achieve strategic goals.

For remote work, it is proposed to implement a CRM system that allows them to track the performance of each employee of the organisation. CRMs

bring many benefits to any organisation by collecting all the data in one place, which can be visible to selected members and improve collaboration within the organisation. The implemented CRM system will help to structure all processes: monitor tasks, deadlines for their completion and results in the team. The management of Jüdische Gemeinde does not need to stand behind each employee and demand a regular report on the work done for the day, month or a year; the picture of the effectiveness of implementation will be immediately visible to the management of the Jüdische Gemeinde.

Program ASANA will be effective for Jüdische Gemeinde, it will optimize the time for performing their duties and minimize the failure of employees to complete tasks, which indicates its high level of qualifications. The main goal of the program is work separation, which is what ASANA will actually provide for Jüdische Gemeinde employees.

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