UNIVERSITY OF CULTURE AND ECONOMICS

Study Programme "Business Administration"

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PROBLEMS AND SOLUTIONS OF STAFF ADAPTATION TO DISTANCE WORKING IN LATVIA

Master's Thesis

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Riga 2021

Final Paper Evaluation Form

The Master thesis “Problems and solutions of staff adaptation to distance working in Latvia”
(The Assignment Type) (Paper Title)

has been written at the University of Economics and Culture programme "Business Administration".

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The Master Thesis (assignment type) has been defended before the State Examination Commision at the meeting on ..... and has been assessed with the following mark ( )

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ANOTĀCIJA

Olga Simenenko. Maģistra darbs. Personāla adaptācijas problēmas un risinājumi attālinātam darbam Latvijā. - Rīga: Ekonomikas un kultūras universitāte, maģistra programma "Biznesa vadība", 2021. gads.

Maģistra darbs ir uzrakstīts angļu valodā. Darba apjoms ir 95 lappuses (bez pielikumiem). Darbs sastāv no ievada, analītiskās literatūras pārskata, metodikas, rezultātiem, secinājumiem un ieteikumiem, kā arī bibliogrāfijas. Maģistra darbā ir 19 tabulas un 11 attēli. Bibliogrāfija sastāv no 72 informācijas resursiem.

Pētījuma aktualitāte: Pirms COVID-19 aptuveni 95% nodarbināto Latvijā nekad neveica savus darba pienākumus attālināti no mājām, tomēr 2020. gadā darbinieku skaits, kas strādā attālināti no mājām palielinājās aptuveni līdz 18%. Pat pēc gada, kopš pandēmijas sākuma, attālinātais darbs no mājām joprojām ir izaicinājums daudziem darba ņēmējiem, un ir nepieciešamas darbības gan no darba ņēmējiem, gan no vadības puses. Tas, savukārt, norāda uz nepieciešamību izpētīt personāla adaptācijas problēmas un risinājumi attālinātam darbam Latvijā.

Pētījuma mērķis: Balstoties uz attālinātā darba priekšrocību un trūkumu aktualitātes analīzi, ar ko personāls saskaras attālinātā darba laikā, lai identificētu problēmas un izstrādātu risinājumus personāla adaptācijai attālinātajam darbam Latvijā.

Pētījuma metodes: Pētījuma teorētiskajā daļā tiek pētīta esošā literatūra attālinātā darba un personāla adaptācijas jomās un veikta izvēlētā Latvijas ziņu satura analīze par attālināto darbu. Apstrādājot aptaujas rezultātus, tiek veikta biežuma analīze, neatkarīgo mainīgo analīze, faktoru analīze un attālinātā darba identificēto priekšrocību un problēmu grafiskā analīze.

Galvenie secinājumi: Analīze parādīja, ka Latvijas attālinātā darba veicēji, strādājot no mājām saskaras ar organizatoriskām, komunikācijas un motivācijas problēmām. Balstoties uz autora veikto statistisko analīžu rezultātiem, atsevišķi izstrādāti ieteikumi par attālinātajiem darbiniekiem Latvijā kopumā un dažādu grupu attālinātajiem darbiniekiem (dzimums, vecums, bērnu esamība, amats, iepriekšēja pieredze strādājot mājās).

Atslēgas vārdi: personāla adaptācija; attālinātais darbs; darbs mājās; COVID-19 periods.

ANNOTATION

Olga Simenenko. Master Thesis. Problems and solutions of staff adaptation to distance working in Latvia. – Riga: University of Economic and Culture, master program "Business administration", 2021.

The Mater Thesis is written in English. The volume of the Thesis is 95 pages (not including appendices). The Thesis consists of Introduction, Analytical literature review, Methodology, Results, Conclusions and recommendations, and Bibliography. It comprises 19 tables, and 11 figures. Bibliography consists of 72 information resources.

Research relevance: Before the COVID-19, approximately 95% of employed persons in Latvia never worked at home, however, in 2020, number of telecommuters increased until 18% roughly. Even after a year from the beginning of the pandemic, working from home is still a challenge for many employees, and actions are required from both workers and management. This, in turn, points the necessity to research the actual problems of Latvian teleworkers and provide solutions for them.

Research goal: Based on analysis of actuality of advantages and disadvantages Latvian remote workers face during telecommuting, to identify problems and develop solutions for staff adaptation to distance working.

Research methods: To develop the background of the study existing literature in the fields of distance working and staff adaptation is explored, and analysis of chosen Latvian news content about telecommuting is conducted. For processing results of the survey, frequency analysis, independent variables analysis, factor analysis and graphic analysis of identified benefits and problems of teleworking are made.

Main findings: Analysis showed that Latvian distance employees face with organizational, communicational and motivational problems during working remotely. Based on the results of statistical analyses made by the author, the recommendation for telecommuters in Latvia in general and for remote workers of different groups (gender, age, having children, position, having previous experience of working from home) separately are provided.

Keywords: staff adaptation; distance working; remote working; working from home; COVID-19 period.

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INTRODUCTION

Pandemic in 2020 changed the most fields of life including requirements and conditions of working. According to Eurostat (2020), approximately 95% of employed persons in Latvia never worked at home, 1,8% was working distantly usually, and only for 3% that was a usual practice. However, the last statistical data that was presented by The Central Statistical Bureau in Latvia in February 2021 showed that in the 2nd quarter of the previous year 18,3% of employees were working remotely, in the 3rd quarter – 8,9%, in the 4th quarter –18% (Official statistic portal of Latvia, 2021a). This data clearly demonstrates the sharp increase of number of telecommuters.

The **topicality** of the research lies in the understanding that working from home became a challenge for those employees and employers who had no such experience previously. Many familiar processes and habits had undergone changes among which are working schedule, organization, communication, control and task performance. Companies' staff had to come to terms with new requirements. However, media monitoring of Latvian news showed that even after a year from the beginning of COVID-19 pandemic and with lockdown experience, there are still many problems of remote working exist because of lack of knowledge and understanding by the side of both employees and their management of how to adapt to new working environment to work effectively and efficiently staying in distance from familiar offices.

The **research objects** of the study are employees working remotely. The **research subject** is a staff adaptation to changes caused by movements from offices to homes and the start of telecommuting from there.

The **research goal** is to identify problems and develop solutions for staff adaptation to distance working.

For reaching the research goal, the following **tasks** has to be completed:

1. To identify main differences of various types of distance working.

2. To determine the main aspects and problems of staff adaptation during adjustment both in traditional office mode and in remote work mode.

3. To follow the trend of development of remote work in Latvia.

4. To conduct media monitoring for identification of main benefits and problems of distance working in Latvia, and to wage content analysis of the found information.

5. To create a questionnaire based on results of content analysis of chosen news platforms, and to distribute the survey in the chosen social networks.

6. To analyze data obtained to identify main trends among different groups of respondents and main factors that interfere efficient distance working of employees in Latvia.

7. To formulate specialized recommendations based on needs of specific groups of distance staff.

Research question is the following: What working problems are faces by employees during distance working?

To achieve the set goal and fulfil the tasks of the research, data collection was performed. First, statistical review of such sources as Eurostat and Official statistics portal of Latvia allowed to identify a great increase in number of teleworkers in Latvia from the start of pandemic in 2020 in comparison with previous years. Media monitoring of chosen Latvian news platforms (among which are DELFI, SPUTNIK, LSM.LV, PRESS, Baltijas Balss) demonstrated that remote workers in Latvia has to face difficulties during working from home when they were moved from offices. For better understanding of the research specifics, the scientific and publicistic literature was explored that provided opportunity to identify main types of distance working and their differences as well as types, stages and main elements of staff adaptation to new working conditions. Content analysis of previously done media monitoring allowed to identify specific advantages and disadvantages of telecommuting in Latvia, that were used to create the survey where distance employees were requested to evaluate actuality of proposed statements for them while teleworking.

After the collection of Latvian teleworkers' opinions, the following data processing methods were chosen to analyse the achieved results of the survey: frequencies analysis, independent variables analysis and factor analysis with usage of cross tabulation. This allowed comparing meaning of employees and employers about their working changes during the lockdown and collating actuality of benefits and disadvantages of distance working among different groups. With factor analysis, main factors affecting remote workers were defined and the intensity of their impact on concrete groups was measured. Graphic analysis was used to reflect obtained results in a comfortable way.

Results achieved after different types of analysis gave opportunity to formulate recommendation for remote employees and their employers according to special needs and difficulties of specific groups and for Latvian telecommuters in general.

The **novelty** of the research work is the following:

1. The media content analysis for identification of highlighted on news portals benefits and problems of distance working in Latvia in the period of pandemic 2020-2021 was carried out.

2. The research tool (questionnaire) for identification of main benefits and problems of distance working in Latvia in the period of pandemic 2020-2021 has been created.

3. The main factors that affect remote working in Latvia are identified.

4. The recommendations for remote workers are formulated on the grounds of analysis results of the survey.

Theoretical importance lies in opportunity for conduction of the further research. Obtained data from the survey allows to perform analysis for more specific groups (e.g., women aged 26-35 with children) to discover even more particular needs and to provide more narrow recommendations. The results may be used as a comparison base for a future research about, for example, expectations of post-COVID remote working or assimilation of advantages in disadvantages of teleworking in other countries as the present study reflects only benefits and problems of distance working in Latvia. Provided recommendation may be tested in a specific sphere or a company to create detailed suggestions or a plan of actions. Practical importance consists in opportunity to apply the recommendations in really existing companies or use them as a foundation for formation of own guidance for teleworkers.

Research limitations are all connected with the results of the survey:

- The sample included 37 males (20,1%) and 211 females (79,9%). This means that mostly women's relation to distance working is represented.
- Respondents in the age groups of 26-35 and 36-45 years old significantly predominate, and the respondents in the age group over 65 are practically not represented.
- Only 3% of respondents always worked only remotely that makes this group not representative in comparison with other two groups: those who never worked remotely (43,9%) and those who worked both in an office and remotely (53%).
- During the statistical analysis, employees' education, family status and residence region were ignored, and such data was collected only for general description of the survey respondents.

The research consists of three main parts: analytical literature review, methodology and results. In "Analytical literature review" part, main types of working-out-of-office are identified: distance

working, remote working, working from home, telecommuting and teleworking. Similarities and differences of these factors are formulated according to such working features as employment, incomes, schedule, office visits, place of work, frequency of working out of office and need to commute somewhere during working. Next, the importance of adaptation for new employees as well as adjustment to new working conditions of temporary employees is discovered. Different types of adaptation are explored, and the main problems are provided. As stress and motivation are essential parts of adaptation, their types are specified. Finally, trends and problems of telecommuting are formulated according to the media monitoring of chosen news portals with comparison of frequency of each statement appearance in news articles that allowed to identify the most and the least actual benefits and difficulties for teleworkers in Latvia.

In the "Methodology" section, the research design was created to demonstrate in details the main steps of the research. Chosen data processing methods are described with definitions of reasons to using them. Principal sections of the survey are presented as well as results of content analysis within the framework of media monitoring where the causes for choosing questions for the questionnaire are explained. Finally, the brief results of the survey are provided at the end of the sections.

The "Results" sections consists of four subsections. In the three first subsections, statistical analysis results with interpretations are located. The comparison of employees and employers attitudes to working changes, analyzation of benefits and disadvantages actuality for Latvian telecommuters are done separately. In the fourth subsection, recommendations for remote employees are proposed according to the previously achieved results.

ANALYTICAL LITERATURE REVIEW

1.1 Distance working

Development of new technologies and strict movement of business into the Internet provided new opportunities for many companies. Availability of smartphone, computer and web access created situation when employees no longer need to stay in the office 8-hours a day from Monday to Friday and may execute their work distantly. That became a win-win situation for both employees and employers. While the first group saves time and money for travel, has opportunity to choose comfortable working conditions and space and improve their work-life balance, the second group gets possibilities to cut costs on rent and utilities, expand the geography for searching for new talents and create new motivational mechanisms for their workers.

Distance working is not a new concept in the field of working conditions. In 1972, Jack Nilles invented a term "telecommuting" that meant working from home using a telephone (Антропов, 2008). Since than remote working is developing faster and faster every year. In the period 2005-2020, the growth of remote work reached 159% ("Global Remote Working Data & Statistics", 2020), and the number of remote jobs increased for 30% from 848 to 3144 in the period 2014-2019 ("The Future of Remote Work", 2020).

Distance working has many synonyms among which are remote work, telecommuting, teleworking, mobile working, virtual working, working from home also known as WFH, etc. Nowadays, in the period of pandemic, researchers and writers use all these terms in equal meaning to specify in general that a person is working from home or other place but not on-site. As the decision to work out of office in this case is usually done not independently, but under the terror of circumstances, boundaries between the meanings have almost disappeared.

For better understanding of the problem, the differences of main types of such working should be identified nonetheless. Three main types of so-called work-out-of-office are distinguished: distance working, remote working and working from home.

Before investigating the main features of previously mentioned three types of work, it is required to understand differences in another two terms – telecommuting and teleworking – that would be closely connected with main ones. The prefix "tele-" means distance (Reynolds, 2011). While they look almost similar, telework is much wider definition that telecommuting. As Jack Nilles, the creator of the idea of distance working and the author of both these tele-terms, said: "All telecommuters are teleworkers but not all teleworkers are telecommuters". (Rodgers, 2020). Teleworkers perform daily

working routine out of office and but they still have to move somewhere (meetings with the clients, working from another branch of the company, from a co-working space, hotel, airport etc.). Other words, they are not telecommuters as they have to commute to fulfill their tasks. In comparison, telecommuters may stay at home without need to visit main office or specific place to work. It may seem that telecommuting is the same as working from home but actually, this term is more similar to distance working, as teleworking requires employee-employee relations and working schedule as well. Many researchers replace the term "distance working" with "telecommuting" meaning that in both cases employee has not to visit office and may work from anywhere. At the same time, "teleworking" may be a synonym for both distance working and remote working as it means that the employee has no obligation to spend hours in office but still need to commute somewhere to perform work.

Different definitions of the above terms exist, and they depend of place of work, usage of informational and communicational technologies usage, distribution of time between office and home/other locations (Messenger et. al., 2017, 13). For understanding of differences of distance working and remote working and taking into accordance their similarity, the comparison should be done according to researches of (Akuma, 2019; Marzullo, 2019; Smalley, 2018). Among main common features are the next ones:

1. Both workers may work from any place other than office: at home, in a café, a co-working space etc. However, distant worker may combine working in the office and out of it or even never come to the office. He also sometimes need to participate in team-building activities and personal meetings. While remote worker never visit it.

2. Both workers work for their employer and have a salary provided by that employer.

3. Both of workers may work full-time or part time.

4. Such types of work may be on temporary basis and on permanent one. As it was mentioned, distance worker may sometimes work in the office or never do that. Remote worked may work out of office just while travelling or being just unable to commute to the work or work in another place all the time.

5. Both workers usually rely on the Internet and gadgets to work and communicate to other employees. Employer may provide required equipment and software or reimburse in case of usage of personal ones.

6. Decision of usage of such workers often depends on cost saving strategy of a company to cut costs connected with rent, electricity, taxes, etc.

While general features of distance and remote working are common, they also have a few differences that play important role in their comparison (Table 1).

Table 1. Comparison of distance working and remote working (Source: author's collection)

	Distance working	**Remote working**
Geographical location of the office	Located close to the office to have opportunity to visit it as needed.	Located too far from the office (other city and even country).
Personal visits	Sometimes are required	Never required
Schedule	Usually have a certain schedule or may work flexibly	Usually work flexibly
Relations with other employees	Usually knows other employees and participate in some activities with them	May not even know other employees and communicate with them through coordinating person

Considering all mentioned features, the next definitions may be proposed:

Distance working – type of working when temporary worker fulfill his tasks partly or all time out of the office with the same conditions as in-office workers on the same position (obligations, schedule, salary) and with opportunity to visit office in case of need.

Remote working – type of working when temporary worker is located too far from the office to visit it and fulfill tasks in another place with the same or similar conditions as in-office workers on the same position (obligations, schedule, salary).

Rees and Smith (2017) in their classification of flexible working hours do not separate distance and remote working and combine them into mobile working/teleworking, but they accentuate working from home practice as those one when employees spend working hours at home.

Working from home considerably differs from previously mentioned two working-out-of-office types because there is still no clear definition of what is this exactly. Opinions of researchers are divided in relation to what type of occupation home workers have. While main participants of distance and remote working are employees, in case of working from home people also may be independent

contracts and business owners (Brown, 2017) that means completely different obligations and rights. However, working from home may be equated to distance working if the main actor is an employee just fulfilling tasks from his apartment or other residence place but not from the office (Rodgers, 2020).

On the one hand, the best synonym for working-from-home is freelance as their features are the most similar. While there is a fine line between remote working, distance working, teleworking and telecommuting, the difference between remote working in general sense and freelance is huge. However, even today many people confuse these concepts. The main distinction has been previously mentioned: remote workers are usually employees that means they work for one company on the basis on official employment or working contract, have schedule and obligations, regularly get salary and have social protection. At the same time, freelancer can co-operate with a few companies or clients at the same time, has no social guarantees and stability in getting income but free for choice of working tasks (Петухова, 2017). However, provided description is actual only in case if the person performing work from home is not permanently employed but acts under agreement or temporary contract.

On the other hand, International Labour Organization (2020, 5) considers working from home as home-based telework. The only and main difference between these concepts is that teleworking may include various location out of office while working from home is limited with employee's premises. For better understanding, the comparison table is created for both employees and self-occupied persons working from home (Table 2).

Table 2. Comparison of employees' and self-occupied persons and freelancers' working conditions (Source: author's collection)

Working conditions	**Employees**	**Freelancers, self-occupied persons**
Working place	Only home	Usually home but may work in other places as well if working conditions provide this opportunity
Frequency of working from home	Permanently or part-time (for example, one day a week if there is no need to visit office)	Permanently
Payment	Have salaries dictated by employer	Choose compensation rate by their own
Schedule	May be strict or flexible schedule. Usually have to work during office working hours but may decide to do breaks by their own	Flexible because decide when to work independently. Working hours may depend on clients and partners.

Equipment and software	Usually provided by employer or get compensation for usage of own equipment	Use own equipment and software
Usage of computers and the Internet	Usually work is directly connected with usage of computers and the Internet	Work may be not connected with usage of computer and the Internet (in case of home saloon, creation of products manually, etc.)

The next definition of "working from home" may be provided:

Working from home – type of working when employee or independent worker temporary or permanently works in his place of residence with fulfillment of all tasks according to requirements.

Previously provided descriptions of different types of distance working demonstrate that all of them have similarities and may be easily confused because of, firstly, common features and, secondly, different understanding of them. In the next table (Table 3), the short comparison of all mentioned types of working is provided in general (of course, specific agreement between employer and employee may provide more flexible requirements).

Table 3. Comparison of different types of distance working (Source: author's collection)

Working conditions	**Distance working**	**Remote working**	**Teleworking**	**Telecommuting**	**WFH as employee**	**WFH as freelancer**
Employment						
Official/long-term contract	●	●	●	●	●	
Short-term contract/agreement						●
Income						
Regular salary	●	●	●	●	●	
Non-stabile						●
Schedule						
Strict	●		●	●	●	
Flexible		●				●
Choice of tasks						
Independent						●
Dependent	●	●	●	●	●	
Office visits						
Never		●			●	

Sometimes	•		•	•		•
Place of work						
Office	•					
Home	•	•	•	•	•	•
Other spaces	•	•	•	•		
Frequency of working out of office						
Always		•	•	•	•	•
Sometimes	•				•	
Need to move somewhere during working						
Never		•		•	•	•
Sometimes	•		•			

Table above provide main features of different types of distance working in general. However, development of remote working the same as global movement from offices to homes all around the world make these requirements and rules more flexible. Blurring the boundaries leads to the fact that the difference between these concepts is gradually erasing, and they become interchangeable. This is another reason that even HR professionals and researchers in the field confuse these concepts and use the generic term "remote working" or "teleworking" in the meaning of any of them.

Another important point is that WFH became a workplace trend worldwide, especially at the start of quarantine in March 2020 when Google search of "WHF" and "working from home" reached the highest possible level ("Analysis of "working from home" google search frequency", 2021). The same as with another concepts, many article writers and HR-managers do not divide this concept from others like distance working, teleworking, telecommuting or remote working. This may be understandable because of the lockdown in many countries during pandemic when both employees and self-occupied persons had to move from offices or others places like cafes and co-working spaces into their houses and continue work from there. All mentioned terms (distance working, telecommuting, remote working, working from home) would be used in the thesis with simple meaning that person performs his usual work from home.

1.2. Adaptation

Adaptation is a natural process of habituation to new or changing circumstances in vital activity. It can be defined as a subject's reaction to changes in living conditions that counteracts to real or possible decrease of this life's effectiveness. Moreover, this reaction can be ruled (Веснин, 2015, 198).

In management, adaptation is usually associated with hiring of new employee and his period of habituation. Macmillan & Tampoe (2000, 195) believed, that "adaptability is more a desirable characteristic than a specific activity", that can be understood as absence of need to help a new employee during his or her first working months. However, lack of attention and support during period of adaptation may result in new employees leaving the proposed position that leads to staff turnover. According to the survey of consulting company O.C. Tanner, 20% of employees retire in the first 1.5 months, 31% - in the first 6 months, and 23% - before the first year of employment (Schneider, 2018). Process of hiring of new workers requires financial and time investments that is why the aim of the company management is to keep a proper person on the position. What is more, employee's quality of working life and professional wellbeing depends on successful adaptation (Frolenoka & Dukule, 2017). That is why adaptation is an essential activity the same as promotion, transfer into new working field or dismissal.

Different conceptions and approaches to staff adaptation exist, though they may be divided in three groups (Fig. 1):

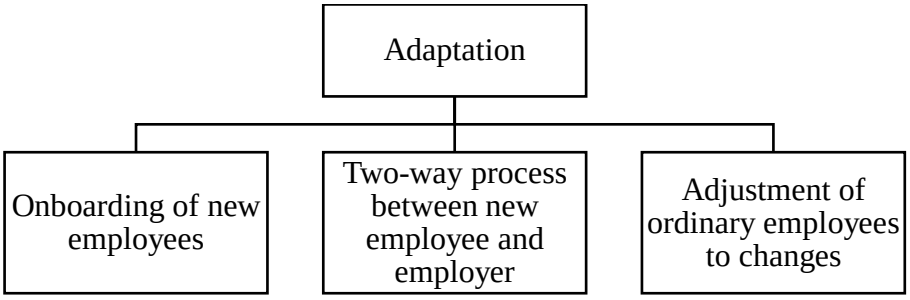


Fig. 1. Staff adaptation groups (Source: author's collection)

Traditionally, the term "adaptation" is closely connected with staff adaptation (or onboarding), and is understood as the process of adoption of new employees to new working conditions and environment (Gajda, 2019, 930). This process implies getting used to new job responsibilities, meeting colleagues and adopting a corporate culture. Usually it is directly associated with probation when new employee could understand if the new working place is suitable for him, and if conditions, obligations and

recompense correspond to those discussed at the time of hiring. It is also linked with learning the company's culture and traditions, backroom rules and relations.

Secondly, adaptation can be also seen as two-way mutually beneficial process between the employee and the company as it aims to reduce time waste and financial costs, quick development on the new working place and start of independent work that is profitable for both sides (Денисова, 2018). During this period, management observes if this person is eligible for their company, provides required training, and transfers previous employee's tasks to newborn. Success of adaptation to the professional, organizational and cultural system of the company leads to, on the one hand, feeling of comfort and satisfaction of the new employees, and, on the other hand, it impacts that person's effectiveness in the working process.

Finally, adaptation may be synonymous with the adjustment of ordinary employees to changes in the external and internal environment, to new working conditions, a working place and team (Тюлькина, 2008). This may happen because of a transfer to another position, replacement of a management team, moving to a new office etc. Even if a person has great experience, good reputation and longevity in the company, he or she may require special help and a period to get used to new circumstances.

Depending on the nature of staff adaptation, it can be divided into two types: professional adaptation and socio-psychological adaptation (Малинина, 2007). The first one is reflected in mastering required professional and working skills and techniques, acquisition of professional qualities, establishment of steady positive attitude to new job. Young specialist may face not only new professional obligations and tasks but also find some inconsistencies between the theoretical knowledge he received during previous study and real practical professional activity (Иванов, 2016).

Socio-psychological adaptation means acceptance and embracement of features of internal culture and values, entering the system of relations and assimilation into the team, subsequent interaction with colleagues.

Both types of adaptation are important for creation of comfortable, adequate and work stimulating for an employee and may be seen as parts of complex adaptation. However, usually one type of adaptation is more actual than another depending on the character and features of a new employee. Young employees without working experience are more concentrated on professional adaptation while getting new knowledge and skills. At the same time, socio-psychological adaptation may be more important and difficult for advanced workers who have their own viewpoint on working issues, and

for elder employees for whom habit-forming and change of principle conviction process may become stressful.

Adaptation if often closely connected with stress. Stress can mean a special nervous state of a person generated by the fact that the surrounding reality in his perception is significantly different from expectations (Веснин, 2015, 210). However, it is improperly to apperceive stress only as the negative phenomenon. Lussier and Hendon (2019, 319-320) distinguish two types of stress:

1. Functional stress – type of stress that helps to improve performance through motivation people to meet objectives. People work much better faced by challenges and goals. Other words, stress gives power to employees and makes them stronger during resistance to challenges.
2. Dysfunctional stress – type of stress that negatively affects employees. This happens when people are under stress for a long period and feel depressed because of relaxation lack. Such stress may lead to burnout that means a deficiency of interest and motivation to perform job.

It is impossible for a new employee to completely avoid stressful situations as his adaptation implies not only adjustment to new responsibilities and tasks, meeting new people and building relations with them, but also at times the need to change himself even if it contradicts his own beliefs. Good managers that represent their companies interested in successful adaptation of new employees should provide such working conditions that would minimize impact of negative stress on their newcomers and arose their interest to a new job. Motivation is one of the most important tools for these reasons.

Many motivational theories exist but one of the most popular is Maslow's motivational pyramid that is directly connected with people's needs (Fig. 2):

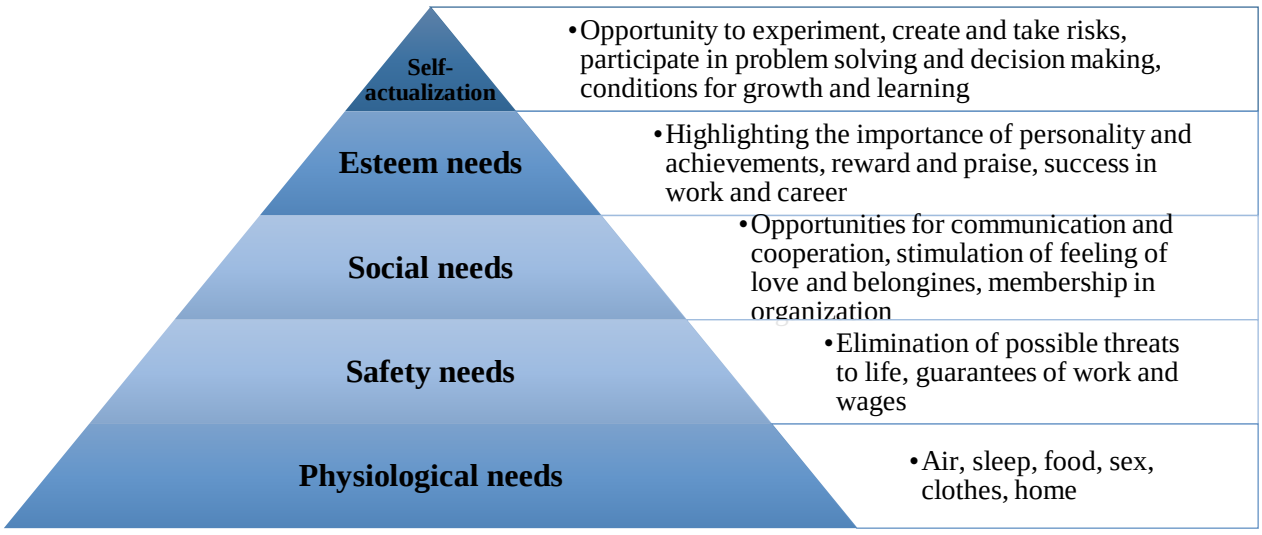


Fig. 2. Maslow's motivational pyramid (Source: author's collection)

As it can be seen, the highest three needs – needs for communication and social supports, confirmation of self-esteem and the possibility of self-affirmation – are the motivational tools of employer, and good practice of management provides satisfaction of these needs with usage of monetary and non-monetary rewards (Эшенвальде, 2005, 173-174). However, these needs are not actual before more material need – physiological and safety – are not satisfied.

Varačinskaitė and Čepienė (2016) propose the next three dimensions of motivation:

1. Indirect motivation – a new employee is provided by responsibilities and tasks that are valuable for the company. This approach lets newcomer to train himself with his own mistakes and feel personal self-importance. An employee acts individually or with minimal support.
2. Direct motivation – usage of rewards and punishments as a visual demonstration of the performance assessment of a new employee. Instead of indirect motivation, the strong relation between employee and employer can be seen.
3. Motivation through training – cooperation of employee and employer when a newcomer (or a permanent employee) get new skills and knowledge. This is a dual motivation: an employee feel his own value as the company is investing in his professional development while his employer has ability to expand and update his professional knowledge and analyze his communicational skills with employees.

In 2020 when world society faced COVID-19 and lockdowns in many countries, importance of adaptation rapidly grow, and the meaning of adaptation itself became much broader. Usual scenarios of onboarding and adjustments to new conditions lost their actuality as they were created for typical situations when newcomer is starting his job or working conditions are changing for permanent employees.

COVID-19 pandemic brought modifications in features of staff adaptation. HR-managers had to implement new techniques and changes in existing systems of adaptation, sometimes intuitively, without knowledge and experience in conditions of remote working. Deloitte (2020b) in their research of remote work changing during pandemic have pointed that there are three group of companies exists for today:

- Remote X – organizations that were operating in traditional physical manner, with real offices, employees working on-site, resources and equipment located in those offices. This type of

organizations had the biggest problems in adaptation of their staff because of employees' mistrust in productivity in working from home and lack of experience in remote working.

- Remote Y – while these organizations still have their offices they also have created basics for distance working. Required equipment, software and information are available to efficient remote working. These organizations accept distance working as alternative to in-office working. Their employees could previously had online working experience or at least understanding and basic knowledge of how to execute virtually.
- Remote Z – virtual organizations that may not even have physical offices. Work refers to fundamental operations and may be performed from any place worldwide with only the Internet access and gadgets like laptop or smartphone. Their participants are employees, freelancers, contract workers and other stakeholders whose work does not depend on what place in the world they are.

It is logical that for the research employees from the first group of organizations (X) are the most actual and important as these companies may not have any previously created basics for remote working the same as their staff was not ready to be transferred from offices to homes. This allows concluding that not only new employees but also permanent workers may require adjustment to new circumstances of working.

One of the first problems to be solved companies faced when they turned to working-from-home mode was connected with logistic. That was highly important for both new employees and those who already work for employers as that problem included provision of equipment, choice of the most suitable communicational programs and digitalization of any documents required for work. Groysberg (2020) highlighted the following issues of logistics to be determined primarily:

1. Equipment. Should employees be provided with the company's equipment and how to do that? Or should they use their own devices and enter strategic information, and how to be sure it is secure? What protocols of transfer and disinfection of equipment should be implied?
2. Access. It is important to provide access opportunities to company resources such as intranet or companies programs and systems as well as to control quality and security of that access in-time.
3. Orientation and training. Company should provide all required documents in virtual version. Special trainings are indispensable to teach employees how to use new tools in new working

conditions, and online orientation for newcomers should be replaced from usual on-site procedure to online version without loss of quality of such operation.

Adaptation of new employees changed it form greatly. Traditionally a newcomer had to learn and understand company's culture, values and goals, go through training, begin performing tasks, meet and build relations with other cooperators. Each of these steps was more or less stressful. However, lockdown and transfer to remote working created new problems a new worker may face. Managers should remember that the same as during onboarding in an office a new remote employee requires help and easier tasks at the start. That is not enough to send orientation document and a list of errands; a mentor and a training are still necessary. What is more, there is no such thing as over-communication as the new employee has no opportunity to come into manager's office or co-worker's desk to ask a short question (Turner, 2020). Now it requires from him online contact, and absence of mind could negatively affect new employee's feeling of value and his efficiency.

Another problem is also connected with communication. During traditional onboarding in an office, a new employee may be scared and stressed because of relevancy to meet new people, to become a part of interrelation system. However, during online adaptation a newcomer may feel loneliness. It is important for them to know that their team members can be connected. What is more, even acquaintance with coworkers during orientation process may not provide the needed result because of lack of personal communication for non-working, abstract themes. It is highly important to create feeling of belonging, and many companies provide such opportunities from their employees as online coffee breaks and informal online meeting of interest. Compulsory attendance of scheduled online meetings also helps to feel a part of team the same as other key figures, interacts with colleagues, and feel not isolated.

Help during adaptation of new employees is a natural process; yet not only newcomers may require additional attention while working from home. Before pandemic and lockdown ordinary employees had their own habitual schedule, some working rituals, number of usual contacts during working day and strict division between work and personal life. Unlike remote workers who chose such type of working on their own, office staff was moved from offices (where the special working atmosphere exist and environment is created for being productive) to their homes (where are personal problems and absence of working space) forcibly, without previous preparation. Four biggest challenges for remote workers are the next: unplugging or switching off after work; isolation and loneliness; collaboration and communication; distractions ("How to Help Individual & Company Members Adapt to Remote Work", 2020). And even if a company cannot solve all of these problems of their remote

employees, it can at least help their staff to cope with their difficulties as moral and mental wellbeing directly affects the quality of tasks and, ultimately, on company's success.

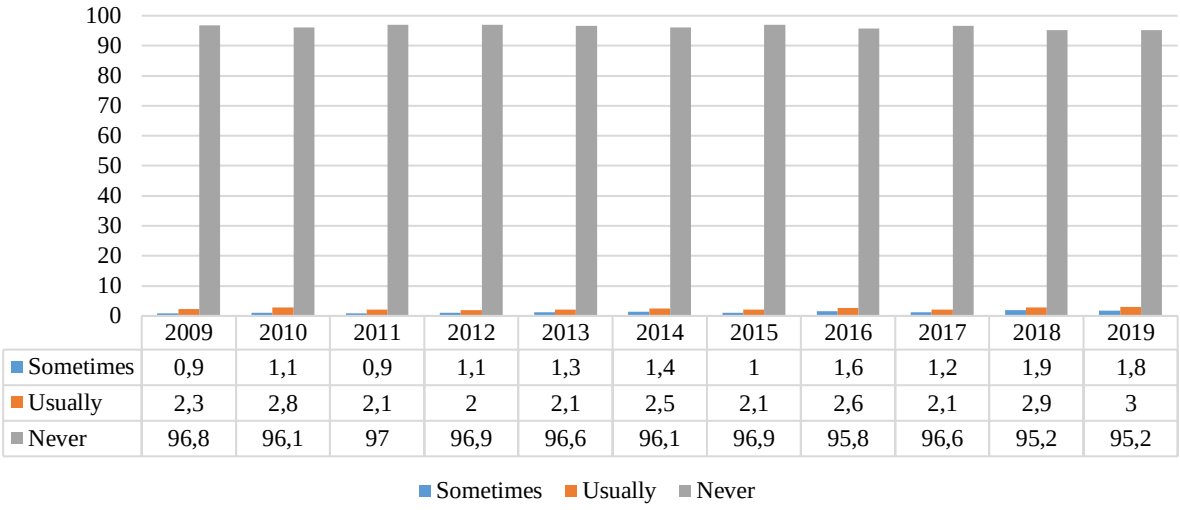
1.3 Trends and problems of distance working

Despite the rapid growth of distance working, exactly the COVID-19 spread changed the situation in the working field widely. Jack Nilles noted, that "the pandemic clearly is the force that I did not have available to me at the time" meaning that only now companies have understood there is no need to spend so much money for office space supply, and teleworking experience showed higher productivity of employees working from home than working in the office (Berthiaume, 2020). Previously, decision to work on distance was individualistic, and people had opportunities to choose how to work: as freelancers or self-occupied persons with independent choice of working space, schedule and rate of their activities; as remote workers of companies located on considerable distance to visit office ever; as permanent or temporary distant employees who attend the office of necessity or stay home a day or a few days a week and working from there; or, finally, as on-site worker. Such choice depended on their companies also: some provided opportunities for distance working or not, while others were acting only through the Internet. According to the survey of the company CV-Online Latvia, only 27% of employers in Latvia were providing telecommuting for employees before the COVID-19 pandemic ("Удаленная работа и урезание зарплаты: на что идет бизнес и к чему готовы работники в Латвии", 2020).

However, because of quarantine and lockdown in spring 2020, many companies had no other choice but start working remotely. Employees were separated on three groups:

1. "essential workers" who continue working on-site (employees of food and household stores, sellers and manufacturers of medical goods, medical workers, etc.);
2. "remote workers" whose activities were transferred from offices to homes, and who saved their jobs;
3. "displaced workers" who suffered the most as they lost their jobs during lockdown and may not get back in future (employees of retail, beauty, travel and other segments) (World Economic Forum, 2020, 16).

In Latvia, number of people working remotely sometimes or usually in the period of last 10 years was stable and demonstrated just a slow rise in the last two years. In the graphic below, percentage of people who worked from home in Latvia in the period of 2009-2019 provided (Fig. 3).



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sometimes	0,9	1,1	0,9	1,1	1,3	1,4	1	1,6	1,2	1,9	1,8
Usually	2,3	2,8	2,1	2	2,1	2,5	2,1	2,6	2,1	2,9	3
Never	96,8	96,1	97	96,9	96,6	96,1	96,9	95,8	96,6	95,2	95,2

Fig. 3. Employed persons working from home in 2009-2019 in Latvia (Source: Eurostat)

In spring 2020, when the world firstly faced lockdown because of COVID-19 extension, percentage of distance workers in Latvia was 22% in April, 18.2% in May and 15.5% in June (“В июне 15,5% работников в Латвии работали удаленно”, 2020). For comparison, only 4.8% employees were working remotely (including both workers who did it sometimes and those who did it usually) in 2019, that means the rise of their number for at least 10.7% during spring 2020. In April, when the rise was the greatest, number of teleworkers in Latvia increased from 19 thousands to 148,4 thousands; among them 36,5% were women and 63,5% were men (“Каждый пятый латвиец в апреле работал удаленно”, 2020). In the last quarter of 2020, 18% of all employed persons in Latvia were working distantly, and the male-to-female ratio was 40,6% and 59,4% respectively (“Как COVID-19 повлиял на занятость в Латвии”, 2020).

Forced teleworking during lockdown in 2020-2021 provided an experience to remote workers that may never face before and may not try in future. Such the experience demonstrated many benefits of working from home among which the most popular are the next: reduction of transport expenses (time, money, health) to zero, opportunity to organize personal working space, more time for family and household, decrease of stress level because of absence of permanent management control and unpleasant colleagues (“Пока все дома: как научиться работать "на удаленке" и не впасть в депрессию”, 2020; Петренко, 2020).

For better understanding of current situation in the field of remote working in Latvia, the media content analysis starting from March 2020 was performed among the following online news platforms: DELFI, SPUTNIK, LSM.LV, PRESS, Baltijas Balss. Mostly their articles about working from home were connected with government decisions, and only 26 of them (excluding those that are re-posted from one web site by others) were connected with actual benefits, problems and solutions for remote employees. Results of the media content determined the following advantages (with the numbers of how many times they appear in the articles) (Fig. 4):

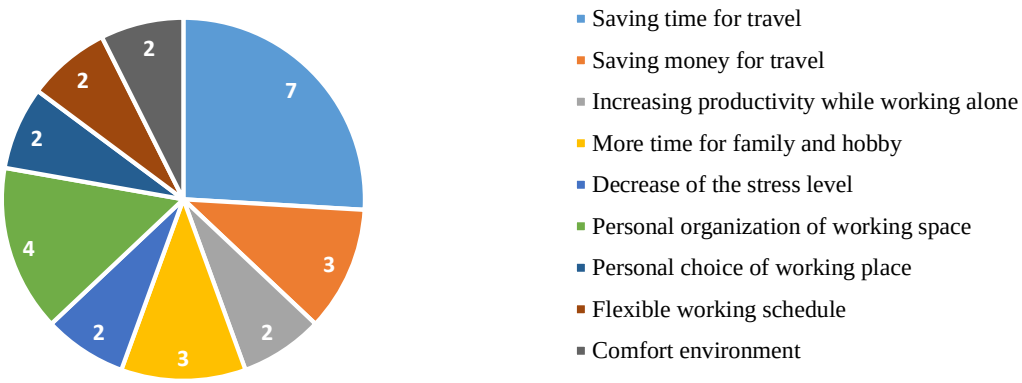


Fig. 4. Number of appearance of teleworking advantages in media (Source: Author's collection)

However, even those advantages of distance working were not enough to make workers feel positive about telecommuting. According to the survey of office complex Business Garden ("Опрос: более половины работников хотят вернуться на работу в офис", 2020), only 30% of employees would like to continue working from home after the end of lockdown, while 55% would like to return to offices fully and 15% would like to combine remote and on-site working. Many reasons for such resistance to telecommuting exist.

According to previously mentioned articles, the following problems were identified (with the numbers they appear in those articles) (Fig. 5):

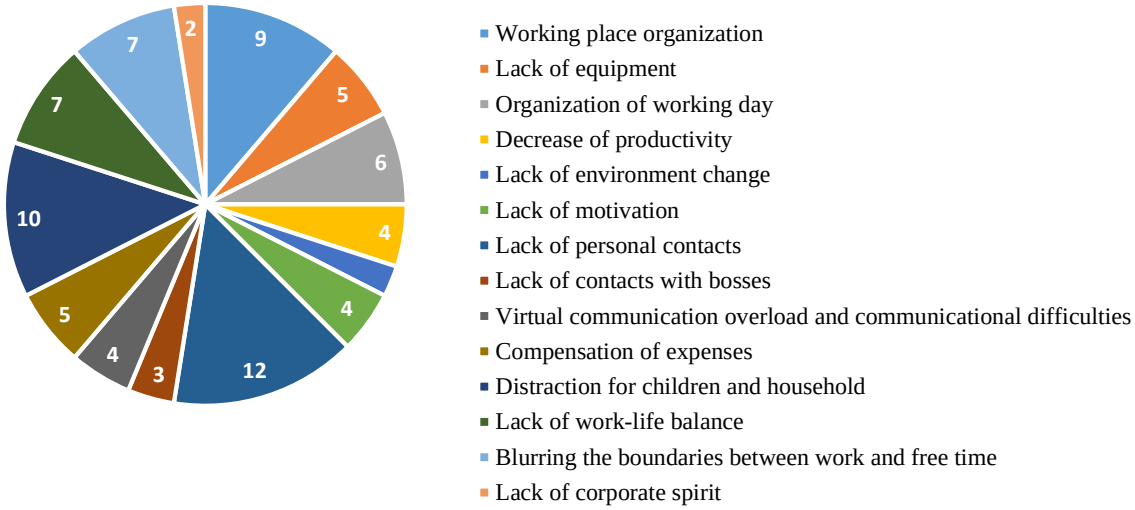


Fig. 5. Number of appearance of teleworking problems in media (Source: Author's collection)

It can be seen that remote workers mostly suffer from problems with organization of personal working space and lack of equipment, necessity to compensate their expenditures (increased bills for electricity, water, telephone, Internet and their personal equipment wear), lack of real communication, and distractions for children and household. The last problem especially effects women ("Названы негативные последствия работы из дома", 2020; "Коронавирус окончательно убил офисы? Что мы теряем и приобретаем, когда работаем из дома", 2020; Дьяконова, 2021).

Leading real estate services and investment management company Colliers in its survey "Baltics Market response to Covid-19" (Andersons et al., 2020) found that majority of professionals would like to return to offices. According to the research, 87% of them prefer communicate and collaborate with colleagues in offices, for 47% there is no difference in meetings personally or online, and 37% prefer working from home for individual work (Fig. 6).

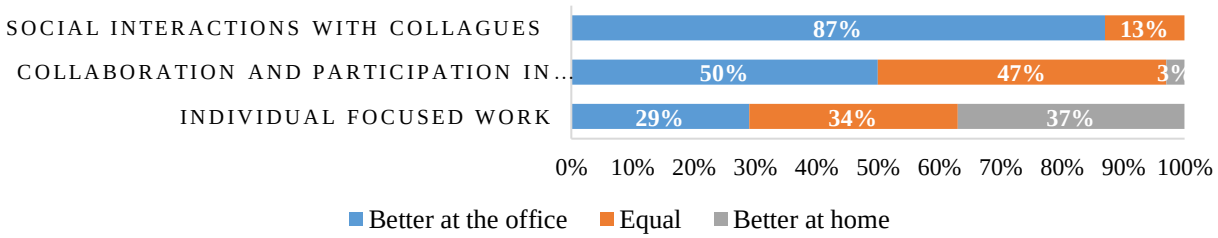


Fig. 6. Employees' preferences for working (Source: Andersons et al., 2020)

Mentioned working preferences and identified problems lead to conclusion that remote employees, especially in case they were moved to their homes without their willingness, experience complication while learning of how to combine but not mix their work and life in their living area. The authors of the articles in the chosen news platforms also provide recommendations for telecommuters (with numbers they appear in the articles) (Fig. 7):

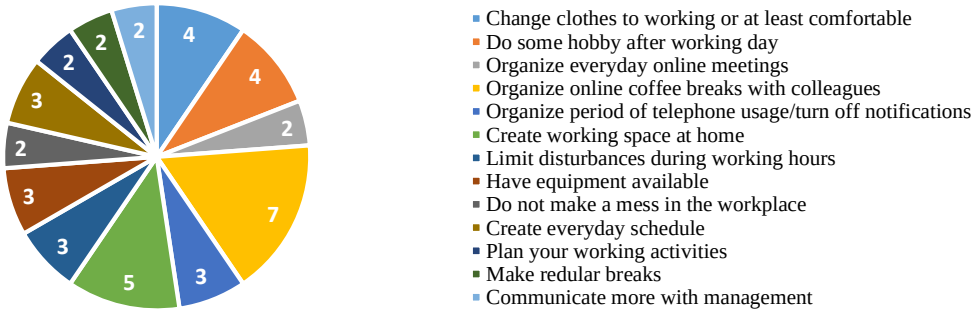


Fig. 7. Number of appearance of teleworking recommendations in media (Source: Author's collection)

Not all of that recommendations were mentioned in each article where its author provides advices for better working from home. Usually they were associated with one idea: working space organization, lack of communication, difficulties in concentration and work/life balance, organization of work when children are at home. These recommendations and universal and do not connected to any previously mentioned in an article statistical data.

The conclusion may be done that adaptation to working from home requires special approach on the basis of remote employees' personal features. For identification of actual problems and benefits of remote working of staff in Latvian and for further solutions proposal the following research is performed.

METHODOLOGY

2.1 Research methodology

The scrutiny of different aspects of staff adaptation to distance working the same as media monitoring for identification of the most actual benefits and disadvantages of working from home process in Latvia lead to conclusion that the special research of problems connected with remote working is required. Moreover, investigation of recommendation provided by the local news platforms permitted to see that those advises are mostly built on personal beliefs of journalists and articles authors and are generalized without factual justification, which groups of employees need what kind of assistance.

The goal of this master thesis is to identify benefits and problems of staff adaptation to distance working in Latvia. This would provide opportunity to provide problems solutions based on the results of the research with an emphasis on the needs of specific groups of remote employees. For the goal achievement, the following tasks should be completed:

1. To identify main differences of various types of distance working.

2. To determine the main aspects and problems of staff adaptation during adjustment both in traditional office mode and in remote work mode. For this, main types of adaptation should be identified; features of adjustment in an office and remotely should be formulated.

3. To follow the trend of development of remote work in Latvia.

4. To conduct media monitoring for identification of main benefits and problems of distance working in Latvia, and to wage content analysis of the found information.

5. To create a questionnaire based on results of content analysis of chosen news platforms, and to distribute the survey in the chosen social networks.

6. To analyze data obtained to identify main trends among different groups of respondents and main factors that interfere efficient distance working of employees in Latvia.

7. To formulate specialized recommendations based on needs of specific groups of distance staff.

In general, the research design looks like this (Fig. 8):

Setting goals and tasks

- Literature review of theoretical information about types of distance working and adaptation
- Media monitoring of chosen news platforms
- Identification of main advantages and disadvantages of remote working in Latvia
- Identification of main recommendations
- Clarification of gaps in recommendations
- Setting aims and tasks to be performed for the research

Questionnaire creation

- Creation of questions based on results of media monitoring
- Translation of the questionnaire from English to Russian and Latvian (as the last two languages are the most popular in Latvia)
- Creation of three variants of questionnaire (for three languages) using Google Forms

Distribution of the survey

- Creation of the special post to be distribushed on Facebook with links for three variants of the questionnaire
- Distribution on the personal page on Facebook among friends
- Distribution in different public groups connected with Latvia, Latvian cities and towns, different districts of Riga, work in Latvia, announcements in Latvia, and other groups which members are Latvians or permanent residents of Latvia

Data analysis

- Data collected transfer from the Google Forms to Excel, consolidation of data from all three variants of questionnaire
- Frequencies analysis of respondents (their gender, age, education, etc.)
- Frequncies analysis and ranking of main working changes, benefits and problems of distance working
- Independent variables analysis for chosen groups

Factor analysis

- Factor analysis conduction
- Interpretation of obtained factors according to their variables
- Creation of rank cases for different groups of respondents

Results interpretation

- Recommendations creation according to the achieved results of analyses.

Fig 8. The research design (Source: author's collection)

Previous literature review and media research allowed to formulate the research question: what working problems do employees face during distance working? Analysis of the survey results would allow to identify actuality of proposed advantages and disadvantages of remote working.

The novelty of the research work is the next:

1. The media content analysis for identification of highlighted on news portals benefits and problems of distance working in Latvia in the period of pandemic 2020-2021 was carried out.
2. The research tool (questionnaire) for identification of main benefits and problems of distance working in Latvia in the period of pandemic 2020-2021 has been created.
3. The main factors that affect remote working in Latvia are identified.
4. The recommendations for remote workers are formulated on the grounds of analysis results of the survey.

Except literature review and media monitoring, the following methods for the research conduction were chosen: the survey, frequencies analysis, independent variables analysis, factor analysis, graphic analysis. The survey was created for collecting opinions of employees and employers who had an experience of distance working in Latvia in the period of lockdowns in 2020-2021. The questionnaire was formed in Google Forms, and the data was compiled in the MS Excel.

Frequencies analysis was carried out to identify numbers of respondent according to different groups (their gender, age, education, living location, family status, presence of children under 18 years old, type of occupation, previous experience of remote working). This type of analysis was also used to determine how many times a certain grade has been given to a certain statement in the sections of working changes, benefits and problems during distance working. Frequencies analysis had been performed in MS Excel.

Mean comparison of working changes evaluation has been performed with usage of SPSS. This allowed counting medium grade of each proposed statement and creating ranking from the most positive changes to the most negative changes. The sections of working changes has been created in two variants (for employers and employees separately), however the questions had almost the same meaning with only difference that employees were evaluating personal changes while employers were evaluating changes of their employees. Accordingly, respondents taking questionnaire were transferred to a specific variant in dependence of job position they marked in the section “Personal information”. Thuswise, mean comparison of answers of each group gave opportunity to compare difference of how each group evaluate each change and identify gaps in their assessments.

Mean comparison of benefits and problems has been done separately as a part of frequencies analysis. This allowed ranking the mean results to determine the most and the least actual advantages and disadvantages of distance working for survey participants.

The following two types of analysis – independent variables analysis and factor analysis – were also done with usage of SPSS program. Independent variables analysis was used to compare opinions of different groups and to disclose most actual problems and benefits for representatives of those groups. In case of revealing a significant pattern ($p<0.05$), the hypothesis that the option has a significant difference for representatives of compared groups, and this difference should be analyzed. For the analysis five groups where chosen:

- gender – to collate answers of men and women;
- age – answers of different age groups as it can be expected that different age groups may have a different attitude to telecommuting and different problems;
- position – answers of employees and employers to identify gaps between their view of the same working situation;
- presence of children – as during media monitoring the big amount of problems highlighted were connected with families with children at home that may distract working parents;
- previous experience – as those who had already known before the lockdown how to work from home may have another problems as those who just faced with such type of work.

This groups were chosen as they regularly appear in news (comparison of men and women working distantly, problems and preferences of different age groups, different recommendations for employees and employers, difficulties of working while children are at home, remote working practice before COVID-19). Other groups from the section "Personal information" (education, residence location, family status) were collected only for statistical reasons and were not compared during the results processing as they rarely occur in media as a part of quarantine thematic. However, this data may be used for further research with the goal, for example, to compare specificity of remote working in different regions of Latvia, for people with different education or marital status.

For the groups "Gender" and "Employees/employers", Mann-Whitney U-test method was chosen as it is used for analyzing two independent variables. For the groups "Age", "Children" and "Previous experience of distance working", Kruskal-Wallis H-test was chosen as it is used for analyzing more than two independent variables. In case of a significant pattern appearance, to identify groups that are

significantly different from each other, it is necessary to test all groups in pairs (as in the test according to the Mann-Whitney-U method).

For factor analysis of benefits and problems of remote working (separately), Varimax method was selected. This type of analysis allows to consolidate a large number of variables related to available observations into fewer number of independent variables called factors. In this case, variables that are highly correlated with each other are combined into one factor. Accordingly, the main goal of this analysis is to identify complex factors that should help to interpret connections between variables. Cases ranking of factors gave opportunities to compare influence of factors on different groups of the survey respondents.

SmartArt in MS Word as a part of graphic analysis was used to provide visually and explain results of the research.

For the research a questionnaire was chosen as the main tool for opinion collection. It was created with using of the Google Forms in three languages: English, Russian and Latvian, as English is the language of this theses, and Russian and Latvian are the most common languages in Latvia. The name is: "Personal acceptance of distance working in Latvia". In the questionnaire's description mentioned that it is a part of master thesis research, and the main goal is to identify problems connected with distance working in Latvia in the period of pandemic and quarantine in 2020-2021. Data were collected by distributing the survey to Facebook public groups, and the survey took approximately 5-10 minutes to pass. All respondents were informed about goal of the research and main points they will be asked about. In addition, all respondents were assured about anonymity and data protection.

The survey consists of five sections: Personal information, Working changes, Positive Factors, Negative Factors, Extra difficulties during working remotely. The questionnaire design is provided in the Annex 1.

Section A "Personal information" consists of 8 mandatory questions. Respondents were asked to leave the following information: their gender, age group, education, region of residence, family status, presence of children under age of 18, presence of remote working experience before start of pandemic in 2020, their job position. No personal information that could be viewed as too private (name and surname, date of birth, e-mail address, incomes, etc.) is required. Respondents could choose only one option.

Section B "Working changes" is connected with evaluation modifications during distance working. In the questionnaire, the section exists in two variants. Such separation is directly connected with an

answer on the last question of the Section A "Do you occupy the position of a middle or top-management?" In case, the answer is "Top-management", "Middle-management" or "Self-occupied", the respondent is proposed to evaluate working changes of his/her employees or colleagues. In case, the answer is "Ordinary employee or not a big manager" or "Freelancer", the respondent has to evaluate his/her personal working changes. Such separation provides opportunity to collect ranking of working changes of two main groups: employers (managers who have subordinate workers and self-occupied persons who may have persons with whom they co-work) and employees (usual workers and freelancers that work under employment contract). For both groups the section consists of 12 similar statements. The only difference in the statements that employees among other personal working changes are provided to estimate changes in communication with management while employers have to value changes of their staff and own communication with their workers.

Respondents have to evaluate each statement by 1-5 point scale, where 1 is "Significant negative changes", 3 is "No changes" and 5 is "Significant positive changes". Proposed changes are connected with duties, task execution, workload, schedule, communication with management/employees, concentration and team-spirit. Answers for all questions is mandatory.

Questions under their sense may be divided to the following factors, and were chosen after literature review, including international and Latvian media, recommendations, special actions plans, reports, etc. (Table 4):

Table 4. Factors of the "working changes" questions in the survey (Source: authors' collection)

Factor	Author's description of factor choice	Source
Workload and schedule	Some workers may face changes in duties, productivity and schedule, movement of boundaries between their work and personal life.	Boland, De Smet, Palter, Sanghvi, 2020 Routley, 2020
Communication with management	Some workers may feel lack of direct communication with their bosses, including lack of control from their side. On the other side, this may become a positive aspect for some of them.	Baltijas Balss, 2021 Mendy, Stewart, VanAkin, 2020 Murph, Reeder, Bula, 2020 Wingard, 2020
Work organization	Organization of working communication with other employees, presence of all required equipment, access to required information in conditions of working from home.	Baltijas Balss, 2020d ERDA, 2020 LSM.LV, 2020

		SPUTNIK, 2020c
Concentration on work	Some workers have a difficulty to concentrate on work, to self-organize themselves or, on another side, it is easier for them to turn on working mode while, for instance, they have not to disrupt on non-working communication.	Baltijas Balss, 2020d Boogaard, Moller, 2020
Team spirit	Some workers may feel lack of working inspiration because of limited cooperation with others as a part of a team.	Shokurova, 2020 Stephens, 2020 Павлов, 2020

Section C "Positive factors" consists of distance working benefits. Respondents are offered to valuate for which extension proposed factors are actual for them during working remotely. 1-5 point Likert-scale has been chosen for the section where 1 is "Absolutely no", 3 is "Difficult to answer" and 5 is "Absolutely yes". Section consists of 12 statements to be evaluated which can be divided into 4 general factors by their meaning: technical organization of work, travel economy, working process and private space. General positive factors were identified and questions were formulated under literature review and media monitoring concerning working from home in the period of COVID-19. Factors with their definition and sources as examples of raising the topic are provided in the table below (Table 5).

Table 5. Factors of the "positive" questions in the survey (Source: authors' collection)

Factor	**Author's description of factor choice**	**Source**
Technical organization of work	Ability to choose working place, schedule, convenient equipment, to organize working space.	Murph, Reeder, Bula, 2020 Routley, 2020
Travel economy	Economy of time and money for travel to and from an office	DELFI, 2020c Loh, Fishbane, 2020 Петренко, 2020a
Working process	Ability to work independently, without permanent control and distractions from the side of other employees	DELFI, 2020b Sunday, Ogaboh, Chi, 2020 Петренко, 2020a
Private space	Ability to spend more time on relatives and hobbies, do something parallel to working.	Chung, Seo, Forbes, Birkett, 2020 Петренко, 2020a

Section D “Negative factors” consists of possible problems employee could face during remote working. As in the previous section C, respondents were asked to evaluate to which extension the proposed statements are actual for them personally while telecommuting. 1-5 point Likert-scale has been chosen for the section where 1 is “Absolutely no”, 3 is “Difficult to answer” and 5 is “Absolutely yes”. All questions are formulated with usage of words with a negative pattern (e.g., “difficulty”, “lack”, and “overload”). The section consists of 20 questions, which can be divided into 4 general factors: technical organization of work, communication, self-organization and personal feelings. The questions were written after the results of media and literature research of international and Latvian sources. The short description of each factor with examples of sources that eliminate one of included in the factor problems are provided in the table (Table 6).

Table 6. Factors of the “negative” questions in the survey (Source: authors’ collection)

Factor	Author’s description of factor choice	Source
Technical organization of work	Difficulties in organization of workspace, lack of equipment, weak Internet signal, usage of unfamiliar software, disorganized negotiations, lack of access to information	Castilloh, 2020 DELFI, 2020b Deloitte, 2020
Communication	Lack of real communications with colleagues and managers, lack of control	Coombes, 2020 DELFI, 2020a Deloitte, 2020a Петренко, 2020a
Self-organization	Difficulty to concentrate on work, start or stop working, distraction by family members.	Baltijas Balss, 2020a Chung, Seo, Forbes, Birkett, 2020 Deloitte, 2020 Routley, 2020 Дьяконова, 2021 Петренко, 2020a
Personal feelings	Disappearance of boundaries between work and personal life, lack of environment change and team spirit, feeling of loneliness and overload.	Chung, Seo, Forbes, Birkett, 2020 DELFI, 2020b Parker, Horowitz, Minkin, 2020 Routley, 2020 Донич, 2020

In the section E “Extra difficulties during working remotely”, respondents were asked to indicate what other problems not mentioned in the Section E they experienced. In contradistinction to previous sections in which answering each question was mandatory, in this section respondents could decide if they want to answer or not. The section consists of one question with opportunity to write an answer in the special window.

The period of the survey conduction is from February, 11th till April, 6th, 2021.

2.2 Respondents analysis

To explore what working changes Latvian employees faced with teleworking during lockdowns 2020-2021, and to which extension proposed benefits and disadvantages of distance working are actual for them, Latvians with experience of working from home in the mentioned period were proposed to participate in the research and take a survey.

According to statistical data of employment in Latvia, in the last 10 years number of employed persons has been constantly growing from 52% of employed persons of all state population in 2010 to 64,2% in 2020 (Official statistic portal of Latvia , 2021d). In 2020, average of employed individuals was approximately 64% of all locals (Official statistic portal of Latvia, 2021c). The detailed information of numbers and percentage of employed people in general and by gender is provided in the table below (Table 7):

Table 7. Employed people in Latvia in 2020 (Source: Official statistic portal of Latvia, 2021c)

		2020Q1	**2020Q2**	**2020Q3**	**2020Q4**
Total	Employed (thsd)	901.5	892.1	892.8	885.5
	Employment rate, %	64,7	64,1	64,3	63,8
Males	Employed (thsd)	445.9	440.8	441.5	439.7
	Employment rate, %	67,7	67,0	67,2	67,0
Females	Employed (thsd)	455.7	451.4	451.3	445.8
	Employment rate, %	62,0	61,6	61,7	61,0

On 24 February 2021, The Central Statistical Bureau in Latvia (Official statistic portal of Latvia, 2021a) firstly provided information about remote workers in Latvia since the pandemic start in 2020. According to their research, in the 2nd quarter of 2020 140.6 thousand or 18,3% of employees were working remotely, in the 3rd quarter – 70.5 thousand or 8,9%, in the 4th quarter – 139 thousand or 18% respectively. Among teleworkers, 40,6% were men and 59,4% were women.

This data provided opportunity to calculate the sample size for the survey conducted. With the confidence level of 90%, the confidence interval of ±5% and size of remote workers of 139 thousand, the required sample size was 272 persons.

In general, 264 remote workers took a part in the research. As it has already been mentioned, the survey was conducted in Facebook public groups that are directly connected with Latvia, work in Latvia, announcements and advertisement in Latvia as well as cities, towns and districts of Latvia. In total, 129 posts with request to participate in the survey were published.

For the survey, the spontaneous sampling was used with elements of snow ball method when respondents were re-posting the message with appeal to take a part in survey and links for it.

Only one limitation for respondents participating in the survey was:

- The respondent has been working remotely in Latvia (in any region) in the period 2020-2021.

In the Table 1 of Annex 2, the results of the survey are presented as numbers and percentage to total amount of participants for different groups.

Respondents gender. The sample included 37 men (20,1%) and 211 women (79,9%). Thereby, one of the survey features is that mostly women's relation to distance working is represented.

Respondents age. In the survey respondents were divided into 6 age groups and their spread was the following: 18-25 years old – 11 persons (4,2%), 26-35 years old – 110 persons (41,7%), 36-45 years old – 85 persons (32,2%), 46-55 years old – 45 persons (17%), 56-65 years old – 11 persons (4,2%), and more than 65 years old – 2 persons (0,8%). Thus, the peculiarity of the sample is that respondents in the age groups of 26-35 and 36-45 years old significantly predominate, and the respondents in the age group over 65 are practically not represented.

Respondents education. 111 respondent (42% of total survey output) have bachelor's degree, 91 person (34,5%) – master's degree, 55 persons (20,8%) – secondary education, and only 7 respondents (2,7%) have doctor's degree. According to the official statistical bureau of Latvia (Official statistic portal of Latvia, 2021b), in 2019 (when the last statistic of education among Latvian citizens was

presented), 59,7% (646,511 persons) of population had secondary degree, 11,9% (128,858 persons) of population had bachelor degree, 27,7% (300,426 persons) successfully finished master program, and 0,7% (7,765 persons) obtained doctor's title. This lead to the result, that the ratio of the survey respondents by education level can be considered representative.

Respondents' residence region. Among representatives statistical majority lives in Riga and Pieriiga – 173 persons (65,5%) and 62 persons (23,5%) respectively. Virdeme and Kurzeme regions are represented in equal share of 6 persons (2,3%), Latgale – 14 persons (5,2%). The least number of the survey participants represents Zemgale region – only 3 persons (or 1,1%). However, as the research topic suggests that the survey participants work remotely and may perform their job from any place in Latvia, the statistical difference among regions' presenters is not important and provided only for general understanding of the research picture.

Respondents' family status. According to the survey results, 48 persons (18,2%) of 264 total respondents amount are single, 177 persons (67%) are married, 34 persons (12,9%) are divorced, and 5 persons (1,9%) are widowed. This may lead to the assumption that the majority of respondents (married) may have a strong connection with questions related to spending free time from work with family and distractions while working remotely. Further, the survey participants were asked if they have children under 18 years old at home or out of home during working hours, or not at all. The answers were distributed as follows: 97 persons (36,7%) have children under 18 at home while parents are working, 36 persons (13,6%) have children under 18 out of home while telecommuting, and 131 persons (49,6%) do not have minors. Cross tabulation of two groups (family status and children under 18) gave the next result (Table 8):

Table 8. Cross tabulation of family status and children under 18 (Source: author's calculations)

		Child under 18							
		Yes, at home during working hours		**Yes, out of home during working hours**		**No**		**Total**	
		N	**%**	**N**	**%**	**N**	**%**	**N**	**%**
Family status	**Single**	0	0	1	0,4	47	17,8	48	18,2
	Married	78	29,5	32	12,1	67	25,4	177	67

	Divorced	17	6,4	3	1,1	14	5,3	34	12,9
	Widowed	2	0,8	0	0	3	1,1	5	1,9
Total		**97**	**36,7**	**36**	**13,6**	**131**	**49,6**	**264**	**100**

These results also takes to the assumption that married people with children who are 29,5% of all respondents may have benefits and problems of distance working connected with family and children, and these benefits and problems differ from those that other groups (e.g., 25,4% of married without children or 17,8% of single without children) face in their remote working.

Previous experience of distance working of respondents. Another important question to those who are working from home during lockdown was if they have had previous experience of distance working, or other words, if they were prepared for such type of working. Among all respondents, 116 (43,9%) never worked remotely before COVID-19 pandemic, 140 (53%) worked both in an office and remotely, and 8 persons (3%) always worked only remotely. The question was formulated for understanding in the follow-up research if those who had and did not have such experience of telecommuting value the same benefits of remote working and which problems they face are different for them.

Job position of respondents. In the survey, 27 respondents (10,2%) answered that they occupy a position of top-management, 79 participants (29,9%) chose the variant “middle management”, 148 persons (56,1%) are ordinary employees or not big managers. 2 (0,8%) and 8 (3%) of respondents are freelancers and self-occupied persons respectively. As it had already been mentioned, for the further research these groups were combined between themselves into groups that are more general: top-management, middle management and self-occupied persons were combined into “Employers” group; ordinary employees and freelancers – into “Employees” group. Thus, number of employers after groups association is 114 (43,2%), and number of employees is 150 (56,8%). Such proportion allows counting that the results of the research would be representative.

RESULTS

3.1 Working changes

Obviously, the attitude to remote working diverge for different telecommuters in dependence with their specifics. It was assumed that, for example, employees and employers may assess the same working changes differently and have distinct vision of the similar things.

In the Section B "Working changes", respondents were asked to evaluate changes by 1-5 point scale where 1 is "Significant negative changes", 3 is "No changes" and 5 is "Significant positive changes". The section was created in two variants depending on the answer about position in the "Personal information" section: for employers and employees. Employees were proposed to value each statement according to their personal feelings about their own working performance; employers had to assess their workers changes. Frequencies analysis provided opportunity to calculate how many times each statement was evaluated with each mark (Table 9).

Table 9. Employers' evaluations frequencies analysis (Source: author's calculations)

Employers' evaluations (N of employers = 114)					
Changes	**1**	**2**	**3**	**4**	**5**
Number of duties of employees	9	21	49	25	10
Quality of duties of employees	6	20	52	25	11
Task execution quality of employees	4	24	47	26	13
Task execution speed of employees	13	24	36	32	9
Workload of employees	17	25	31	26	15
Working schedule of employees	8	21	48	23	14
Quality of communication with employees	17	31	44	12	10
Frequency of communication with employees	15	34	41	19	5
Understanding of tasks set by the management remotely by employees	8	25	58	15	8
Working organization	10	33	35	26	10
Concentration of employees at work	17	34	36	20	7
Team spirit of the staff	32	27	45	8	2
Mean	**13**	**27**	**43**	**21**	**10**
Mean %	**11,4**	**23,3**	**38,2**	**18,8**	**8,3**

The highest rate (38,2% or M = 43) got the mark “No changes” that means that mostly employers do not see any changes in the work performance of their employees. However, 23,3% (M = 27) and 11,4% (M = 13) are for the marks “Non-significant negative changes” and “Significant negative changes” respectively, that means that 34,7% of all marks are connected with negative evaluation of working changes of employees. And only 18,8% (M = 21) and 8,3% (M = 10) of all marks are corresponding to positive “Non-significant changes” and “Significant changes” respectively, in total 27,1% for positive changes.

As it can be seen from the table, the highest rate got the mark “No changes”, than – “Non-significant negative changes”, in the middle – “Non-significant positive changes”, the next was “Significant negative changes”, and the lowest rate got the mark “Significant positive changes”.

Table 10. Employees’ evaluations frequencies analysis (Source: author’s calculations)

Employees’ evaluations (N of employees = 150)					
Changes	**1**	**2**	**3**	**4**	**5**
Number of duties	10	18	97	16	9
Quality of duties	4	15	91	28	12
Task execution quality	6	19	71	36	18
Task execution speed	12	41	49	33	15
Workload	15	30	72	16	17
Working schedule of employees	17	21	51	30	31
Quality of communication with management	7	35	70	22	16
Frequency of communication with management	14	39	58	26	13
Setting tasks by management remotely	9	27	83	17	14
Working organization	11	38	65	20	16
Concentration at work	15	50	48	24	13
Team spirit	40	48	40	9	13
Mean	**13**	**32**	**66**	**23**	**16**
Mean %	**8,9**	**21,2**	**44,2**	**15,4**	**10,4**

For the same scheme, frequencies analysis had been performed for employees’ answers in the section “Working changes” with comparison of answers’ means (Table 10). As in the situation with

employers, employees also mostly answered that they have no changes in their remote work from on-site one (44,2% or M = 66). Then, 21,2% (M = 32) and 8,9% (M = 13) were connected with negative changes: “Non-significant” and “Significant” respectively. And 15,4% (M = 23) and 10,4% (M = 16) are for “Non-significant positive changes” and “Significant positive changes” accordingly. That means, that besides neutral evaluation, 30,1% of employees value their changes negatively, and 25,8% - positively. This seems quite close to the employer’s evaluations; however, both negative evaluations of employee are lower than employers’ while neutral evaluation of employees is higher almost for 6%.

The total ranking of employees’ marks is almost the same as employers: “No changes” is the highest, then “Non-significant negative changes”, then “Non-significant positive changes”, later “Significant positive changes” and the lowest – “Significant negative changes”. Employers and employees demonstrate difference in significant positive and negative evaluations that may be interpreted that people tend to evaluate their own qualities and achievements higher than others’ do. However, comparison of means in percent demonstrates non-significant difference between the mean results of each evaluation.

The comparison of means of each statement separately may give more proper vision of distinctions between employers’ and employees’ evaluations (Table 11).

Table 11. Comparison of means of employers and employees’ evaluations (Source: author’s calculations)

Working changes of employees	**Mean**		**Personal working changes**
	Employers (N = 114)	**Employees (N = 150)**	
Number of duties of employees	3,0526	2,9733	Number of duties
Quality of duties of employees	3,1316	3,1933	Quality of duties
Task execution quality of employees	3,1754	3,2733	Task execution quality
Task execution speed of employees	3,0000	2,9867	Task execution speed
Workload of employees	2,9737	2,9333	Workload
Working schedule of employees	3,1228	3,2467	Working schedule of employees
Quality of communication with employees	2,7105	3,0333	Quality of communication with management
Frequency of communication with employees	2,6930	2,9000	Frequency of communication with management
Understanding of tasks set by the management remotely by employees	2,9123	3,0000	Setting tasks by management remotely

Working organization	2,9386	2,9767	Working organization
Concentration of employees at work	2,7018	2,8000	Concentration at work
Team spirit of the staff	2,3070	2,3800	Team spirit

No significant difference between means of changes among employers and employees was identified. For both groups, the results are close to the middle for all statements, without obvious deviation in the positive or negative direction.

Employees found that the number of their duties became worse while employers value this change well; however, both groups think that the quality of employees' duties is better now the same as the quality of their tasks. Employers see no changes in task execution speed, yet employees indicated that now fulfill tasks slower than it was in an office. Both employers and employees answered that employees' workload slightly increased; nevertheless, working schedule became better. Among main problems of duties and tasks changes, as well as workload and schedule changes, the respondents of the survey also mentioned the following (here and further are the citations of respondents answers from the sections E "Extra difficulties during working remotely", translated from Russian and English for most cases):

- "Changing job requirements and lack of training assistance";
- "Difficulty communicating with colleagues and resolving issues quickly";
- "Sometimes it was difficult for colleagues to choose different working hours at home than for me, in cases when I have to complete related tasks, I have to wait a long time for a colleague to perform";
- "Management misunderstanding of workload and responsibilities / tasks, possibly due to lack of daily communication".

Provided citations are also closely connected with communications. Employers' mean evaluation of quality and frequency of communication with employees, and workers' understanding of tasks set tend to be negative in all three cases that means they feel difficulties with interactions with their staff while telecommuting. At the same time, employees marked quality of communication with management and setting tasks as stabile, with no changes, and just a little negative changes in frequency of communion with bosses.

Work organization has also a somewhat negative mark for both groups with tendency to the medium mark "No changes" (M = 2,7018 for employers and M = 2,8000 for employees). However, the lower rate got the statement "Team spirit" that both managers and staff evaluated as negative. Some of them mentioned that:

- "There is no exchange of energy with the audience, which is very helpful in gaining strength during direct contact";
- "There is a lack of opportunities to have fun, celebrate together. Only work and cooking. Constantly, because the child wants to eat all the time".

Previously mentioned meanings may also be understood as lack of personal communication and loneliness. However, these statements as positive and negative aspects would be examined in the further research.

As a result, no significant difference is identified between evaluations of working changes of employees by themselves and their employers. No critical changes are found, and proposed parts of daily working routine did not modify a lot. The following research and respondents' answers analysis would provide clearer vision of personal acceptance of telecommuting of Latvians during COVID-19 pandemic

3.2 Benefits of distance working

In the section C "Positive factors", respondents were proposed to evaluate for which extension proposed factors are actual for them during working remotely. For this, survey participants had to value each statement by 1-5 point scale, where 1 is "Absolutely no", 3 is "Difficult to answer" and 5 is "Absolutely yes".

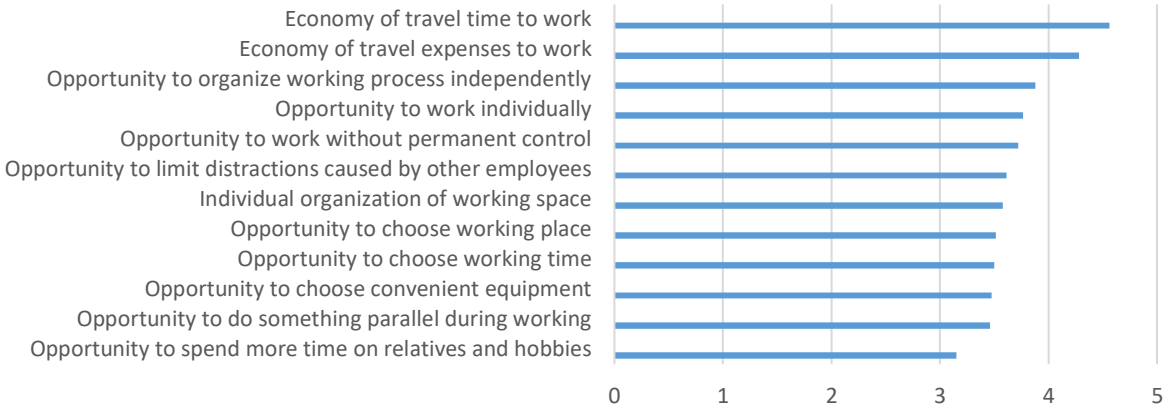


Fig. 9. Means ranking of benefits (Source: author's calculations)

First, the frequencies analysis with demonstration of mean result for each statement was conducted (Fig. 9). The leading positions of benefits that are important for remote employees in Latvia are occupied by two statements, directly connected to each other: “Economy of travel time to work” (M = 4,5606) and “Economy of travel expenses to work” (M = 4,2803). This lead to a conclusion that saving resources that can be wasted on travel is the most important advantage that telecommuters value working from home. The following benefits according to their rating from higher to lower are the following: “Opportunity to organize working process independently” (M = 3,8788), “Opportunity to work individually” (M = 3,7652), “Opportunity to work without permanent control” (M = 3,7235) and “Opportunity to limit distractions caused by other employees” (M = 3,6136). These statements can be consolidated into one general result: distance workers prefer independent work with no interferences to their working process from other work participants. While these benefits are related with working operations, the following positions are connected with working organization: “Individual organization of working space” (M = 3,5795), “Opportunity to choose working place” (M = 3,5152), “Opportunity to choose working time” (M = 3,5000), “Opportunity to choose convenient equipment” (M = 3,4735). This gives opportunity to believe that remote employees prefer not only independent working but also independent organization of work where they can individually choose working space, equipment and schedule. Surprisingly but the last two positions of the rating are occupied with statements that are connected with ability to spend their time for personal reasons: “Opportunity to do something parallel during working” (M = 3,4621) and “Opportunity to spend more time on relatives and hobbies” (M = 3,1515). This leads to the result that remote employees anyway value working benefits of telecommuting more than non-working benefits.

In total, no statement among benefits got a negative result. The highest grades (that can be interpreted as “Yes”) got the positions connected with travelling (with tendency to the highest grade “Absolutely yes” in case of time saving). Factors from both working process and working organization groups got an above average grade with tendency to the grade “Yes”. The last two statements connected with sending time for personal reasons also got positive marks, however, with tendency to the “Difficult to answer” mark that means that for approximately almost for the half of respondents these benefits had no significant value or no value at all.

For independent variables analysis, two non-parametric methods were chosen: Mann-Whitney U test in case there are only two independent variables and Kruskal-Wallis H Test in case there are more than two independent variables. Mann-Whitney-U test provided opportunity to identify different

attitudes to the same remote working benefits for two groups: by gender and by position (between employers and employees) (Table 12).

Table 12. Mann-Whitney U test analysis of benefits for gender and position groups (Source: author's calculations)

	Gender				**Position**			
	Mean Rank - Male	**Mean Rank - Female**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**	**Mean Rank - Employer**	**Mean Rank - Employee**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Individual organization of working space	120,04	135,63	4931,0	,170	126,00	137,44	7809,5	,213
Opportunity to choose convenient equipment	129,85	133,17	5451,0	,771	125,11	138,11	7708,0	,159
Opportunity to choose working place	121,49	135,27	5008,0	,226	127,32	136,44	7959,0	,322
Opportunity to choose working time	138,07	131,10	5296,5	,541	126,14	137,34	7824,5	,224
Economy of travel time to work	114,28	137,08	4626,0	**,013**	131,30	133,41	8413,5	,776
Economy of travel expenses to work	109,16	138,36	4354,5	**,004**	131,75	133,07	8464,0	,872
Opportunity to organize working process independently	128,41	133,53	5374,5	,648	138,08	128,26	7914,0	,279
Opportunity to work individually	128,54	133,50	5381,5	,659	135,46	130,25	8213,0	,567
Opportunity to work without permanent control	129,65	133,22	5440,5	,752	138,44	127,98	7872,5	,251
Opportunity to limit distractions caused by other employees	126,84	133,92	5291,5	,532	134,17	131,23	8360,0	,749
Opportunity to spend more time on relatives and hobbies	147,07	128,84	4819,5	,112	126,56	137,01	7873,0	,260
Opportunity to do something parallel during working	137,29	131,30	5337,5	,599	125,86	137,54	7793,5	,205

According to the results of Mann-Whitney U test by gender, significant difference (where $p \leq 0,05$) between variables is observed in two cases: "Economy of travel time to work" ($U = 4626,0$; $p = 0,013$) and "Economy of travel expenses to work" ($U = 138,36$; $p = 0,04$). Mean indicators for both statements are higher for females that mean that women are much stronger appreciate the opportunity to save money and time spent or the trip to work than men.

No significant difference is identified for the group "Position" according to the Mann-Whitney U test. What is more, the high tendency for been important for both employers and employees in equal rate demonstrates the statement "Economy of travel expenses to work" (U = 8464,0; p = 0,872). This means that there is not only no difference between the independent variables' evaluation of the benefit but even the high likelihood that the value the benefit on the same level.

With Kruskal-Wallis H test, those groups were analyzed which have more than two variables in them: Age, Having children under 18 years old and Having previous experience of teleworking (Table 13).

Table 13. Kruskal-Wallis H test analysis of benefits for age, having children and previous experience of teleworking groups (Source: author's calculations)

	Age	**Having children**	**Having previous experience of teleworking**
	(Asymp. Sig.)		
Individual organization of working space	,502	,250	,859
Opportunity to choose convenient equipment	,632	,336	,228
Opportunity to choose working place	,904	,381	,061*
Opportunity to choose working time	,453	**,011**	**,014**
Economy of travel time to work	,400	,925	,364
Economy of travel expenses to work	,522	,715	,329
Opportunity to organize working process independently	,572	**,025**	,191
Opportunity to work individually	,708	,072*	,448
Opportunity to work without permanent control	,819	,602	,269
Opportunity to limit distractions caused by other employees	,993	,065*	,335
Opportunity to spend more time on relatives and hobbies	,174	,550	**,027**
Opportunity to do something parallel during working	**,006**	,507	,171

* p > 0,05 insignificantly, and tendency for unequal distribution is saved

For the group "Age", the high tendency for equal valuation (in case p = 1, the hypothesis that there is absolutely no difference between compared groups is accepted) of proposed benefits for all age groups is identifies for the following statements: "Opportunity to limit distractions caused by other employees" (p = 0,993), "Opportunity to choose working place" (p = 0,904) and "Opportunity to work without permanent control" (p = 0,819). This means that representatives of all age groups

equally or mostly equally appreciate opportunities to work without distractions from colleagues' side, personally define the place where to work and perform tasks without checking by management. Significant difference was detected only once: "Opportunity to do something parallel during working" ($p = 0,006$). It is important to conduct a further analysis of the statement and to test all groups in pairs using Mann-Whitney U test.

Significant difference among age groups (see Table 1 of Annex 3) in evaluation of "Opportunity to do something parallel during working" was identified in the following cases: between the age groups 18-25 years old and 46-55 years old ($U = 115,5$; $p = 0,005$), between 26-35 years old and 46-55 years old ($U = 1,5$; $p = 0,001$). In the first case, the mean indicators of the age group 18-25 years old are significantly higher than the mean rank of the group 46-55, that lead to the result that doing something parallel during working is much more important the first group 18-25. The similar situation happens with the groups 26-35 and 46-55. As previously, mean rank of the first group is above than the second's group that also means that for the first group the proposed benefit is more important. If we look at the results between age groups of 36-45 and 46-55 we will see that even if the border of significance if crossed insignificantly ($U = 1532,0$; $p = 0,056$) the tendency to manifestation of the pattern is still observed (with mean indicators higher for the group 36-45 years old). After this analysis, the conclusion may be one that remote employees younger than 46 years old tend to less concentrate on work and do their own things while telecommuting.

The third significant difference between age groups is set between 18-25 years old and individuals older than 65. Mean indicators of younger group are higher that mean that also in this case they prefer opportunity to do something parallel during working more than the other group. Insignificant difference where p is little bigger than 0,05 is observed between age groups 26-35 and >65 years old ($U = 33,0$; $p = 0,079$). The first group also appreciate distraction from remote work more than the eldest group of the survey's respondents. This means again that respondent of the ages 18-25 and 26-35 prizes the most the proposed benefit.

After the Kruskal-Wallis H test, the significant difference ($p \leq 0,05$) for the group "Having children" (see Table 2 of Annex 3) was found in two cases: "Opportunity to choose working time" ($p = 0,011$) and "Opportunity to organize working process independently" ($p = 0,025$). In this group, respondents have been divided into three subgroups: those who have children under 18 at home while they are working; those who have children under 18 out of home while they are working; and those who have no children at all. Mann-Whitney analysis of two independent variables in pairs for the identified dependent variables gave the following results had been done.

For the two mentioned benefits, significant difference was identified between those who have children under 18 (both at home or out of it during working hours) and those who have no children. “Opportunity to choose working hours” is more important for people without children in comparison with those whose children are at home while telecommuting according to the results of mean analysis. In case of comparing meanings of people who have no children and those whose children are out of home, $p = 0,005$, that denote that the hypothesis that there is no difference in the attitude of the two groups to the ability to work flexibly can be rejected. Mean analysis shows that it is highly important for those who have no children.

For the second benefit “Opportunity to organize working process independently”, the significant difference was identified only in comparison of answers of respondent without children and with children out of home while teleworking ($p = 0,009$) with predominance of childless workers. In case of employees with children and home and without them, the significant boarder was overpassed imperceptibly ($p = 0,082$). However, the tendency of saving pattern can be observed, and non-equality of attitude between two groups to the same benefit can be presumed.

Results of Mann-Whitney U test demonstrate that people without children higher appreciate their freedom of when and how to work than those with children. This statement is partly supported with other two benefits which results after Kruskal-Wallis method were $p > 0,05$ but $p \leq 0,10$ that means that the tendency for unequal distribution is still saved, however, in lower manner. These benefits are “Opportunity to work individually” ($p = 0,072$) and “Opportunity to limit distractions caused by other employees” ($p = 0,065$). For the first benefit, the significance boarder was slightly crossed twice (Children at home and No children with $p = 0,064$; and Children out of home and No children with $p = 0,059$) with predominance in both cases of childless respondents. For the second benefit, the significant difference was identified between “Children out of home” and “No children” ($p = 0,024$); mean results demonstrate that this statement is more important for respondents without children. The last two benefits analysis as an addition to the main analysis affirm that childless people evaluate independent working more than those with children.

The last group for comparison by Kruskal-Wallis method was “Having previous experience of teleworking” (see Table 3 of Annex 3), which respondents were divided also in three subgroups: “Never worked remotely”, “Worked both in an office and remotely” and “Always worked only remotely”. After these, in two benefits the significant difference was identified: “Opportunity to choose working time” ($p = 0,012$) and “Opportunity to spend more time on relatives and hobbies” (p

= 0,027); moreover, for one benefit insignificant difference was also identified: “Opportunity to choose working place” (p = 0,061).

After the Mann-Whitney U test, it can be seen that those who never worked remotely before COVID-19 now appreciate much higher the opportunity to choose working time (p = 0,011) than those who had such an experience before pandemic the same as office working experience. At the same time, respondents who always worked remotely also value this opportunity more than those who worked both in an office and at home (p = 0,070), however, the difference between them is not significant. This brings to the result that people who always worked on-site before now highly evaluate their flexible schedule.

Employees who always worked remotely higher value opportunity to spend their time on relatives and hobbies that both those who never been telecommuters before (p = 0,019) and those who had dual experience (p = 0,030). The assumption may be done that this reason was one of the most important for teleworkers when they decided to work from home or other place different from office and it is still the most important factor for them. This can be additionally approved with the opportunity to choose working place that temporary remote workers value higher than others: p = 0,020 in comparison with those who never worked from home before and p = 0,028 in comparison with those who had an experience of working in office and remotely with means superiority of teleworkers in both cases. So, two benefits are highly important for temporary telecommuters: choice of working place and ability to spend more time on their personal interests. At the same time, office workers now strongly appreciate opportunity to choose working time – the opportunity that they may never had before.

For better understanding of factors that are actual for working-from-home during pandemic in 2020-2021, the factor analysis has been performed (Table 14).

Table 14. Total Variance Explained for benefits (Source: author’s calculations)

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	4,497	37,472	37,472	3,238	26,983	26,983
2.	2,028	16,901	54,374	2,582	21,516	48,499
3.	1,030	8,584	62,958	1,735	14,459	62,958

4.	,946	7,882	70,840			
5.	,746	,6214	77,054			
6.	,664	5,532	82,586			
7.	,476	3,963	86,549			
8.	,398	3,314	89,863			
9.	,380	3,171	93,034			
10.	,310	2,586	35,619			
11.	,268	2,235	97,855			
12.	,257	2,145	100,000			

Extraction Method: Principal Component Analysis

According to the table, three intrinsic factors have values greater than one. Therefore, only three factors were chosen for the further analysis. The first factors explains 37,472% of summary dispersion, the second – 16,901%, and the third – 8,584%. Next, the rotated component matrix is provided (Table 15):

Table 15. Rotated Component Matrix for benefits factors (Source: author's calculations)

	Component		
	1	**2**	**3**
Individual organization of working space	,048	**,859**	,021
Opportunity to choose convenient equipment	,144	**,851**	-,039
Opportunity to choose working place	,166	**,854**	,068
Opportunity to choose working time	,333	**,509**	,082
Economy of travel time to work	,257	-,012	**,857**
Economy of travel expenses to work	,234	,056	**,865**
Opportunity to organize working process independently	**,738**	,209	,272
Opportunity to work individually	**,789**	,178	,172
Opportunity to work without permanent control	**,796**	,130	,069
Opportunity to limit distractions caused by other employees	**,702**	,085	,045
Opportunity to spend more time on relatives and hobbies	**,582**	,142	,249

Opportunity to do something parallel during working	**,569**	,095	,259

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Rotation converged in 5 iterations

For each benefit, the factor load that has the greatest value is highlighted. For example, "Individual organization of working space" correlates only with the factor two, "Opportunity to choose convenient equipment" higher correlates also with factor 2. In this way, the benefits can be attributed to three factors as the following:

Factor 1:

- Opportunity to organize working process independently
- Opportunity to work individually
- Opportunity to work without permanent control
- Opportunity to limit distractions caused by other employees
- Opportunity to spend more time on relatives and hobbies
- Opportunity to do something parallel during working

Factor 2:

- Individual organization of working space
- Opportunity to choose convenient equipment
- Opportunity to choose working place
- Opportunity to choose working time

Factor 3:

- Economy of travel time to work
- Economy of travel expenses to work

The first factor collected all benefits that are connected with organization of working process. These items describe independent working, limitation of destructions by other employees and extra control, personal distribution of working hours. The second factor collected all benefits that are connected

with physical organization of work, including choice of working space, place, equipment and schedule. The third factor collected only two benefits both connected with travel economy: saving money and time.

In general, the three factors are the following: Organization of working process, Working conditions and Economy of time and money.

Next, cross tabulation for each factors and its actuality on different chosen groups (gender, age, having children, having previous experience, employee/employer rate) has been performed. This has been done to identify to which group each factor has the biggest and the lowest impact.

According to the results of cross tabulation of the factor 1 and gender (see Table 1 of Annex 4), the organization of working process is more important for men than to women, however, this difference is not great to declare a significant difference. At the same time, for 26,5% of females this factor has no actuality at all while for men this number is 18,9%.

For the group "Age", factor 1 has the strongest impact on telecommuters in the ages 18-25 and 56-65 (36,4% for both). It can be assumed that representatives of this groups value opportunity to work independently more than others. At the same time, for the third of respondents in the age group of 46-55 (33,3%) individual organization of working process during teleworking has no impact at all.

For the group "Having children under 18", organization of working process holds the leading position for childless remote employees (29,0%). What is more, for 35,1% of telecommuters who have children at home during working hours, this factor is not important at all. It was previously already found that childless employees highly appreciate benefits "Opportunity to organize working process independently", "Opportunity to work individually" and "Opportunity to limit distractions caused by other employees" in comparison with those who have children. As all those four benefits are included into the factor "Organization of working process" the special attitude of telecommuters without children to the factor under investigation can be considered proven.

In case of having previous experience of remote working, organization of working process as individual operation without distraction has the strongest impact on those employees who were always working remotely (50,0%). However, in the survey a small number of respondents answered that they never worked at office and for this reason the further research with collecting of more opinions of permanent remote workers may be performed. In this research, it can be also seen, that 28,4% of employees who never worked remotely before the pandemic does not value benefits of individual organization of working process.

In connection with position, factor 1 affects more employers (29,8%) than employees. However, distinction between strong impact on employers and employees is not considerable, and no significant difference between these groups in relation to any concrete benefit was identified during the independent variables analysis.

According to cross tabulation of the factor 2 "Working conditions" (see Table 2 of Annex 4), for the group "Gender", the factor has a very strong impact on females (28,0% vs 13,2% on men). Nevertheless, it would be wrong to declare that this factor is highly values only by women as according to the cross tabulation, it also has a strong affect on men (35,8%). Previously done Mann-Whitney U test also did not identified any significant difference between these subgroups in relation to benefits that are included into the factor 2. Furthermore, the intense tendency for equal evaluation of opportunity to choose convenient equipment was identified.

For the group "Age", the highest impact the factor has on the employees older than 65 years old (50%). However, considering the critically low number of respondents of this age group (whose number is 2) and their unrepresentativeness because of this, it cannot be affirmed that working conditions play the most important role for this group. High results were also demonstrated in case of employees of age groups 18-25 and 56-65 (with results of 45,5% and 36,4% respectfully for the position "Strong impact").

For the group "Having children", the working conditions are mostly affecting employees with children at home during working hours (28,9%). The next are childless remote workers (24,4%). It may be assumed, that for people with children at home are mostly important benefits that connected with organization of space and equipment as previously it had been found that people without children much more than those with children appreciate opportunity to choose working time. The lowest level of impact the factor has on teleworkers whose children are out of home during working hours: only 16,7% of very strong effect and 33,3% of no effect on them.

For the group "Previous experience of remote working", the factor 2 has the strong impact on those who always worked remotely. Previously it has already been told that in case of this group a further research should be done to get appropriate results. For others who had experience both in an office and remotely and who have never worked distantly before, the distribution of impact according to its intensity is steady.

For the group "Employer/Employee rate", opportunities for working conditions organization have strongest impact on employees (28,7%) than on employers (20,2%). It may be assumed that such

results come from inability to choose independently and conveniently equip personal working spaces of employees while they are working in an office.

As it was previously discovered, the last factor "Economy of time and money" includes only two benefits for distance workers: economy of money on travel and economy of time on travel (see Table 3 of Annex 4).

For the group "Gender", the strongest impact the factor has on females (27,5% of very strong and 26,1% of strong). While for 41,5% of men the factor plays no role. It can be assumed that such results were obtained because of traditional role of woman in Latvia who takes care of children and home after the working day and such an economy of time and money gives her more opportunities for her non-working affairs. The Mann-Whitney U test for the "Gender" group in relation to the benefits also identified travel economy of time and money as the only factors which have significant difference between female and male with high importance for women.

For the group "Age", travel economy factor has a very strong effect on employees older than 65 years. As it was mentioned, the low number of representatives of this group allows to believe that results may change in case more opinions would be obtained. The factor also highly influences distance employees of 26-35, 35-45 and 46-55 age groups almost equally. And travel economy has no effect of 45,5% of respondents of the age 18-25 and on 36,5% of respondents of the age 56-65. It may be assumed that travel economy has a strong impact on people 26-55 years old as there are a great chance that those people have families and minors they have to pay attention to and such a saving of time and money gives them more opportunities to spend time at home.

It was previously assumed that travel economy is much highly important for employees with children, and analysis of the group "Having children under 18" demonstrates that people with children at home or out of home are equally under the very strong impact of travel economy (27,8% for both); just a strong impact got the results 28,9% and 25,0% respectively. However, also in both cases of having children, no effect the factor has approximately for quarter of respondents (24,7% of those whose children are at home during working day and 25,0% for those whose children are out of home). At the same time, travel economy has a lower influence on childless people, however, the same quarter (25,2%) does not under the effect of the factor at all.

For the group "Previous experience of remote working", economy of time and money influences the most those employees who had experience both working in an office and at home (30%). It has also a strong effect on temporary telecommuters; and 28,4% of office-workers feel no impact of the factor

on them. However, Mann-Whitney U test did not identify any significant difference between these subgroups.

Finally, for the group “Employee/employer rate”, there is no considerable distinction of the factor impact on representatives of both subgroups. Very strong effect got the 25,4 and 24,7 percent for employers and employees respectively, while no impact rate was a little bit bigger for employers (27,2%) than for employees (23,3%). However, this difference is insignificant.

3.3 Disadvantages of distance working

In the section D “Negative factors”, respondents were proposed to evaluate for which extension proposed factors are actual for them during working remotely. For this, survey participants had to value each statement by 1-5 point scale, where 1 is “Absolutely no”, 3 is “Difficult to answer” and 5 is “Absolutely yes”.

Frequencies analysis with calculation of means did not demonstrate any negative factor that was highly evaluated as absolutely actual for distance workers (Fig 10).

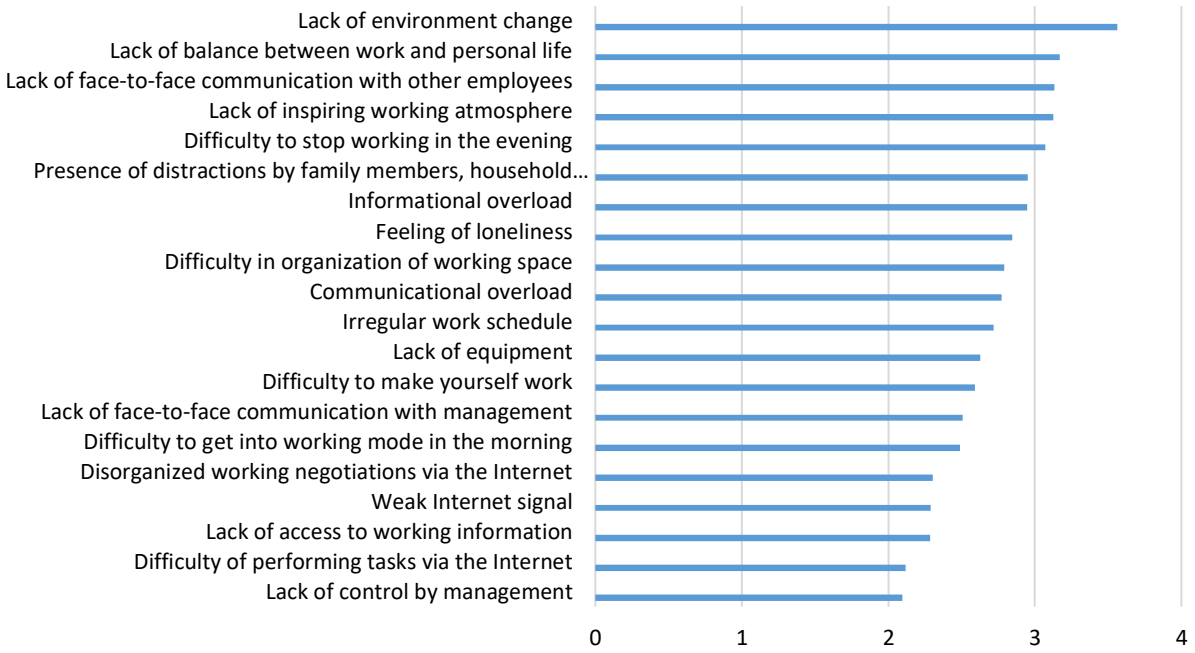


Fig. 10. Means ranking of problems (Source: author’s calculations)

The leading position among all proposed factors holds “Lack of environment change” (M = 3,5644) with tendency to the answer “Yes”. This means that respondents feel themselves closed in their homes

and wish to move somewhere else even if they highly appreciate travel economy benefits from the previous section. The second position is occupied by the lack of balance between work and personal life (M = 3,1705). Previously performed media monitoring showed that remote employees note blurring of boundaries between their working and free time the same as difficulty to concentrate at work while they have no opportunity to distract from household chores. The third position took lack of face-to-face communication with other employees (M = 3,1326), which means not only working negotiations yet also personal relations. It is closely connected with the following problem remote employees may face from the rating: "Lack of inspiring working atmosphere" (M = 3,1250) when people feel themselves a part of a team through spending time together. "Difficulty to stop working in the evening" (M = 3,0720) is on the 5th position and may be connected with the lack of work-life balance in case distance workers continue to work even after the end of official working day and have no special ritual to stop performing tasks (like trip to home, for example).

The following problems are under the medium line of 3, however, most of them tend from "No" to "Difficult to answer" that is understood as proximal actuality for half of respondents. The last position is occupied by "Lack of control by management" (M = 2,0947) that is directly related to benefits connected with individual organization of work that were evaluated higher than medium in the previous part.

In total, any proposed problem got results "Yes" or "Absolutely yes" the same as a result "Absolutely not". Most of the disadvantages' means are located between "No" and "Difficult to answer". However, considering that respondent of the survey are representatives of different genders, age groups, family conditions, positions and levels of experience of telecommuting, the comparison should be performed to identify if any of provided statements are on the medium position for everyone or some of them are highly actual for specific groups.

As in the previous part, independent variables analysis is performed with usage of two methods: Mann-Whitney U for gender and positions groups (Table 16) and Kruskal-Wallis H for age, having children and having previous experience of teleworking groups (Table 17).

First, the mentioned analysis has been done to compare attitude to the problems according to mean ranks of men and women and identify significant difference in special cases. Asymptotic significance ($p \leq 0,05$) was found only once: "Lack of environment change" ($U = 4502,5$; $p = 0,023$). Mean indicator is higher for females that means that women tend to feel locked up more often and/or more intensively than males and require more freedom to move and work somewhere else for normal

psychological state. The border of significance (where $p > 0,05$ but $p \leq 0,10$ which shows not significant difference but tendency to difference) was slightly crossed in three cases: "Lack of control by management" ($U = 4708,0$; $p = 0,060$), "Feeling of loneliness" ($U = 4680,0$; $p = 0,060$) and "Lack of balance between work and personal life" ($U = 4789,0$; $p = 0,098$). According to the mean results, men suffer more from the shortage of control. This observation is much more interesting because of the connected point from benefits section, where the "Opportunity to work without permanent control" got the sufficiently high level of equality in comparison of men and women answers ($U = 5440,5$; $p = 0,752$). This may be understood, as men prefer to work without permanent monitoring of their job performance but, at the same time, require someone to manage them for their personal reasons (for example, concentration, self-organization etc.). Loneliness and lack of work-life balance are observed in women mostly. Lack of communication was already reflected as one of the leading problems in the previous table. Taking into account that the research is empirical and some factors may be considered subjective, this significant difference can be seen as a results of the stereotype that women are more communicative than men and spend more time on personal conversations during working time, so the lockdown and requirement to work from home lead to a lack of communication. In the last case "Lack of balance between work and personal life", the difference is insignificant and almost reached the level from which there is no tendency to unequal attitude of men and women to the same issue.

The results of the analysis also showed the high tendency for equal valuation of proposed problems for both males and females in the following cases: "Irregular work schedule" ($U = 5474,5$; $p = 0,809$), "Lack of access to working information" ($U = 5512,5$; $p = 0,867$) and "Lack of inspiring working atmosphere" ($U = 5546,5$; $p = 0,926$). This means, that in the mentioned problems, the tensions remote workers feel is the same for men and women.

Table 16. Mann-Whitney U test analysis of problems for gender and position groups (Source: author's calculations)

	Gender				**Position**			
	Mean Rank - Male	**Mean Rank - Female**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**	**Mean Rank - Employer**	**Mean Rank - Employee**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Difficulty in organization of working space	127,50	133,76	5326,5	,585	144,25	123,57	7210,0	**,026**
Lack of equipment	124,01	134,63	5141,5	,352	135,21	130,44	8241,0	,605

Weak Internet signal	129,97	133,14	5457,5	,778	134,04	131,33	8374,5	,765
Irregular work schedule	134,71	131,95	5474,5	,809	140,54	126,39	7634,0	,126
Difficulty of performing tasks via the Internet	145,17	129,32	4920,0	,151	139,32	127,32	7772,5	,179
Disorganized working negotiations via the Internet	134,94	131,89	5462,0	,786	139,86	126,90	7710,5	,154
Lack of access to working information	133,99	132,13	5512,5	,867	136,89	129,17	8050,0	,392
Lack of face-to-face communication with management	135,20	131,82	5448,5	,767	139,47	127,20	7755,5	,182
Lack of face-to-face communication with other employees	136,26	134,07	5260,0	,494	139,56	127,14	7745,5	,180
Lack of control by management	149,17	128,31	4708,0	,060*	139,32	127,32	7773,0	,181
Difficulty to get into working mode in the morning	137,31	131,29	5336,5	,592	136,16	129,72	8133,0	,479
Difficulty to stop working in the evening	118,50	136,02	4849,5	,125	137,93	128,39	7931,5	,302
Lack of environment change	111,95	137,66	4502,5	**,023**	138,46	127,97	7871,0	,252
Feeling of loneliness	115,30	136,82	4680,0	,060*	141,26	125,84	7551,5	,096*
Presence of distractions by family members, household issues etc.	139,73	130,68	5208,5	,431	143,10	124,45	7342,0	**,044**
Difficulty to make yourself work	144,54	129,48	4953,5	,187	137,09	129,01	8027,0	,381
Lack of balance between work and personal life	117,39	136,30	4789,0	,098*	139,71	127,02	7727,5	,171
Lack of inspiring working atmosphere	131,65	132,71	5546,5	,926	143,95	123,80	7244,5	**,030**
Informational overload	119,23	135,83	4888,0	,148	141,41	125,73	7534,0	,091*
Communicational overload	122,50	135,01	5061,5	,272	143,39	124,22	7308,5	**,038**

* $p > 0,05$ insignificantly, and tendency for unequal distribution is saved

According to the independent variables analysis of the group “Position” where opinions of employers and employees were compared, the significant difference was identifies in four cases. The first, “Difficulty in organization of working space” ($U = 7210,0$; $p = 0,026$), demonstrates that employers have more difficulties with making an office in conditions of their home area. As an assumption, the problem may be connected with complicity to find and establish special place that would be private and secure from any diversions during working hours. In case, the assumption is correct, it is closely

related with another problems that employers face worse than employees and where the significant difference was detected: “Presence of distractions by family members, household issues etc.” (U = 7342,0; p = 0,044). The reason for this difference is that employers may feel more responsibility for the work and require more concentration on the job they perform. On the other hand, especially for the top management, this may be due to the unaccustomedness to work among distractions, but in personal office, unlike regular employees, many of whom worked in shared offices or even in offices such as open spaces before the pandemic where the skill to ignore distractions is one of the most needed.

The third point where the significant difference was found is “Lack of inspiring working atmosphere” (U = 7244,5; p = 0,030). While it may seem that employees should feel this problem mote acutely, the results of the analysis demonstrates that mostly employers feel shortage of team spirit and inspiration. Finally, employers also higher evaluate actuality of “Communicational overload” (U = 7308,5; p = 0,038) than employees. This may happen because of increasing complexity in communication when the problem that could be solved in a few minutes during face-to-face interaction in an office requires more time and actions (like reading, writing e-mails or messages and waiting for an answer on the telephone or with special programs) while resolving it online. At the same time, the tendency for unequal distribution still exists even if the significance broader was crossed in case of “Feeling of loneliness” (U = 7551,5; p = 0,096). The difference is quite small, however, the mean results also demonstrate that employers feel more lonely that employees. Accordingly, employers feel communicational overload and loneliness at the same time that may be understood as they experience weariness because of working intercourse and have not enough personal contacts that allows to relax during working hours.

Additionally, tendency for the difference between these groups was also identifies in “Informational overload” (U = 7534,0; p = 0,091). As in the case of loneliness, the significance boundary was crossed, however the tendency for unequal attitude is saved. In this case, mean rank of employers is higher again than mean rank of employees, that means that employers also have more problems with this statement than their staff.

In the table below (Table 17), the results of Kruskal-Wallis analysis for the groups “Age”, “Having children under 18” and “Having previous experience of teleworking” is provided.

Table 17. Kruskal-Wallis H test analysis of problems for age, having children and previous experience of teleworking groups (Source: author's calculations)

	Age	**Children**	**Previous experience of teleworking**
	(Asymp. Sig.)		
Difficulty in organization of working space	,065*	,399	,503
Lack of equipment	**,012**	,614	,204
Weak Internet signal	,632	,322	**,008**
Irregular work schedule	,089*	,129	,110
Difficulty of performing tasks via the Internet	**,002**	,165	*,056*
Disorganized working negotiations via the Internet	,158	**,024**	**,049**
Lack of access to working information	,222	,772	,095*
Lack of face-to-face communication with management	,193	,153	,333
Lack of face-to-face communication with other employees	,207	,163	,109
Lack of control by management	,483	**,004**	,426
Difficulty to get into working mode in the morning	,965	,373	,577
Difficulty to stop working in the evening	,300	,637	,375
Lack of environment change	,557	,898	,667
Feeling of loneliness	,800	,159	,271
Presence of distractions by family members, household issues etc.	**,010**	**,000**	,142
Difficulty to make yourself work	,682	,945	,663
Lack of balance between work and personal life	**,032**	**,010**	,198
Lack of inspiring working atmosphere	,779	**,018**	,799
Informational overload	,349	,240	,078*
Communicational overload	,333	,505	,299

* p > 0,05 insignificantly, and tendency for unequal distribution is saved

For the group "Age", the high tendency of equal impact on all age groups was identified in two cases: "Difficulty to get into working mode in the morning" (p = 0,965) and "Feeling of loneliness" (p = 0,800). This seems logical, as remote workers may wake up later and have less time to get into working mode, and the lockdown reduced number of daily communications from usual level to minimum required level.

Significant difference was found in relation to the following problems: “Lack of equipment” (p = 0,012), “Difficulty of performing tasks via the Internet” (extremely low p-value = 0,002), “Presence of distractions by family members, household issues etc.” (p = 0,010) and “Lack of balance between work and personal life” (p = 0,032). Additional attention was paid to “Difficulty in organization of working space” (p = 0,065) and “Irregular work schedule” (p = 0,089), where the significance border was slightly crossed, but the tendency for unequal distribution is saved. For this reason, the analysis under the method of Mann-Whitney was performed for these problems also, as the significant difference may appear between special groups.

According to the results of the analysis (Table 1 of Annex 5), remote workers in the age group 46-55 have significantly more problems with organization of their working space at home than telecommuters in the age group 26-35 (U = 1989,5; p = 0,050). Moreover, the group 36-45 also demonstrates tendency to having the same difficulties in comparison with the age group 26-35 (U = 4010,0; p = 0,081), yet this difference is not considerable. It may take to the result that for distance workers elder than 36 organization of working space is more challenging than for younger employees. Interesting that the age group 18-25 shows no significant difference with any other age group except the weak tendency for unequal distribution with respondents from the age group >65. However, the last mentioned group has strong or slight difference with all groups that may be explained by the law number of representatives of the group >65 years old.

In case of equipment provision, respondents in the age group of 46-55 years old feel significantly more lacking than workers in the age groups of 26-35 (U = 1765,5; p = 0,004), 56-65 (U = 138,0; p = 0,021) and >65 (U = 8,0; p = 0,046). The significant difference was absent but the tendency for feeling shortage of equipment is still exists also for a group 36-45 which have more difficulties with the mentioned problem than age groups 26-35 (U = 4001,5; p = 0,076), 56-65 (U = 319,0; p = 0,080) and <65 (U = 22,0; p = 0,068). Thus, people between 36-55 years require more attention to the satisfaction of their work equipment needs.

Telecommuters in the age of 46-55 suffer significantly more from the irregular work schedule than representatives of the age groups 18-25 (U = 137,0; p = 0,019) and 26-35 (U = 1899,0; p = 0,020). The slight tendency can also be seen between age groups 18-25 and 36-45 (U = 319,0; p = 0,079), where teleworkers in the age of 36-45 feel more tension of their irregular working hours. This leads to the conclusion that younger remote employees are more flexible working from home, and elder workers prefer stable and clear start and end of the working day.

Telecommuters in the age of 46-55 experience difficulties while performing tasks via the Internet, that is demonstrated by the significant differences with the following age groups: 18-25 (U = 109,5; p= 0,003) that means that hypothesis of equal perception of the process of working in the Internet may be almost fully rejected; 26-35 (U = 1608,0; p = 0,000) that means that there is absolutely no equality between these groups; 36-45 (U = 1472,0, p = 0,025) and 56-65 (U = 124,5; p = 0,009). This means, that the employees aged 46-55 require more attention and even special study by the management side to help them facilitate to new distance working conditions. The slight tendency was also found in case of age groups 18-25 and 36-45 (U = 318,0; p = 0,066) where elder remote workers also have more difficulties than younger ones.

Presence of distractions by family members and household issues is the substantial problem for many age groups. Distance workers aged 26-35 feel more tension of this problem than workers aged 18-25 (U = 353,0; p = 0,020). However, the most difficult to work at home because of kindred and home tasks is for telecommuters in the age group of 36-45. They have a significant difference indicated with a few age groups with their leading position according to the mean results: with 18-25 age group (U = 197,5; p = 0,001), with 26-35 age group (U = 2757,0; p = 0,016), with 46-55 age group (U = 1513,5; p = 0,046) and a slight tendency with 56-65 age group (U = 321,5; p = 0,085). The reason for such distribution is that the large majority (68,2%) of telecommuters aged 36-45 are married and 56,5% of them have children under 18 at home while working (Tables 1-2 of Annex 6). For comparison, in the age group 18-25 only 27,3% are married and no one of respondents has a child; in the age group 26-35 years old, 72,7% are married but only 26,4% have children at home during working day; in the age group 46-55, 62,2% of distance workers are married and 37,8% have children at home during working day (and it is quite possibly that their children are elder than those from the group 36-45 and it is easier for them not to distract parents); in the age group 56-65, 54,5% are married and 27,3% take care of minor children at home during working hours; among the respondents elder than 65 years, 67% are married and no one has children. This means that employees aged 36-45 may need more flexible schedule to have opportunity to work when the number of distractions is on the minimum level.

Finally, the last problem for which the significant difference between age groups was identified for the “Lack of balance between work and personal life”. Here, the age group of 18-25 has less problems in balancing than telecommuters aged 26-35 (U = 353,0; p = 0,020), 36-45 (U = 230,0; p = 0,007) and partially 46-55 (U = 164,0; p = 0,078). Previously it was found that these groups have more problems with the introduction of family members and household affairs into their work than young people in

the age 18-25, such a misbalance may also be connected with distractions. On the other hand, employees aged 36-45 and 46-55 feel more tension because of irregular work schedule than those ones aged 18-25 and 26-35 who are more flexible.

With combination of having minors and working problems the following table is connected (Table 1 of Annex 7). Significant difference was identified in the following cases: “Disorganized working negotiations via the Internet” ($p = 0,024$), “Lack of control by management” ($p = 0,004$), “Presence of distractions by family members, household issues etc.” ($p = 0,000$), “Lack of balance between work and personal life” ($p = 0,010$) and “Lack of inspiring working atmosphere” ($p = 0,018$).

For the problem “Disorganized working negotiations via the Internet”, the significant difference was identified only once: between remote employees whose children are at home during working hours and childless teleworkers ($U = 5116,5$; $p = 0,009$). It may be assumed that presence of children distract from working negotiations and makes it difficult to communicate through video calls or telephone, for example, when minors are asking for attention or divert in any other way.

Teleworkers with children in or out of home feel lack of management control more intensively than those without children. The significant difference was found in both cases: having children at home and no children ($U = 5274,5$; $p = 0,019$) and having children out of home and no children ($U = 1615,0$; $p = 0,002$). These may be connected with employees’ with children understanding that they may be distracted more often, and they require someone to monitor their task performance.

The problem “Presence of distractions by family members, household issues etc.” is directly related to having children, the results are not surprising. The significant difference was identified for those with minors at home and childless ($U = 3370,0$; $p = 0,000$) and for those with minors out of home and childless ($U = 1395,0$, $p = 0,000$). Such p-values demonstrates that the hypothesis of equal extension of the problem can be fully rejected, and teleworkers with children both in or out of home have much more distractions than those without children.

This also leads to the next problem “Lack of balance between work and personal life” where people with children also have more difficulties than childless employees. The significant difference is the following: between the workers with children at home and childless persons the p-value is 0,005 ($U = 5015,5$), and between the workers without children at home and childless persons the p-value is 0,046 ($U = 1855,0$). This means that for teleworkers without children at all it is easier to combine work and personal life while distance employees with children have considerably more difficulties.

Telecommuters with children also feel lack of inspiring working atmosphere strongly than people without minors. The p-value between workers with children at home and childless ones is 0,048 (U = 5401,5), and between workers with children out of home and childless ones the p-value is 0,011 (U = 1720,5). Employees with minors may feel less motivation to work when they have reasons to be distracted (communication with children, household issues), less concentration and even miss the working atmosphere when they had opportunity to change environment from home to office.

The last group that was tested by the Kruskal-Wallis method is having previous experience of teleworking (Table 2 of Annex 7). According to the analysis' results, the significant difference was found only in two problems: "Weak Internet signal" (p = 0,008) and "Disorganized working negotiations via the Internet" (p = 0,049). However, in a few more cases the significance boarder is slightly crossed and the tendency for unequal distribution is still saved: "Difficulty of performing tasks via the Internet" (p = 0,056), "Lack of access to working information" (p = 0,095) and "Informational overload" (p = 0,078). The results of comparison of each subgroups in pairs by the Mann-Whitney method is provided in the table.

Weak Internet signal is an actual problem for those who never worked remotely before pandemic in comparison with those who always worked remotely (U = 248,5; p = 0,019). Those who tried themselves both in an office and at home also evaluate this problem as important in comparison with permanent telecommuters (U = 227,5; p = 0,003). Such appearance of significant difference may be connected with the reason that on-site workers and those who tried both variants of working had no previous need to pay attention on how strong the Internet signal is at their homes. At the same time, people who always worked distantly had such an experience before and organized themselves opportunity to be stably online before the lockdown.

Between the permanent office staff and employees who worked both in an office and remotely the strong tendency for equal evaluation of the problem "Difficulty of performing tasks via the Internet" exists (U = 8008,0, p = 0,841). At the same time, both groups have significant difference with constant teleworkers: for the on-site workers and out-of-office workers the p-value is 0,019 (U = 248,0), and for employees with dual experience and permanent remote workers the p-value is 0,017 (U = 297,0). In both cases, constant teleworkers have less difficulties of working through the Internet than others that may be explained only by having previous experience before the COVID-19 lockdown.

Significant difference during the analyzation of the problem "Disorganized working negotiations via the Internet" was again identified for the same groups: for those who never worked remotely and those

who always did it (U = 259,0, p = 0,028) and employees with dual experience and permanent teleworkers (U = 279,0; p =0,013). As previously, constant telecommuters rate the actuality of the problem less than other two groups of employees. This may be resulted because of absence of online negotiations experience of office employees themselves and their colleagues as well.

As on-site employees were moved from their offices to homes promptly and without preliminary preparation, it was not unexpected that they would experience lack of access to working information that exists, for example, only in paper variant. Thus, the significant difference was identified between constant telecommuters and newborns in the distance working (U = 267,0; p = 0,034) and between constant telecommuters and employees with dual experience (U = 323,0; p = 0,034). The reason is quite clear: the permanent remote employees have all required working information on their computers or printed at home while office workers sometimes have to work with informational resources that are located in their offices and may be needed by different employees.

Finally, the last problem that had a tendency for unequal distribution was the "Informational overload". The analysis of groups in pairs demonstrated that the significant difference exists between those who never worked remotely and those who worked both in an office and remotely (U = 6816,0; p =0,024). Unlike employees with great or small experience, permanent office workers has to learn themselves on how to work virtually and such a strangeness may lead to a situation when remote employees achieve too much information they may mentally perceive.

The survey participants were also invited to write themselves the problems they faced during working from home. Their answers are translated if it was required and provided in the Table 1 of Annex 8 with the grouping according to their meaning.

Among respondents who decided to answer the additional question about their extra problems during telecommuting, there were 6 men (14%) and 36 women (86%). They are representatives of the following age groups: 26-35 – 11 persons (26%), 36-45 – 19 persons (45%), 46-55 – 10 persons (24%) and 56-65 – 2 persons (5%). 7 of them (17%) are single, 23 (55%) are married, 11 (26%) are divorced and 1 (2%) is widowed. Among respondents, 23 persons (55%) have children under 18 at home during working day, 3 persons (7%) have children under 18 out of home while working and childless persons are 16 (38%) of them. Never worked remotely before 16 persons (38%), 24 of them (57%) both worked in an office and remotely and 2 (5%) of them always worked only remotely. Finally, 19 (45%) of the survey participants are employers and 23 (55%) are employees.

As the respondents' answers were divided into different groups: equipment, organization of work, working space, psychological problems (which combined motivational difficulties, loneliness, lack of team spirit), technical problems, communicational problems (both with other employees and management), children and household distractions, health problems, work-life balance problems and increase of expenses. The distribution of the answers is the following (Fig. 11):

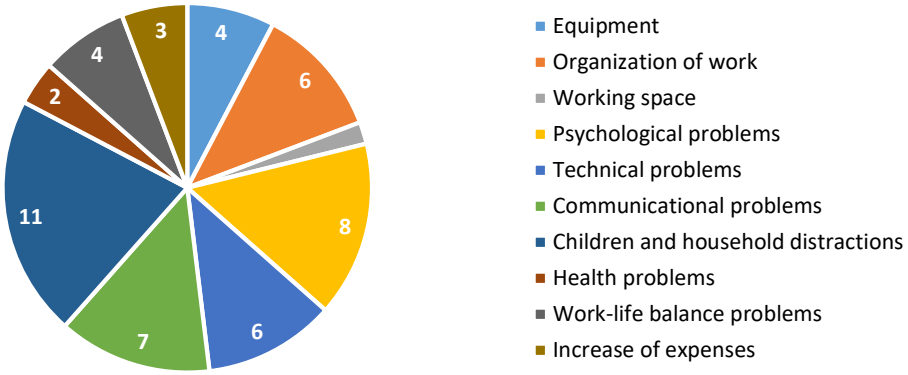


Fig. 11. Respondents' answers by groups (Source: author's collection)

As it can be seen from the results, 11 answers (21%) are connected with problems of children and household distractions, 8 answers (15%) with psychological problems and 7 answers (13%) with communicational problems. Moreover, among difficulties remote employees face during telecommuting, the new ones appear: 3 respondents (6%) mentioned that their costs increased and 2 persons (4%) discovered that they have health problems caused by working and lack of movement.

The further research of problems that remote employees may have while working from home is connected with factor analysis that provides opportunity to combine statements proposed for evaluation according to their actuality into factors that affect teleworkers.

Table 18. Total Variance Explained for problems (Source: author's calculations)

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	7,522	37,609	37,609	3,931	19,656	19,656
2.	1,933	9,664	47,272	2,705	13,526	33,128

3.	1,313	6,565	53,837	2,382	11,910	45,092
4.	1,264	6,321	60,158	2,227	11,133	56,225
5.	1,001	5,003	65,161	1,787	8,936	65,161
6.	,924	4,620	69,781			
7.	,833	4,166	73,947			
8.	,685	3,427	77,374			
9.	,631	3,156	80,530			
10.	,568	2,841	83,371			
11.	,441	2,206	85,577			
12.	,429	2,147	87,725			
13.	,406	2,031	89,756			
14.	,391	1,956	91,712			
15.	,350	1,749	93,460			
16.	,311	1,556	95,017			
17.	,301	1,504	96,521			
18.	,256	1,281	97,802			
19.	,229	1,143	98,945			
20.	,211	1,055	100,000			

Extraction Method: Principal Component Analysis

According to the table (Table 18), five intrinsic factors have values greater than one. Thus, five factors were chosen for the further analysis. The first factors explains 37,609 % of summary dispersion, the second – 9,664%, the third – 6,565%., the fourth –6,321%, and the fifth - 5,003%. Further, the rotated component matrix is provided (Table 19):

Table 19. Rotated Component Matrix for problems factors (Source: author's calculations)

	Component				
	1	**2**	**3**	**4**	**5**
Difficulty in organization of working space	,194	,143	,056	**,798**	,150
Lack of equipment	,192	,324	,050	**,685**	,130
Weak Internet signal	,049	,249	,315	**,494**	-,049

Irregular work schedule	,409	**,466**	,092	,408	-,014
Difficulty of performing tasks via the Internet	,091	**,694**	,236	,329	,120
Disorganized working negotiations via the Internet	,193	**,669**	,228	,370	,081
Lack of access to working information	,118	**,795**	,150	,153	,083
Lack of face-to-face communication with management	,189	,397	**,721**	,076	,097
Lack of face-to-face communication with other employees	,161	,134	**,762**	,259	,027
Lack of control by management	,150	,423	**,633**	-,077	,202
Difficulty to get into working mode in the morning	,150	,099	,045	,149	**,852**
Difficulty to stop working in the evening	**,637**	,174	,036	,259	,111
Lack of environment change	**,641**	-,147	,196	,320	,189
Feeling of loneliness	**,541**	-,063	,500	,116	,135
Presence of distractions by family members, household issues etc.	**,501**	,083	,227	,310	,310
Difficulty to make yourself work	,233	,105	,176	,032	**,827**
Lack of balance between work and personal life	**,809**	,103	,133	,128	,169
Lack of inspiring working atmosphere	**,582**	-,029	,471	,201	,251
Informational overload	**,769**	,352	,125	-,024	,033
Communicational overload	**,724**	,409	,093	-,046	,036

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

[a] Rotation converged in 9 iterations

For each statement, the factor load with the greatest value is highlighted. Accordingly, all disadvantages of distance working are divided into five factors in the following way:

Factor 1

- Difficulty to stop working in the evening
- Lack of environment change
- Feeling of loneliness
- Presence of distractions by family members, household issues etc.
- Lack of balance between work and personal life
- Lack of inspiring working atmosphere

- Informational overload
- Communicational overload

Factor 2

- Irregular work schedule
- Difficulty of performing tasks via the Internet
- Disorganized working negotiations via the Internet
- Lack of access to working information

Factor 3

- Lack of face-to-face communication with management
- Lack of face-to-face communication with other employees
- Lack of control by management

Factor 4

- Difficulty in organization of working space
- Lack of equipment
- Weak Internet signal

Factor 5

- Difficulty to get into working mode in the morning
- Difficulty to make yourself work

The first factor combined all psychological problems that remote employees may face during working from home: different types of overload, inability to distinguish between work and personal life, feeling locked. The second factor includes all disadvantages of telecommuting related to the working process itself: schedule, access to required resources, easiness to work and communicate virtually. The third factor is connected with communications and include both communication with colleagues and bosses. The management control is also added to this factor as it reflects one of the aspects of cooperation in an office. The fourth factor gathered statements about technical organization of work including not only organization of working space but also required for task performance equipment

and ability to be online. The last, the fifth, factor collected only two difficulties, both related to laziness: getting into working mode in the morning and making yourself work.

Totally, the five identified factors are the following: psychological problems, self-organization problems, communicational problems, lack of equipment and motivational problems.

As the knowledge of factors themselves gives no actual and particular information except combinations of statements, the cross tabulation is performed to identify which impact has each factor on chosen groups (gender, age, having children, having previous experience of teleworking, and position).

According to the results of the analysis (Table 1 of Annex 9), psychological problems affect women stronger than men: they have a very strong impact on 27% of females and 17% males, while 35,8% of men feel no tension of the factor in opposite to 22,3% of women. This may be connected to the stereotype that females are more emotional, as well as with her traditional role of the hearth keeper. Previous analysis of independent variables demonstrated that women feel lack of environment change, loneliness and blurring of boundaries between work and personal life worse than men do.

In the group "Age", telecommuters aged 56-65 and 36-45 feel the strongest psychological pressure: 36,4% and 31,8% respectively. Employees aged 18-25 are the easiest to tolerate remote work conditions: among them only 18,2% feel strong tension of psychological problems while for 36,4% this impact is weak and for 45,5% there is no influence at all. Previously done research identified significant difference for age groups for two statements included in the factor 1: "Presence of distractions by family members, household issues etc." and "Lack of balance between work and personal life". In both cases, there was no tendency for unequal distribution for the age group 56-65 with other groups, while the age group 36-45 demonstrated that feel those disadvantages more intensively than other age groups.

It is not surprisingly that cross tabulation of the factor 1 with the variable "Having children" showed that people with children both in and out of home have more very strong impact of psychological problems (28,9% and 30,6% respectively) than childless persons (20,6%). However, no influence the factor has on 26,8% of people with children at home during working that is almost the same as those who feel very strong impact, 26,7% of childless and on 13,9% of people whose children are out of home during working day. Independent variables analysis done before showed that all three subgroups feel in equally lack of environment change ($p = 0,898$). However, people with children suffer more from three disadvantages of working from home from the factor 1: from distractions by family and

household, blurring boundaries between wok and personal life and lack of inspiring working atmosphere.

For the group “Previous working experience”, the comparison is complicated with small number of answers from respondents who always worked only remotely. However, most of them have very strong impact of psychological factor. The third part (33,6%) of employees who never previously worked from home also have great psychological problems while only 16,4% of people with experience both in an office and distantly feel very strong tension of the factor. Instead, 27,9% of them have no psychological problems at all. Previously done analysis also demonstrated that there was no significant difference for three subgroups among proposed working difficulties except informational overload from which workers with no previous experience labor under stronger than employees with dual experience.

For the group “Position”, the analysis showed that employers and employees feel the very strong impact of psychological factors almost the same (27,2% and 23,3% respectively). However, 30,7% of employers are strongly affected while for employees this indicator is 20,7%. Weak effect or none at all the factor has on 21,9% and 20,2% of employers accordingly; however, for employers these number are higher: factor has a weak influence on 27,3% and no influence on 28,7%. Independent variables analysis for these group done at the start of the subchapter also demonstrated that bosses have more problems than subordinates in at least five cases included in the psychological factors: loneliness, distractions caused by family member, lack of inspiration and informational and communicational overloads. It may be assumed that employers feel more responsibility and ache worse for the result of work.

As it was mentioned, the second factor includes statements connected with working process itself (Table 2 of Annex 9). According to the analysis results, men are a little bit stronger influenced by problems connected with schedule, online task performance, difficulties during virtual and/or telephone negotiations and access to resources. 28,3% of them feel very strong, strong and weak influence of the factor 2 equally. The impact on women is also evenly distributed: 24,2% for very strong, strong and weak effect. The last 27,5% of females note the lack of influence in comparison with 15,1% of males with the same feeling. However, those differences are not significant. Moreover, independent variables analysis showed that there is a strong tendency for equal evaluation of irregular work schedule problem ($p = 0,809$) and lack of access to working information ($p = 0,867$) between men and women.

In the group “Age”, self-organization factor has a strongest impact on telecommuters aged 46-55 (35,6% of a “Very strong” value and 33,3% of a “Strong” value). As it was found, this age group had significant difference with almost all other age groups in case of statements “Irregular work schedule” and “Difficulty of performing tasks via the Internet”, and their representatives had the most problems with the mentioned disadvantages of working from home. Oppositely, 36,4% of respondents 18-25 years old and 45,5% of 56-65 years old feel no impact from the factor on themselves.

In the group “Having children”, the distribution of influence evenly for all subgroups: each level of influence accounts for about 25% of all representatives of each subgroup. Thuswise, there is no possibility to talk about different attitude to the self-organization factor in relation to presence of minors in a family.

As it was expected, for the group “Previous experience of telecommuting”, the strongest influence the factor has on those employees who never worked remotely before (28,4%) and those who previously worked in an office and at home (23,6%). No one of permanent teleworkers feels strong impact, and what is more, 50% of them feel no impact at all in comparison with 21,6% of constant office employees and 26,4% of employees with dual experience. While previously two subgroups of office workers demonstrated high tendency for equal evaluation of difficulty working through the Internet, it was significantly easier for remote employees to perform their tasks, negotiate online and get access to required resources then for others.

Cross tabulation for the group “Position” demonstrated that working process at home have a very strong impact on 28,9% of employers and on 22% of employees. However, the results of the analysis does not show any considerable difference of factor affecting both subgroups.

The third factor is connected with communicational problems including lack of management control (Table 3 of Annex 9). The factor affects both genders almost equally with a slight preponderance towards men (28,3% of very strong and strong values for men in comparison with 24,2% of very strong and strong affect for women). During the independent variables analysis it was identified that there is no significant difference between males and females in relation to lack of communication with management and other employees, however, males require a little bit more control ($p = 0,060$) than females.

People of the age 26-35 feel the lack of communication the most strong: the cross tabulation demonstrates that 30% of them feel very strong influence of the factor on them and 22,7% evaluate this influence as strong. The factor also plays an important role on employees of the age group 36-45:

24,7% feel strong impact and 27,1% - strong. Surprisingly, but the youngest group (18-25 years old) mostly evaluate the factor effect negatively: the values are 36,4% for each none-level and weak-level. This may be understood as that younger people are more familiar with communication through messengers and social platforms and feel less need to satisfy their need for communication through interactions with other employees and superiors.

The impact of communicational factor on telecommuters with minors out of home during working day is on a very high level: 41,7% mark it as a very strong, while, for example, the same level of influence note 29,9% of employers with children at home and 16,8% of childless workers. However, the number of employees with minors out of home that evaluate the effect as "Strong" is much lower: only 16,7% in comparison with 26,8% of people with children at home and 26% without children at all. Nevertheless, only 19,4% of employees with children not at home during working day feel no effect on their communicational working process. Anyway, people with children (both at home and out of it while parents are working) are affected by the factor stronger. This may by connected with their lack of control by management: both subgroups had a significant difference with childless people and reported that they require more monitoring from the side of their bosses than they have.

In relation to the previous experience of telecommuting, 27,6% of employees without such experience feel a very strong impact of the factor on them. Among constant teleworkers, this evaluation got only 12,5% of respondents voices. 23,6% of employees who tries themselves both in an office and at home value the communicational factor influence as "Very strong" and 28,6% as "Strong". The lowest effect the problems connected with interactions have on permanent telecommuters: 37,5% of them feel no influence at all.

In the group "Position", the factor very strongly influence 29,8% of employers and a lower number of employees – 21,3%. Oppositely, 27,3% of employees feel no impact of communicational problems on themselves, while only 21,9% of employers feel the same. During the independent variables analysis, the significant difference was not identified in any of the statements included in the factor. However, in the first chapter of the section, where working changes were compared according to the views of employers and employees, bosses evaluated quality of communication, frequency of communication and understanding of tasks set by employees more negatively than ordinary workers.

The fourth factor is connected with technical issues of work organization like working space, equipment supplement and other (Table 4 of Annex 9). 27,5% of women feel very strong influence of the factor on themselves while only 15,1% of men feel the same. This means that organization of

working place and creation of conditions for comfortable working may be more difficult for women. However, no significant difference for these subgroups was identified during separate analyzation of each statement included into the factor.

In relation to the age, the factor very strongly influences on age group 46-55 years (35,6%) and 36-45 (28,2%). During the previous research it was discovered that people aged 46-55 have more difficulties in organization of working space than the group 26-35 years old and sharper feel lack of equipment than groups 26-35, 56065 and >65 years old respondents. The slight tendency for having more problems with these aspects also demonstrated age group 36-45 in comparison with the same group 26-35. Moreover, 31,8% of respondents of the last group feel absolutely no impact of the factor on them that means , on the one hand, that the process of organization of working space seems easier for them or, on the other hand, they require less special conditions to work at home.

In case of employees having children, the attitude to the lack of equipment is more pronounces by employees with minors out of home: the “Very strong” level of influence got 30,6% of respondents in comparison with 28,9% of people with children at home and 20,6% of childless workers answers. However, almost the same number – 33,3% – of persons whose children are not with them during working day noted that the factor has no influence on them – and they got the leading position again, as the same level of impact the factor has on 20,6% of people with children at home and 26% on employees without minors at all. This leads to a conclusion that the relation between the factor and presence of minors is not clear.

The factor of equipment shortage plays more significant role on those who used to work in an office: the impact is evaluated as “Very strong” by 27,1% of employees who worked both in an office, by 23,3% of those who never worked remotely and only by 12,5% of permanent telecommuters. Opposite, 62,5% of constant teleworkers feel no effect of the factor on them in comparison with 20,7% and 27,6% of evaluation by people with dual experience and with no experience of remote working respectively. Such the evaluation of the factor impact is caused by the reason that the lockdown changed nothing or just minimally for constant telecommuters in their working process while office workers were moved to their homes and had to create conditions for working in a short period. However, the significant difference was identified only for one statement of three included in the factors: both permanent office workers and those who worked on-site and distantly more intensively face problems with the weak Internet signal than those who always worked only remotely.

In relation of the factor to the work position, employers feel stronger influence than ordinary workers do. 28,9% of bosses note that technical organization factor affects them very strong in opposite to 22% of employees. However, usual workers also sense that impact: 26,7% evaluate it as a strong. As it was previously discovered, organization of working space was the only statement which had significant difference (p = 0,026) for these subgroups: employers experience more problems in this process than employees.

The fifth factor includes only two statements connected with difficulties to make themselves work (Table 5 of Annex 9). For approximately a quarter for both men and women this factors has a very strong effect (28,3% and 24,2% respectively). However, it is quite easier for some women to turn on into working mode: 28% of female say that there is no impact on them of the motivational factor while only 13,2% of males have the same zero-level of influence.

Motivational factor has a strongest impact on the youngest group of respondents – 36,4% of remote employees aged 18-25 feel that it is difficult for them to make themselves work at home. It may seem that it is the easiest to start work remotely for the respondents of the age group 56-65 (the "very strong impact" mark has only 9,1%) but the significant influence is on the level "Strong" where 36,4% of them mentioned laziness as a problem for them (in opposite to 18-25 years old employees among whom also 9,1% mentioned that it is difficult for them to make themselves work). In total, there is no considerable difference in the percentage spread of answers. Moreover, Kruskal-Wallis analysis identified that there is a strong tendency for equal evaluation of the problem "Difficulty to get into working mode in the morning" (p = 0,965) where the p-value is almost 1 that means it is equally difficult to start working in the morning for all age groups.

Childless people demonstrate higher impact of the motivational factor on them than those with children: 30,5% note the very strong effect on them while such level of influence notice 20,6% of employees with minors at home and 16,7% with them out of home. The laziness factor has not impact equally on 27,8% of both subgroups with children and on 22,1% of remote employees without minors. However, while this seems as a significant difference between distance workers in relation to children presence, the high tendency for equal evaluation by all respondents was identified for the statement "Difficulty to make yourself work" (p = 0,945) that means that the difference between workers with or without children is not significant.

In relation to the presence of remote working experience, the powerful connection is identified between the motivational factor and constant telecommuters: 62,5% of them feel the very strong

impact of the factor of them. At the same time, among those who never worked remotely and those who worked both in an office and remotely only quarter of each group representatives feel the same (24,1% and 23,6% respectively). Taking into account the low number of responses by constant telecommuters, this result may be defined as not representative. For the last two groups, the speared of impact evaluation is steady.

For the “Position” group, there is no significant difference of the factor influence on the employers and employees. 23,7% of employers and 26% of employee feel very strong effect, 30,7% and 20,7% respectively – just strong effect. 22,8% each of employers assess the influence of the factor as weak and absent at all, and the evaluation of their laziness by employees by the “weak” and “none” level is 26,7% each.

3.4 Problems solutions and recommendations

Previously done research allowed to identify distinctions in attitude to the working from home among different groups of remote employees and formulate recommendation for them according to their specific needs, taking into account their preferences and weaknesses.

In general, main benefits of the telecommuting are economy of travel time and expenses and opportunity to organize working process independently. The last advantage is closely connected with the disadvantage “Lack of control by management” that was evaluated as the most irrelevant. This means, that teleworkers appreciate new for many of them possibility to perform their tasks without permanent monitoring and have more freedom during their working process. Among other problems that are the least actual for distance employees are difficulty of performing tasks via the Internet and lack of access to working information. During media monitoring, many articles were found related to problems during performing tasks because of unusual software, equipment, shortage of required resources in case they are located in offices in printed versions and others. However, mostly those articles were published at the start of COVID-19 pandemic in 2020, and the low level of actuality of mentioned problems allows believing that these problems were already fully or at least partially resolved.

The lowest places of the benefits actuality rating are occupied with statements related to telecommuters’ free time and opportunity to spend their time on non-working issues. This means that even with moving from offices to homes, remote workers are mostly enough responsible and higher appreciate new conditions of independent working than chances to pay less attention to work.

This even resulted in the main disadvantages of teleworking. Employees' highest rates are connected with lack of environment change and lack of balance between work and personal life. This may be understood that for some of them their work has infiltrated personal life and takes overmuch powers. On the other hand, this mix can be interpreted as reversible as in many cases people are distracted by non-working issues during working hours and have no ability to ignore or hide from undesirable interferences.

For these people, a few recommendations may be formulated:

1. Working space should be organized such a way to maximum avoid distractions.

2. Employees and their employers should understand that all of them must have a concrete end of working day (it may depend on strict schedule or on number of hours of work, for example), after which the work should be stopped till the next working day as it happens when the staffer leaves the office. Extra working and lack of resting could lead to stress and even to burnout that would result negatively for both worker and his company.

3. Time-management techniques acquirement may help to improve self-control of time and better organize working process to make it efficient and stop its penetration of personal time.

4. Integration of some specific rituals in the morning and during the day may help to get into working mode. For example, this may be some exercises, changing outfit to working clothes, coffee break with colleagues through video-call to imitate usual morning routine in and office.

Lack of communication with other employees was also highly evaluated and occupied the third position of the most actual disadvantages ratio. People used to work in offices miss not only working negotiations during scheduled meetings, for example, but also personal interactions when they could talk during coffee breaks or even at the same time while working. Staying at home resulted in loneliness and online communication cannot replace alive personal interaction.

Team spirit is the leading negative change according to evaluations of both employers and employees. Lack of communication resulted in the loss of the feeling of being a part of a team. Yet not only communication with other employees is important for remote workers. Although they highly appreciated independency and lack of control, employees evaluated frequency of communication with management almost as negative as team spirit change. At the same time, employers also noted frequency of communication with their staff as one of the most negative changes.

This lack of interactions among employees with each other and with management and the decrease of the being-a-part feeling could be the reasons of the last negative change that again coincided for both bosses and ordinary workers: decline of concentration. For many mentioned statements are the method for taking a rest during working day to continue doing their job with new powers; for others being surrounded by their team is the best motivation. Anyway, some recommendations may be done according to the discovered negative changes:

1. Non-formal video meeting should be held regularly. They should be separated from working negotiations and could be held in the mornings at the start of working day or during lunch time when it is time to take a break.

2. Groups may be created in messengers where employees could freely chat to each other about non-working issues, share interesting themes, joke as an imitation of real dialogue in an office.

3.Managers should be a part of those meetings and groups to demonstrate their participation in the team life. Working problems and emerging questions should be separated and discussed in working groups or during official meeting.

4. For lonely and all wishful persons some groups for interests could be formed. They could spend their time together after work practicing some hobbies, for example, reading books, discussing films, sharing recipes or any other activity that may unite people during their free time.

However, while some of advantages and disadvantages of working from home are actual for the majority, some features may be especially actual for specific groups who require special attention in relation to their necessities.

Opportunity to organize the working process individually is somewhat more important for males. However, according to the results of the research, they feel lack of management control more acutely than females and such working process problems as disorganized working negotiations or difficulties during task performance influence them more intensively than women. Moreover, men sharper feel tension of laziness and making themselves work is more compliable. Their managers should organize such type of a control, which would allow their males-employees work independently, but with motivational help. For example, introduction of everyday or just regular reporting of the performed work may give opportunity to workers feel they organize their working process themselves but anyway they should finish a concrete minimum of tasks daily. Another solution may be usage of special tracking programs that allow bosses to control when their employees started and finished

working and even monitor employees' screens to see what are they actually doing during working time.

For females, psychological problems are more actual. Women tend to feel lonely, locked away more often, and more heavily suffer from blurring boundaries between work and personal life. In teams dominated by women, special attention should be paid to communicational recommendations provided above. Moreover, its is highly important to have a patience and understanding for those women who take a care after a child during working hours as those women are often deprived of the ability to completely isolate themselves from distraction during working hours or to outscore childcare to others. In case it is possible, flexible schedule may be proposed to those female who require it for objective reason or a shortage of duties after personal discussion of working conditions.

Employees of different ages also may appreciate different benefits of remote working and experience different problems. For example, telecommuters ages 18-25 more than others evaluate opportunity to do something parallel during working, much easier combine work and personal life, cherish opportunities to work independently and less than others suffer from such problems as difficulties of performing tasks and communicate via the Internet. At the same time, laziness is one of the factors that strongly influence them. As often they have no great working experience and tend to excurse, management control after their tasks performance is required. The same as for males, regular reporting and time control could help them to achieve the best results.

Telecommuters aged 26-35 and 36-45 also value opportunity to do something during working. Most of them have no serious problems with organization of working space or lack of equipment, yet they are strongly affected by lack of communication and psychological problems. These employees require more attention from the management side and higher level of team building to satisfy their needs of interaction.

It was discovered that distance employees aged 46-55 have the most difficulties while working remotely. Not so familiar with modern technologies as younger people, they feel a powerful tension of working process factors. They suffer from irregular work schedule, and conduction of online negotiations becomes a test from many of them. Moreover, they have problems with organization of working space and feel lack of equipment. In relation to their needs, a few steps could be done by the management side to make their employees of this age group working more comfortable and less stressful:

1. The same or similar working schedule should be implemented, as elder people sometimes tend to act according to the concrete regime.

2. Employees could be provided with equipment they used in office so their working process could be more accustomed to the office mode.

3. Special trainings could be organized to help remote workers assimilate new skills.

4. If possible, some duties could be replaces by easiest ones or organized such a way so employees could fulfill them comfortably and according to requirements.

Remote employees of all ages appreciate opportunity to choose working place individually, work without permanent control and limit distractions caused by other employees. At the same time, all of them equally have difficulties to start working in the mornings and feel loneliness. For solving these problems, informal video meeting may be done in the mornings at the start of working day when they could drink a cup of coffee or tea in the company of their team members, have a talk and wake up enough to start performing their tasks as it is often done the same in an office.

Telecommuters whose children are with them during working day are highly influenced by the factors of organization of working space. That is predictable as they have to arrange their working place in the special manner to be separated from children distractions and at the same time, especially in case of small children, to be able to control them any time. This is not so important for those whose kids are out of home during working hours or childless employees. The last group much more appreciate opportunity to work independently and opportunity to choose working time. Opposite, telecommuters with children (both in and out of home) suffer much more by the lack of management control. As they are also often distracted by family members and household issues their bosses may have to pay more attention to their task performance control to avoid mistakes and inaccuracy. If possible, they could provide flexible schedule for these employees so they could work when the circumstances are the most opportunely.

Moreover, distance workers with children are often feel lack of working atmosphere as well as tension of communicational problems. Frequent interaction with them by management side to help tune in to work may increase their productivity and forget for at least some time about household issues that are always important for people with minors.

While for employees with children is often difficult to concentrate on their tasks performance because of blurring boundaries between work and life, childless workers are more influences by laziness. It is

difficult for them to make themselves working so the management control is required even is this group prefer independent working. Once more the implementation of schedule and progress control could counterbalance aspiration to work independently and provide high results.

Of course, the lockdown and moving from offices to homes the most seriously affected those who never worked remotely before. Short period of lockdown introduction and close of offices made newborns in telecommuting quickly organize new working space in familiar home conditions and learn how to work on distance. Many of them suffer from a weak Internet signal, which was not a significant problem before necessity to use it for working, task performance and negotiations via the Internet, lack of working information and informational overload because of great amount of new data. Moreover, they feel very strong impact of communicational problems. Those who previously tried working both in an office and at home faced almost the same problems. However, they appreciate opportunity of choosing working time while this benefit did not played an important role for people without experience in teleworking.

To meet such employees need the following recommendations could be provided:

1. Necessary equipment from office or opportunity to get the new one should be provided.

2. Special training could be organized for employees who have difficulties with task performance through the Internet.

3. Strict rules for online meeting should be created to make meeting as efficient as they were in an office.

4. All important and possibly necessary information in the printed version should be transformed into virtual form the same as access to it should be provided so employees could use it upon the requirement.

Of course, those employees who always worked remotely had no such problems. They highly appreciate opportunities to choose working time and place and organize their working process such a way to have more free time for family, friends and hobbies. As they chose such type of working independently and in most cases before the lockdown, they are not so influenced by organizational and communicational factors. However, they are under the laziness impact.

Laziness is a factor that affects both employers and employees while they are working remotely. However, the results of the research demonstrated that employers evaluate their working process as more stressful than employees do their own. Bosses suffer from difficulties in organization of working

space, distractions by family and household issues, lack of work inspirations and communicational overload caused by increased amount of virtual interactions about questions that could be solved faster and easier during direct contact in an office. While they have to help their employees to turn into remote working regime that also have to pay attention to their own needs and working conditions.

In general, the following recommendations may be proposed upon the previously done research:

1. Working starts from organization of working space. Special place should be found at home where the level of distraction could be minimized. It should fit all demands: comfortable furniture, all required equipment, good Internet access.

2. Managers should help their employees to organize this working space and in case of necessity support with required items. It is also management duty to organize access to required for working information and resources.

3. Special training should be conducted to help those employees who have any difficulties that can interfere with working process solve their problems and obtain required skills and knowledge. In case the task performance is still overly complicated that is the reason to change employee's duties or position.

4. Managers should consider working and living conditions of their employees. Flexible schedule or strict time control should be introduces depending on special needs as well as other features of working remotely: for example, limitation of video calls in an employee have no opportunity to organize quite working space.

5. Control performance should be implemented depending on work specificity and peculiarities of employees: for some of them role of permanent control only increased since starting working from home, for others it could be better to report once a week, for example, or on special stages of project.

6. Introduction of time-management techniques may help employees organize better their working time and tasks that should be performed. At the same time, usage of special time-tracking programs gives opportunity to the management to monitor time their remote staff spend on working and task performance that leads to increase of responsibility level and decrease number of possibilities for laziness.

7. Communication is extremely important. Private and group online meeting should be conducted enough frequently so manager knows and reports all important information on the one side and

employees could report, ask questions and, finally, feel management involvement and partnership in their work and life.

8. Rules and etiquette recommendations for any types of communication should be created. For example, no external themes during formal meeting; no lateness; no voice messages in case they irritate the majority or no working calls and e-mails after the end of working day.

9. Informal communication is also essential. Organization of informal video conferences, creation of a group for staff chatting, organization of online team building events (for example, when a new employee requires introduction to the colleagues or one of staff members has an important event).

10. Following existing rituals or creation of new ones could help to enter into working mood in the mornings. This could be changing clothes into working or at least casual, drinking a cup of coffee or tea during morning coffee break video conference, exchange with welcoming messages with colleagues or any other activity that can help an employee to feel the same as he did working in an office.

11. Finally, having a rest and a free time is highly important. Regular short breaks should be done during working day for better feeling. After the end of the working day, work should be finished without decision to work one more hour or till the fulfillment of a task. Moreover, it is not polite to make working calls or send working messages (especially with urgent job) after the end of the working day.

CONCLUSIONS AND RECOMMENDATIONS

Working from home became a workplace trend worldwide since the start of COVID-19 pandemic in March 2020. Such model of working was not a new phenomenon, however it got tremendous attention as thousands of employed people in the whole world had to move from offices to homes and transform their houses and apartments into workplaces. Forced to accept new conditions without their own wish and previous training, remote employees faced many problems they had to solve the way they could. At the same time, many of them highly appreciated advantages of distance working that were unavailable for them before.

The current research had a goal to identify main problems of remote employees in Latvia and propose solutions yet a few other conclusions have been done:

1. Many types of distance working exist, and even HR-specialists sometimes confuse them as their specifics are not so conspicuous. Five main types of distance working were identified: distance working itself, remote working, telecommuting, teleworking and working from home. These types were compared according to their employment conditions, income receipt, opportunities to choose working schedule and place, requirements to visit office or any other place to fulfill the tasks. The most appropriate types of working according to current situation are working from home with a limitation that not only computer-based work can be performed but also manual and telecommuting with a limitation that it allows to choose any place for working but not only home.

2. Adaptation to new working conditions is an integral part of working process. It was discovered, that researchers distinguish three types of adaptation: onboarding of new employees, two-way process between new employee and employer and adjustment of ordinary employees to changes. The last type of adaptation was a basic concept of the research as ordinary employees were transferred from their usual workplaces to their homes and had to confront stress that is a normal reaction of working life infiltration into personal life. Managers had to deal with the same difficulties as their employees and, at the same time, search for new methods of staff motivation and ways to solve emerging problems connected with equipment, working process organization, loneliness of workers and others.

3. Media monitoring of Latvian news platforms allowed to identify the main trends remote employees value the most and the main problems of them. It was discovered that Latvian workers mostly appreciate saving time and money they usually waste of travels to work, opportunity to spend more time for families and hobbies and organize their working space independently. The main problems they face while working from hoe are lack of personal contacts, distractions for children and

household and organization of working place. This means that they cherish ability to make their workplace comfortable on their own and have more time for personal life, yet they do not know how to organize their space and isolate themselves from undesirable irritants. Recommendations provided in chosen media sources were also discovered, and main suggestions are also connected with online informal meetings with colleagues, organization of working space and spending time on hobbies after work. Detected trends became a base for creation of the survey about benefits and problems of distance working, however, they could not be accepted as truly or wrong before practical investigation.

4. Comparison of working changes from points of view both employers and employees demonstrated that both groups mostly had no significant changes in their working life with a slow tendency to negative evaluation. However, managers feel more problems with interactions with their staff while telecommuting than their employees.

5. Remote employees highly appreciate economy of travel time and expenses and opportunity to organize working process independently. Moreover, it was found that time and money saving is mostly important for females than to males. Employees aged 18-35 years old cherish opportunity to do something parallel during working distantly more that remote workers of other age groups. Childless persons more that those whose children are at home or out of home during working time appreciate a chance to organize their work independently including choice of working time and limitation of distractions by other employees. Those who always worked remotely still more then others value opportunity to choose working time and place and spend more time on relatives and hobbies.

6. The research question posed at the beginning of the study was "What working problems are faces by employees during distance working?" Latvian telecommuters evaluated the following problems as the most negative: lack of environment change, lack of balance between work and personal life, lack of face-to-face communication with other employees, lack of inspiring working atmosphere and difficulty to stop working in the evening. Men feel lack of management control and laziness more intensively, while women sharper experience such psychological problems as loneliness and blurring the boundaries between work and life. Difficulty in making themselves work is also actual for younger employees aged 18-25; whereas the main problems of telecommuters aged 26-45 are communicational and psychological. Distance employees aged 46-55 have the most complexities with working from home: they suffer from irregular work schedule and online negotiations, have problems with organization of workplace and feel lack of equipment. Naturally, that people with children anguish of distractions and lack of work-life balance while telecommuting, feel lack of team spirit and require

more control by management than childless ones. Lack of inspiration, diversions and communicational overload affect employers more intensively than employees. And, certainly, the most problems have those teleworkers who never worked distantly before the lockdown.

Thuswise, it can be argues that the answer to the research question posed was received, and the main problems remote employees face during working remotely are identified.

After the theoretical and practical research of the phenomenon of distance working in Latvia during COVID-19 pandemic, the recommendations for usage of the obtained results were developed for various groups:

For entrepreneurs:

1. Proposed recommendations for staff adaptation to distance working may be used by state and public, commercial and non-commercial organizations as a basis for creation of adaptation guidelines or action plans for working from home managers and employees.

2. Recommendations are intended primarily for top and middle management. Such recommendations as equipment support of employees, provision of special trainings, introduction of time-management techniques and creation of rules and etiquette suggestions should be implemented first.

3. Some of recommendations (such as introduction of time-management techniques, communications, creation of rituals and having a rest) can be applied and/or modified by ordinary employees, self-employed persons and freelancers for increasing quality of self-control and self-motivation as well as for decreasing level of loneliness and transfusion of work and personal life.

4. Most of the recommendations are timeless and could be introduced fully or partially in any moment of distance working and be used throughout all remote work.

5. Integration of recommendations is free of charge, however, additional expenses may be connected with equipment support (delivery from offices or procurement of new one), trainings conduction by external companies as well as installation of necessary software (required working programs, time-tracking programs, etc.).

For researchers:

1. Data obtained during the literature review may be used as a source of information about types of distance working and adaptation in scientific articles and studies by researchers in the management field from any location.

2. Media monitoring results that provide concentrated information of remote working highlighting in Latvian media in the period from March 2020 until March 2021 may be used as a part of investigations of COVID-19 impact on Latvian remote employees.

3. The further research may be done on the basis of the survey results for previously ignored groups of teleworkers (according to level of education, residence region and family status), for more specific groups of employees (e.g., single women with children or men on a management position).

4. Research results may be used for comparison of telecommuting specifics during COVID-19 in Latvia and other countries.

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ANNEXES

Annex 1.

The questionnaire: "Personal acceptance of distance working in Latvia"

The aim of the questionnaire is to identify problems connected with distance working in Latvia in the period of pandemic and quarantine in 2020-2021. Follow-up questions will ask you about your personal working changes and factors that influence on your distance working. The questionnaire is anonymous, all personal data is protected. Answering the questions will take approximately 5-10 min.

Section A: PESONAL INFORMATION

- Gender
- Male
- Female

2. Age

- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- >65

3. Education

- Secondary
- Bachelor's degree
- Master's degree
- Doctor's degree

4. Residence region

- Riga
- Pieriga
- Vidzeme
- Kurzeme
- Latgale
- Zemgale

5. Family status

- Single
- Married
- Divorced
- Widowed

6. Do you have children under the age of 18?

- Yes, during my working hours they are at home
- Yes, during my working hours they are out of home
- No

7. Did you have experience of remote working before pandemic and quarantine in 2020?

- Never worked remotely
- Worked both in an office and remotely
- Always worked only remotely

8. Do you occupy the position of a middle or top-management?

- Top-management
- Middle management
- Ordinary employee or not a big manager
- Freelancer
- Self-occupied

Section B: WORKING CHANGES

In this section please evaluate your working changes connected with distance working. /
In this section please evaluate working changes connected with distance working of your employees.

Evaluate each statement by 1-5 point scale, where 1 is "**Significant negative changes**", 3 is "**No changes**" and 5 is "**Significant positive changes**".

Question	1	2	3	4	5
Number of duties					
Quality of duties					
Task execution quality					
Task execution speed					
Workload					

Working schedule of employees					
Quality of communication with management / of management with employees					
Frequency of communication with management / of management with employees					
Setting tasks by management remotely/					
Understanding of tasks set by the management remotely by employees					
Working organization					
Concentration (of employees) at work					

Section C: POSITIVE FACTORS

Please evaluate for which extension proposed factors are actual for you during working remotely.

Evaluate each statement by 1-5 point scale, where 1 is "**Absolutely no**", 3 is "**Difficult to answer**" and 5 is "**Absolutely yes**".

Question	1	2	3	4	5
Individual organization of working space					
Opportunity to choose convenient equipment					
Opportunity to choose working place					
Opportunity to choose working time					
Economy of travel time to work					
Economy of travel expenses to work					
Opportunity to organize working process independently					
Opportunity to work individually					
Opportunity to work without permanent control					
Opportunity to limit distractions caused by other employees					
Opportunity to spend more time on relatives and hobbies					
Opportunity to do something parallel during working					

Section D: NEGATIVE FACTORS

Please evaluate for which extension proposed factors are actual for you during working remotely.

Evaluate each statement by 1-5 point scale, where 1 is "**Absolutely no**", 3 is "**Difficult to answer**" and 5 is "**Absolutely yes**".

Question	1	2	3	4	5
Difficulty in organization of working space					
Lack of equipment					
Weak Internet signal					
Irregular work schedule					
Difficulty of performing tasks via the Internet					
Disorganized working negotiations via the Internet					
Lack of access to working information					
Lack of face-to-face communication with management					
Lack of face-to-face communication with other employees					
Lack of control by management					
Difficulty to get into working mode in the morning					
Difficulty to stop working in the evening					
Lack of environment change					
Feeling of loneliness					
Presence of distractions by family members, household issues etc.					
Difficulty to make yourself work					
Lack of balance between work and personal life					
Lack of inspiring working atmosphere					
Informational overload					
Communicational overload					

Section E: EXTRA DIFFICULTIES DURING WORKING REMOTELY

Please indicate if you had problems during working remotely not mentioned in this questionnaire and which ones?

Annex 2.

The survey participants' data

Table 1 of Annex 2. The survey participants' data (Source: summary of survey results carried out by the author)

Variables	**Variables' groups**	**N**	**%**
Gender	Male	32	20,1
	Female	211	79,9
Age	18-25	11	4,2
	26-35	110	41,7
	36-45	85	32,2
	46-55	45	17
	56-65	11	4,2
	>65	2	0,8
Education	Secondary	55	20,8
	Bachelor's degree	111	42
	Master's degree	91	34,5
	Doctor's degree	7	2,7
Residence region	Riga	173	65,5
	Pieriga	62	23,5
	Vidzeme	6	2,3
	Kurzeme	6	2,3
	Latgale	14	5,2
	Zemgale	3	1,1
Family status	Single	48	18,2

	Married	177	67
	Divorced	34	12,9
	Widowed	5	1,9
Children under the age of 18	Yes, during my working hours they are at home	97	36,7
	Yes, during my working hours they are out of home	36	13,6
	No	131	49,6
Previous experience of remote work	Never worked remotely	116	43,9
	Worked both in an office and remotely	140	53
	Always worked only remotely	8	3
Job position	Top-management	27	10,2
	Middle management	79	29,9
	Ordinary employee or not a big manager	148	56,1
	Freelancer	2	0,8
	Self-occupied	8	3
Employer/employee rate	Employer	114	43,2
	Employee	150	56,8
Total		**264**	**100**

Annex 3.

Mann-Whitney U test for benefits statements with significant difference identifies during Kruskal-Wallis analysis

Table 1 of Annex 3. Mann-Whitney U test for age groups (Source: author's calculations)

Age	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed); Exact. Sig. (2-tailed)	Age	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed); Exact. Sig. (2-tailed)
18-25	73,59	466,5	,194	**36-45**	69,98	1532,0	,056*
26-35	59,74			**46-55**	57,04		
18-25	61,14	328,5	,099	**36-45**	48,48	465,5	,981
36-45	46,86			**56-65**	48,68		
18-25	46,50	115,5	**,005**	**36-45**	44,54	39,5	,185
46-55	25,57			**>65**	21,25		,225**
18-25	13,36	40,0	,155;	**46-55**	27,08	183,5	,175
56-65	9,64		,193**	**56-65**	34,32		
18-25	7,86	1,5	**,050**	**46-55**	24,37	28,5	,368
>65	2,25		**,051****	**>65**	15,75		,416**
26-35	102,27	4205,0	,214	**56-65**	7,64	4,0	,150
36-45	92,47			**>65**	3,50		,231**
26-35	85,67	1631,5	**,001**				
46-55	59,26						
26-35	61,54	545,5	,577				
56-65	55,59						
26-35	57,20	33,0	,079*				
>65	18,00		*,0,98***				

* p > 0,05 insignificantly, and tendency for unequal distribution is saved

** Nor corrected for ties.

Table 2 of Annex 3. Mann-Whitney U test for having children groups (Source: author's calculations)

	Having children	**Mean Rank**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Opportunity to choose working time	Yes, during my working hours they are at home	68,93	1558,5	,331
	Yes, during my working hours they are out of home	61,79		
	Yes, during my working hours they are at home	104,28	5362,5	**,038**
	No	122,06		
	Yes, during my working hours they are out of home	64,76	1665,5	**,005**
	No	89,29		
Opportunity to organize working process independently	Yes, during my working hours they are at home	68,97	1555,0	,316
	Yes, during my working hours they are out of home	61,69		
	Yes, during my working hours they are at home	106,11	5540,0	,082*
	No	120,71		
	Yes, during my working hours they are out of home	66,21	1717,5	**,009**
	No	88,89		
Opportunity to work individually*	Yes, during my working hours they are at home	67,76	1672,0	,699
	Yes, during my working hours they are out of home	64,94		
	Yes, during my working hours they are at home	105,50	5480,5	,064*
	No	121,16		
	Yes, during my working hours they are out of home	71,17	1896,0	,059*
	No	87,53		
Opportunity to limit distractions caused by other employees*	Yes, during my working hours they are at home	65,80	1630,0	,544
	Yes, during my working hours they are out of home	70,22		
	Yes, during my working hours they are at home	103,43	5279,5	**,024**
	No	122,70		
	Yes, during my working hours they are out of home	75,85	2064,5	,235
	No	86,24		

* $p > 0,05$ insignificantly, and tendency for unequal distribution is saved

Table 3 of Annex 3. Mann-Whitney U test for having previous experience of teleworking groups (Source: author's calculations)

	Having previous experience of teleworking	**Mean Rank**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Opportunity to choose working time	Never worked remotely	115,90	6658,5	**,011**
	Worked both in an office and remotely	138,94		
	Never worked remotely	61,00	290,0	,070*
	Always worked only remotely	84,25		
	Worked both in an office and remotely	73,66	442,5	,301
	Always worked only remotely	89,19		
Opportunity to spend more time on relatives and hobbies	Never worked remotely	121,30	7284,5	,148
	Worked both in an office and remotely	134,47		
	Never worked remotely	60,56	238,5	**,019**
	Always worked only remotely	90,69		
	Worked both in an office and remotely	72,72	310,5	**,030**
	Always worked only remotely	105,69		
Opportunity to choose working place *	Never worked remotely	125,57	7780.0	,553
	Worked both in an office and remotely	130,93		
	Never worked remotely	60,59	242,0	**,020**
	Always worked only remotely	90,25		
	Worked both in an office and remotely	72,71	310,0	**,028**
	Always worked only remotely	105,75		

* $p > 0,05$ insignificantly, and tendency for unequal distribution is saved

Annex 4.

Cross tabulation for benefits factors

Table 1 of Annex 4. Cross tabulation for Factor 1 (Source: author's calculations)

			Factor 1				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	10	14	14	15	53
		% within Gender	18,9%	26,4%	26,4%	28,3%	100%
	Female	Count	56	52	52	51	211
		% within Gender	26,5%	24,6%	24,6%	24,2%	100%
Age	18-25	Count	0	4	3	4	11
		% within Age	0,0%	36,4%	27,3%	36,4%	100%
	26-35	Count	22	32	27	29	110
		% within Age	20%	29,1%	24,5%	26,4%	100%
	36-45	Count	27	15	24	19	85
		% within Age	31,8%	17,6%	28,2%	22,4%	100%
	46-55	Count	15	9	11	10	45
		% within Age	33,3%	20%	24,4%	22,2%	100%
	56-65	Count	2	5	0	4	11
		% within Age	18,2%	45,5%	0,0%	36,4%	100%
	>65	Count	0	1	1	0	2
		% within Age	0,0%	50,0%	50,0%	0,0%	100%
Child	Yes, during my working hours they are at home	Count	34	20	22	21	97
		% within Child	35,1%	20,6%	22,7%	21,6%	100%
	Yes, during my working hours they are out of home	Count	9	10	10	7	36
		% within Child	25,0%	27,8%	27,8%	19,4%	100%
	No	Count	23	36	34	38	131
		% within Child	17,6%	27,5%	26,0%	29,0%	100%
Experience	Never worked remotely	Count	33	22	37	24	116
		% within Experience	28,4%	19,00%	31,9%	20,7%	100%
	Worked both in an office and remotely	Count	32	43	27	38	140
		% within Experience	22,9%	30,7%	19,3%	27,1%	100%

	Always worked only remotely	Count	1	1	2	4	8
		% within Experience	12,5%	12,5%	25,0%	50,0%	100%
Position	Employer	Count	32	20	28	34	114
		% within Position	28,1%	17,5%	24,6%	29,8%	100%
	Employee	Count	34	46	38	32	150
		% within Position	22,7%	30,7%	25,3%	21,3%	100%

Table 2 of Annex 4. Cross tabulation for Factor 2 (Source: author's calculations)

			Factor 2				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	11	16	19	7	53
		% within Gender	20,8%	30,2%	35,8%	13,2%	100%
	Female	Count	55	50	47	59	211
		% within Gender	26,1%	23,7%	22,3%	28,0%	100%
Age	18-25	Count	2	4	5	0	11
		% within Age	18,2%	36,4%	45,5%	0,0%	100%
	26-35	Count	27	30	27	26	110
		% within Age	24,5%	27,3%	24,5%	23,6%	100%
	36-45	Count	20	15	27	23	85
		% within Age	23,5%	17,6%	31,8%	27,1%	100%
	46-55	Count	16	12	3	14	45
		% within Age	35,6%	26,7%	6,7%	31,1%	100%
	56-65	Count	0	5	4	2	11
		% within Age	0,0%	45,5%	36,4%	18,2%	100%
	>65	Count	1	0	0	1	2
		% within Age	50,0%	0,0%	0,0%	50,0%	100%
Child	Yes, during my working hours they are at home	Count	26	20	23	28	97
		% within Child	26,8%	20,6%	23,7%	28,9%	100%
	Yes, during my working hours they are out of home	Count	12	10	8	6	36
		% within Child	33,3%	27,8%	22,2%	16,7%	100%

	No	Count	28	36	35	32	131
		% within Child	21,4%	27,5%	26,7%	24,4%	100%
Experience	Never worked remotely	Count	35	28	27	26	116
		% within Experience	30,2%	24,1%	23,3%	22,4%	100%
	Worked both in an office and remotely	Count	30	37	37	36	140
		% within Experience	21,4%	26,4%	26,4%	25,7%	100%
	Always worked only remotely	Count	1	1	2	4	8
		% within Experience	12,5%	12,5%	25,0%	50,0%	100%
Position	Employer	Count	32	30	29	23	114
		% within Position	28,1%	26,3%	25,4%	20,2%	100%
	Employee	Count	34	36	37	43	150
		% within Position	22,7%	24,0%	24,7%	28,7%	100%

Table 3 of Annex 4. Cross tabulation for Factor 3 (Source: author's calculations)

			Factor 3				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	22	12	11	8	53
		% within Gender	41,5%	22,6%	20,8%	15,1%	100%
	Female	Count	44	54	55	58	
		% within Gender	20,9%	25,6%	26,1%	27,5%	100%
Age	18-25	Count	5	2	4	0	11
		% within Age	45,5%	18,2%	26,4%	0,0%	100%
	26-35	Count	21	32	28	29	110
		% within Age	19,1%	29,1%	25,5%	26,4%	100%
	36-45	Count	23	19	20	23	85
		% within Age	27,1%	22,4%	23,5%	27,1%	100%
	46-55	Count	13	9	11	12	45
		% within Age	28,9%	20,0%	24,4%	26,7%	100%
	56-65	Count	4	4	2	1	11
		% within Age	36,4%	36,4%	18,2%	9,1%	100%

	>65	Count	0	0	1	1	2
		% within Age	0,0%	0,0%	50,0%	50,0%	100%
Child	Yes, during my working hours they are at home	Count	24	19	28	27	97
		% within Child	24,7%	18,6%	28,9%	27,8%	100%
	Yes, during my working hours they are out of home	Count	9	8	9	10	36
		% within Child	25,0%	22,2%	25,0%	27,8%	100%
	No	Count	33	40	28	29	131
		% within Child	25,2%	30,5%	22,1%	22,1%	100%
Experience	Never worked remotely	Count	33	25	36	22	116
		% within Experience	28,4%	21,6%	31,0%	19,0%	100%
	Worked both in an office and remotely	Count	32	39	27	42	140
		% within Experience	22,9%	27,9%	19,3%	30,0%	100%
	Always worked only remotely	Count	1	2	3	2	8
		% within Experience	12,5%	25,0%	37,5%	25,0%	100%
Position	Employer	Count	31	30	24	29	114
		% within Position	27,2%	26,3%	21,1%	25,4%	100%
	Employee	Count	35	36	42	37	150
		% within Position	23,3%	24,0%	28,0%	24,7%	100%

Annex 5.

Mann-Whitney U test for problems statements for age group with significant difference identifies during Kruskal-Wallis analysis

Table 1 of Annex 5. Mann-Whitney U test for problems for age groups (Source: author's calculations)

Age	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed); Exact. Sig. (2-tailed)	Age	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed)
Difficulty in organization of working space *							
18-25	56,91	560,0	,676	**36-45**	64,19	1801,0	,579
26-35	61,41			**46-55**	67,97		
18-25	38,23	354,5	,184	**36-45**	47,91	417,0	,552
36-45	49,83			**56-65**	53,09		
18-25	22,14	177,5	,140	**36-45**	44,78	19,0	,056*
46-55	30,06			**>65**	11,00		,059**
18-25	9,45	38,0	,129	**46-55**	28,31	239,0	,858
56-65	13,55		,151**	**56-65**	29,27		
18-25	7,73	3,0	,094*	**46-55**	24,82	8,0	**,046**
>65	3,00		,154**	**>65**	5,50		,046**
26-35	91,95	4010,0	,081*	**56-65**	7,73	3,0	*,094*
36-45	105,82			**>65**	3,00		,154**
26-35	73,59	1989,5	**,050**				
46-55	88,79						
26-35	59,72	464,5	,193				
56-65	73,77						
26-35	57,19	34,0	,086*				
>65	18,50		,104**				
Lack of equipment							
18-25	62,00	594,0	,918	**36-45**	62,27	1638,0	,170
26-35	60,90			**46-55**	71,60		

18-25 **36-45**	43,09 49,20	408,0	,483	**36-45** **56-65**	50,25 35,00	319,0	,080*
18-25 **46-55**	22,36 30,00	180,0	,154	**36-45** **>65**	44,74 12,50	22,0	,068* ,077**
18-25 **56-65**	12,55 10,45	49,0	,418 ,478**	**46-55** **56-65**	30,93 18,55	138,0	**,021**
18-25 **>65**	7,64 3,50	4,0	,139 ,231**	**46-55** **>65**	24,82 5,50	8,0	**,046** ,046**
26-35 **36-45**	91,88 105,92	4001,5	,076*	**56-65** **>65**	7,45 4,50	6,0	,256 ,410**
26-35 **46-55**	71,55 93,77	1765,5	**,004**				
26-35 **56-65**	62,02 50,77	492,5	,292				
26-35 **>65**	57,15 21,00	39,0	,106 ,135**				
Irregular work schedule *							
18-25 **26-35**	47,55 62,35	457,0	,168	**36-45** **46-55**	62,30 71,54	1640,5	,174
18-25 **36-45**	35,00 50,25	319,0	,079*	**36-45** **56-65**	49,30 42,32	399,5	,422
18-25 **46-55**	18,45 30,96	137,0	**,019**	**36-45** **>65**	44,32 30,25	57,5	,425 ,465**
18-25 **56-65**	10,64 12,36	51,0	,503 ,562**	**46-55** **56-65**	30,01 22,32	179,5	,151
18-25 **>65**	6,95 7,25	10,5	,914, 923**	**46-55** **>65**	24,43 14,25	25,5	,291 ,337**
26-35 **36-45**	94,09 103,06	4245,0	,258	**56-65** **>65**	7,18 6,00	9,0	,673 ,769**
26-35 **46-55**	72,76 90,80	1899,0	**,020**				
26-35	61,33	568,5	,734				

56-65	57,68						
26-35	56,74	83,5	,548				
>65	43,25		,581**				
Difficulty of performing tasks via the Internet							
18-25	49,09	474,0	,194	**36-45**	60,32	1472,0	**,025**
26-35	62,19			**46-55**	71,54		
18-25	34,91	318,0	,066*	**36-45**	50,00	340,0	,118
36-45	50,26			**56-65**	36,91		
18-25	15,95	109,5	**,003**	**36-45**	43,81	68,5	,622
46-55	31,57			**>65**	52,25		,655**
18-25	11,41	59,5	,933	**46-55**	31,23	124,5	**,009**
56-65	11,59		,949**	**56-65**	17,32		
18-25	6,64	7,0	,334	**46-55**	23,96	43,0	,914
>65	9,00		,513**	**>65**	25,00		,936**
26-35	93,30	4158,0	,156	**56-65**	6,68	7,5	,398
36-45	104,08			**>65**	8,75		,513**
26-35	70,12	1608,0	**,000**				
46-55	97,27						
26-35	62,00	495,5	,278				
56-65	51,05						
26-35	56,25	82,5	,511				
>65	70,25		,568**				
Presence of distractions by family members, household issues etc.							
18-25	38,09	353,0	**,020**	**36-45**	70,19	1513,5	**,046**
26-35	63,29			**46-55**	56,63		
18-25	23,95	197,5	**,001**	**36-45**	50,22	321,5	,085*
36-45	51,68			**56-65**	35,23		
18-25	20,36	158,0	,057*	**36-45**	44,34	56,0	,399
46-55	30,49			**>65**	29,50		,450**
18-25	10,14	45,5	,297	**46-55**	29,03	223,5	,609
56-65	12,86		,332**	**56-65**	26,32		
18-25	6,77	8,5	,599	**46-55**	24,11	40,0	,786

>65	8,25		,641**	**>65**	21,50		,816**
26-35	89,65	2757,0	**,016**	**56-65**	7,00	11,0	1,000
36-45	108,80			**>65**	7,00		1,000**
26-35	78,64	2404,5	,776				
46-55	76,43						
26-35	61,71	526,5	,468				
56-65	53,86						
26-35	56,64	94,5	,727				
>65	48,75		,741**				
Lack of balance between work and personal life							
18-25	38,09	353,0	**,020**	**36-45**	69,63	1561,5	,078*
26-35	63,29			**46-55**	57,70		
18-25	27,64	238,0	**,007**	**36-45**	49,11	416,0	,541
36-45	51,20			**56-65**	43,82		
18-25	20,91	164,0	,078*	**36-45**	44,68	27,0	,090*
46-55	30,36			**>65**	15,00		,112**
18-25	9,32	36,5	,101	**46-55**	28,09	229,0	,696
56-65	13,68		,116**	**56-65**	30,18		
18-25	7,26	8,5	,599	**46-55**	24,56	20,0	,178
>65	5,75		,641**	**>65**	11,50		,224**
26-35	92,69	4091,0	,126	**56-65**	7,59	4,5	,188
36-45	104,87			**>65**	3,75		,231**
26-35	79,58	2301,0	,483				
46-55	74,13						
26-35	60,95	599,0	,956				
56-65	61,55						
26-35	57,14	40,0	,116				
>65	21,50		,142**				

* p > 0,05 insignificantly, and tendency for unequal distribution is saved

** Nor corrected for ties.

Annex 6.

Cross tabulations for age group

Table 1 of Annex 6. Cross tabulation for age and family groups (Source: author's calculations)

			Family				Totally
			Single	Married	Divorced	Widowed	
Age	18-25	Number	8	3	0	0	11
		% in Age	72,7%	27,3%	0,0%	0,0%	100,0%
	26-35	Number	23	80	6	1	110
		% in Age	20,9%	72,7%	5,5%	0,9%	100,0%
	36-45	Number	14	58	12	1	85
		% in Age	16,5%	68,2%	14,1%	1,2%	100,0%
	46-55	Number	2	28	14	1	45
		% in Age	4,4%	62,2%	31,1%	2,2%	100,0%
	56-65	Number	1	6	2	2	11
		% in Age	9,1%	54,5%	18,2%	18,2%	100,0%
	>65	Number	0	2	0	0	2
		% in Age	0,0%	100,0%	0,0%	0,0%	100,0%
Totally		Number	48	177	34	5	264
		% in Age	18,2%	67,0%	12,9%	1,9%	100,0%

Table 2 of Annex 6. Cross tabulation for age and having children groups (Source: author's calculations)

			Family				Totally
			Single	Married	Divorced	Widowed	
Age	18-25	Number	8	3	0	0	11
		% in Age	72,7%	27,3%	0,0%	0,0%	100,0%
	26-35	Number	23	80	6	1	110
		% in Age	20,9%	72,7%	5,5%	0,9%	100,0%
	36-45	Number	14	58	12	1	85
		% in Age	16,5%	68,2%	14,1%	1,2%	100,0%

	46-55	Number	2	28	14	1	45
		% in Age	4,4%	62,2%	31,1%	2,2%	100,0%
	56-65	Number	1	6	2	2	11
		% in Age	9,1%	54,5%	18,2%	18,2%	100,0%
	>65	Number	0	2	0	0	2
		% in Age	0,0%	100,0%	0,0%	0,0%	100,0%
Totally		Number	48	177	34	5	264
		% in Age	18,2%	67,0%	12,9%	1,9%	100,0%

Annex 7.

Mann-Whitney U test for problems statements with significant difference identifies during Kruskal-Wallis analysis

Table 1 of Annex 7. Mann-Whitney U test for having children groups (Source: author's calculations)

	Having children	**Mean Rank**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Disorganized working negotiations via the Internet	Yes, during my working hours they are at home	67,78	1670,5	,693
	Yes, during my working hours they are out of home	64,90		
	Yes, during my working hours they are at home	127,25	5116,5	**,009**
	No	105,06		
	Yes, during my working hours they are out of home	94,33	1986,0	,127
	No	81,16		
Lack of control by management	Yes, during my working hours they are at home	64,79	1532,0	,260
	Yes, during my working hours they are out of home	72,94		
	Yes, during my working hours they are at home	125,62	5274,5	**,019**
	No	106,26		
	Yes, during my working hours they are out of home	104,64	1615,0	**,002**
	No	78,33		
Presence of distractions by family members, household issues etc.	Yes, during my working hours they are at home	67,51	1696,5	,796
	Yes, during my working hours they are out of home	65,63		
	Yes, during my working hours they are at home	145,26	3370,0	**,000**
	No	91,73		
	Yes, during my working hours they are out of home	110,75	1395,0	**,000**
	No	76,65		
Lack of balance between work and personal life	Yes, during my working hours they are at home	67,28	1718,5	,886
	Yes, during my working hours they are out of home	66,24		
	Yes, during my working hours they are at home	128,29	5015,5	**,005**
	No	104,29		
	Yes, during my working hours they are out of home	97,97	1855,0	**,046**

	No	80,16		
Lack of inspiring working atmosphere	Yes, during my working hours they are at home Yes, during my working hours they are out of home	64,90 72,67	1542,0	,289
	Yes, during my working hours they are at home No	124,31 107,23	5401,5	**,048**
	Yes, during my working hours they are out of home No	101,71 79,13	1720,5	**,011**

Table 2 of Annex 7. Mann-Whitney U test for having previous experience of teleworking groups (Source: author's calculations)

	Having previous experience of teleworking	**Mean Rank**	**Mann-Whitney U**	**Asymp. Sig. (2-tailed)**
Weak Internet signal	Never worked remotely Worked both in an office and remotely	121,17 134,57	7270,0	,133
	Never worked remotely Always worked only remotely	64,36 35,56	248,5	**,019**
	Worked both in an office and remotely Always worked only remotely	76,88 32,94	227,5	**,003**
Difficulty of performing tasks via the Internet*	Never worked remotely Worked both in an office and remotely	129,47 127,70	8008,0	,841
	Never worked remotely Always worked only remotely	64,36 35,50	248,0	**,019**
	Worked both in an office and remotely Always worked only remotely	76,38 41,63	297,0	**,017**
Disorganized working negotiations via the Internet	Never worked remotely Worked both in an office and remotely	125,67 130,84	7792,0	,562
	Never worked remotely Always worked only remotely	64,27 36,88	259,0	**,028**
	Worked both in an office and remotely Always worked only remotely	76,51 39,38	279,0	**,013**
Lack of access to working information	Never worked remotely	130,08	7936,5	,744

	Worked both in an office and remotely	127,19		
	Never worked remotely Always worked only remotely	64,20 37,88	267,0	**0,34**
	Worked both in an office and remotely Always worked only remotely	76,19 44,88	323,0	**,034**
Informational overload	Never worked remotely Worked both in an office and remotely	139,74 119,19	6816,0	**,024**
	Never worked remotely Always worked only remotely	62,76 58,75	434,0	,755
	Worked both in an office and remotely Always worked only remotely	74,14 80,88	509,0	,658

* p > 0,05 insignificantly, and tendency for unequal distribution is saved

Annex 8.

Respondents' extra answers

Table 1 of Annex 8. Respondents' extra answers

N	Answer	Group
1	I decided to buy a chair and a desk but still, I prefer to go to the office and go out. It is tiring to work at home, the spaces are not separated.	Equipment Lack of space Environment change
2	Stress caused by bad internet connection or problems during video calls.	Technical – internet, video calls
3	Some things simply need face to face interaction and Zoom etc. does not do the trick.	Technical - Video calls Communication
4	Homeschooling while working	Children and household distraction
5	The student does not study and interferes with the work of adults.	Children and household distraction
6	At the same time, it is necessary to engage in distance learning of children !!!	Children and household distraction
7	Homeschooling two primary school children	Children and household distraction
8	programs are overloaded and do not always work quickly, but overall they are convenient.	Technical – overload programs
9	Lack of movement	Lack of movement - Health
10	many clients have been involved in the remote work process for a very long time	Long period of adaptation - psycho
11	A child of kindergarten age greatly interferes with the work process. It turns out to work well only when he sleeps.	Children and household distraction
12	There was a moment when I was asked for an urgent solution in a situation, usually I went to the director and together we found a solution to the problem. At a remote location, you can't get through to the authorities, you can't get through to e-mail. I had to solve the problem a couple of times myself as I see it. When the boss called back and I told him what the problem was and how I solved it, sometimes he was not happy with my decision, but at the same time he always said "it is his own fault that during working hours he was not at the phone / at the computer." Second point: the accounting department requested the original documents for the 2018 transaction. Archive in the office. I had to go.	Lack of communication with management Lack of access to information/resources Lack of work-life balance – no stop working

	And yet, the main point is that remote work is constantly working. Some of my colleagues decided to work at 19.00 - wait for the calls. They call now not only from 8 am to 5 pm. And constantly! E-mails from colleagues / bosses may arrive at 2 am.	
13	Yes, the boss thinks that since I'm at home, the access to the computer is round-the-clock.	Lack of work-life balance – no stop working
14	Children's studies take a lot of time, they have to work late at night	Children and household distraction
15	Yes, it is not possible to appoint a meeting with the client, which significantly delays the decision-making process	Lack of personal communication
16	Timely receipt of correspondence that does not come in electronic form	Organization of work
17	There was no access to production servers.	Technical - servers
18	changing job requirements and lack of training assistance	Duties
19	Children who need help with lessons during working hours, play, take a walk, cook breakfast-lunch-dinner.	Children and household distraction
20	Time planning	Organization of work
21	Deviations from the topic in remote meetings - a waste of time.	Communicational problems during video calls
22	Management misunderstanding of workload and responsibilities / tasks, possibly due to lack of daily communication.	Duties Lack of communication with management
23	Difficulty communicating with colleagues and resolving issues quickly	Communication with colleagues Organization of work
24	There is no exchange of energy with the audience, which is very helpful in gaining strength during direct contact	Team spirit
25	Deteriorated health, not so comfortable chair at home, talking to someone during a coffee break, switching, at home - a constant posture at the computer for a long time creates tension in the muscles of the shoulder girdle, from which the back and hands start to hurt.	Equipment Health problems
26	Respect for confidentiality. Children hear work conversations	Children and household distraction
27	When you started working from home, the costs related to meals increased, because free lunch and coffee, etc. were provided in the office.	Increase of expenses
28	Health problems - watery eyes, neck pain	Health problems
29	Ergonomic workplace; anxiety that personal computer equipment will break down and will have to buy a new one for its own means, because the home laptop computer is not designed according to the parameters for such workload	Equipment

30	Electricity bill increase	Increase of expenses
31	Sometimes it was difficult for colleagues to choose different working hours at home than for me, in cases when I have to complete related tasks, I have to wait a long time for a colleague to perform.	Organization of work – task execution speed
32	The company refused to give me a printer at home because they thought I would print something on myself at their expense.	Equipment
33	It affects finances. Psychological and emotional problems. Also health, because sedentariness is great	Increase of expenses Health problems
34	Hard to work with 2 small children, only one of them is an infant.	Children and household distraction
35	No planned and expected vacation, lost the purpose of making money because you can not spend.	Motivation
36	There is a lack of opportunities to have fun, celebrate together. Only work and cooking. Constantly, because the child wants to eat all the time.	Loneliness Children and household distraction
37	Desire to return to work normally sooner so as not to degrade into loneliness and become severely depressed	Loneliness
38	Difficult flow of documents from / to accounting	Technical – documents circulation
39	It took a while for my husband and I to “work in” and learn to coordinate meetings and appointments.	Meetings
40	Lack of social contact	Loneliness
41	Lack of socialization is the biggest problem and it will make itself felt for a long time, because man is a social being. Unfortunately, this will result in mental disorders for a generation that is currently of primary and lower secondary school age (especially!).	Loneliness
42	Cooking dinners instead of canteen	Children and household distraction

Annex 9.

Cross tabulation for benefits factors

Table 1 of Annex 9. Cross tabulation for Factor 1 (Source: author's calculations)

			Factor 1				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	19	13	12	9	53
		% within Gender	35,8%	24,5%	22,6%	17,0%	100%
	Female	Count	47	53	54	57	211
		% within Gender	22,3%	25,1%	25,6%	27,0%	100%
Age	18-25	Count	5	4	0	2	11
		% within Age	45,5%	36,4%	0,0%	18,2%	100%
	26-35	Count	27	31	29	23	110
		% within Age	24,5%	28,2%	26,4%	20,9%	100%
	36-45	Count	20	16	22	27	85
		% within Age	23,5%	18,8%	25,9%	31,8%	100%
	46-55	Count	10	13	12	10	45
		% within Age	22,2%	28,9%	26,7%	22,2%	100%
	56-65	Count	3	1	3	4	11
		% within Age	27,3%	9,1%	27,3%	36,4%	100%
	>65	Count	1	1	0	0	2
		% within Age	50,0%	50,0%	0,0%	0,0%	100%
Child	Yes, during my working hours they are at home	Count	26	21	22	28	97
		% within Child	26,8%	21,6%	22,7%	28,9%	100%
	Yes, during my working hours they are out of home	Count	5	9	11	11	36
		% within Child	13,9%	25,0%	30,6%	30,6%	100%
	No	Count	35	36	33	27	131
		% within Child	26,7%	27,5%	25,2%	20,6%	100%
Experience	Never worked remotely	Count	25	27	25	39	116
		% within Experience	21,6%	23,3%	21,6%	33,6%	100%
	Worked both in an office and remotely	Count	39	38	40	23	140
		% within Experience	27,9%	27,1%	28,6%	16,4%	100%

	Always worked only remotely	Count	2	1	1	4	8
		% within Experience	25,0%	12,5%	12,5%	50,0%	100%
Position	Employer	Count	23	25	35	31	114
		% within Position	20,2%	21,9%	30,7%	27,2%	100%
	Employee	Count	43	41	31	35	150
		% within Position	28,7%	27,3%	20,7%	23,3%	100%

Table 2 of Annex 9. Cross tabulation for Factor 2 (Source: author's calculations)

			Factor 2				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	8	15	15	15	53
		% within Gender	15,1%	28,3%	28,3%	28,3%	100%
	Female	Count	58	51	51	51	211
		% within Gender	27,5%	24,2%	24,2%	24,2%	100%
Age	18-25	Count	4	4	2	1	11
		% within Age	36,4%	36,4%	18,2%	9,1%	100%
	26-35	Count	29	28	29	24	110
		% within Age	26,4%	25,5%	26,4%	21,8%	100%
	36-45	Count	20	24	19	22	85
		% within Age	23,5%	28,2%	22,4%	25,9%	100%
	46-55	Count	7	7	15	16	45
		% within Age	15,6%	15,6%	33,3%	35,6%	100%
	56-65	Count	5	3	1	2	11
		% within Age	45,5%	27,3%	9,1%	18,2%	100%
	>65	Count	1	0	0	1	2
		% within Age	50,0%	0,0%	0,0%	50,0%	100%
Child	Yes, during my working hours they are at home	Count	21	23	26	27	97
		% within Child	21,6%	23,7%	26,8%	27,8%	100%
	Yes, during my working hours they are out of home	Count	10	9	9	8	36
		% within Child	27,8%	25,0%	25,0%	22,2%	100%

	No	Count	35	34	31	31	131
		% within Child	26,7%	26,0%	23,7%	23,7%	100%
Experience	Never worked remotely	Count	25	26	32	33	116
		% within Experience	21,6%	22,4%	27,6%	28,4%	100%
	Worked both in an office and remotely	Count	37	37	33	33	140
		% within Experience	26,4%	26,4%	23,6%	23,6%	100%
	Always worked only remotely	Count	4	3	1	0	8
		% within Experience	50,0%	37,5%	12,5%	0,0%	100%
Position	Employer	Count	29	24	28	33	114
		% within Position	25,4%	21,1%	24,6%	28,9%	100%
	Employee	Count	37	42	38	33	150
		% within Position	24,7%	28,0%	25,3%	22,0%	100%

Table 3 of Annex 9. Cross tabulation for Factor 3 (Source: author's calculations)

			Factor 3				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	12	11	15	15	53
		% within Gender	22,6%	20,8%	28,3%	28,3%	100%
	Female	Count	54	55	51	51	211
		% within Gender	25,6%	26,1%	24,2%	24,2%	100%
Age	18-25	Count	4	4	2	1	11
		% within Age	36,4%	36,4%	18,2%	9,1%	100%
	26-35	Count	27	25	25	33	110
		% within Age	24,5%	22,7%	22,7%	30,0%	100%
	36-45	Count	22	19	23	21	85
		% within Age	25,9%	22,4%	27,1%	24,7%	100%
	46-55	Count	10	13	13	9	45
		% within Age	22,2%	28,9%	28,9%	20,0%	100%
	56-65	Count	3	5	1	2	11
		% within Age	27,3%	45,5%	9,1%	18,2%	100%

	>65	Count	0	0	2	0	2
		% within Age	0,0%	0,0%	100,0%	0,0%	100%
Child	Yes, during my working hours they are at home	Count	24	18	26	29	97
		% within Child	24,7%	18,6%	26,8%	29,9%	100%
	Yes, during my working hours they are out of home	Count	7	8	6	15	36
		% within Child	19,4%	22,2%	16,7%	41,7%	100%
	No	Count	35	40	34	22	131
		% within Child	26,7%	30,5%	26,0%	16,8%	100%
Experience	Never worked remotely	Count	33	27	24	32	116
		% within Experience	28,4%	23,3%	20,7%	27,6%	100%
	Worked both in an office and remotely	Count	30	37	40	33	140
		% within Experience	21,4%	26,4%	28,6%	23,6%	100%
	Always worked only remotely	Count	3	2	2	1	8
		% within Experience	37,5%	25,0%	25,0%	12,5%	100%
Position	Employer	Count	25	25	30	34	114
		% within Position	21,9%	21,9%	26,3%	29,8%	100%
	Employee	Count	41	41	36	32	150
		% within Position	27,3%	27,3%	24,0%	21,3%	100%

Table 4 of Annex 9. Cross tabulation for Factor 4 (Source: author's calculations)

			Factor 4				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	12	18	15	8	53
		% within Gender	22,6%	34,0%	28,3%	15,1%	100%
	Female	Count	54	48	51	58	211
		% within Gender	25,6%	22,7%	24,2%	27,5%	100%
Age	18-25	Count	3	3	3	2	11
		% within Age	27,3%	27,3%	27,3%	18,2%	100%
	26-35	Count	35	28	25	22	110
		% within Age	31,8%	25,5%	22,7%	20,0%	100%

	36-45	Count	19	18	24	24	85
		% within Age	22,4%	21,2%	28,2%	28,2%	100%
	46-55	Count	6	13	10	16	45
		% within Age	13,3%	28,9%	22,2%	35,6%	100%
	56-65	Count	2	3	4	2	11
		% within Age	18,2%	27,3%	36,4%	18,2%	100%
	>65	Count	1	1	0	0	2
		% within Age	50,0%	50,0%	0,0%	0,0%	100%
Child	Yes, during my working hours they are at home	Count	20	26	23	28	97
		% within Child	20,6%	26,8%	23,7%	28,9%	100%
	Yes, during my working hours they are out of home	Count	12	6	7	11	36
		% within Child	33,3%	16,7%	19,4%	30,6%	100%
	No	Count	34	34	36	27	131
		% within Child	26,0%	26,0%	27,5%	20,6%	100%
Experience	Never worked remotely	Count	32	29	28	27	116
		% within Experience	27,6%	25,0%	24,1%	23,3%	100%
	Worked both in an office and remotely	Count	29	35	38	38	140
		% within Experience	20,7%	25,0%	27,1%	27,1%	100%
	Always worked only remotely	Count	5	2	0	1	8
		% within Experience	62,5%	25,0%	0,0%	12,5%	100%
Position	Employer	Count	27	28	26	33	114
		% within Position	23,7%	24,6%	22,8%	28,9%	100%
	Employee	Count	39	38	40	33	150
		% within Position	26,0%	25,3%	26,7%	22,0%	100%

Table 5 of Annex 9. Cross tabulation for Factor 5 (Source: author's calculations)

			Factor 5				
			None	**Weak**	**Strong**	**Very strong**	**Total**
Gender	Male	Count	7	17	14	15	53
		% within Gender	13,2%	32,1%	26,4%	28,3%	100%

	Female	Count	59	49	52	51	211
		% within Gender	28,0%	23,2%	24,6%	24,2%	100%
Age	18-25	Count	3	3	1	4	11
		% within Age	27,3%	27,3%	9,1%	36,4%	100%
	26-35	Count	21	29	29	31	110
		% within Age	19,1%	26,4%	26,4%	28,2%	100%
	36-45	Count	23	21	20	21	85
		% within Age	27,1%	24,7%	23,5%	24,7%	100%
	46-55	Count	15	10	12	8	45
		% within Age	33,3%	22,2%	26,7%	17,8%	100%
	56-65	Count	3	3	4	1	11
		% within Age	27,3%	27,3%	36,4%	9,1%	100%
	>65	Count	1	0	0	1	2
		% within Age	50,0%	0,0%	0,0%	50,0%	100%
Child	Yes, during my working hours they are at home	Count	27	24	26	20	97
		% within Child	27,8%	24,7%	26,8%	20,6%	100%
	Yes, during my working hours they are out of home	Count	10	8	12	6	36
		% within Child	27,8%	22,2%	33,3%	16,7%	100%
	No	Count	29	34	28	40	131
		% within Child	22,1%	26,0%	21,4%	30,5%	100%
Experience	Never worked remotely	Count	31	31	26	28	116
		% within Experience	26,7%	26,7%	22,4%	24,1%	100%
	Worked both in an office and remotely	Count	34	33	40	33	140
		% within Experience	24,3%	23,6%	28,6%	23,6%	100%
	Always worked only remotely	Count	1	2	0	5	8
		% within Experience	12,5%	25,0%	0,0%	62,5%	100%
Position	Employer	Count	26	26	35	27	114
		% within Position	22,8%	22,8%	30,7%	23,7%	100%
	Employee	Count	40	40	31	39	150
		% within Position	26,7%	26,7%	20,7%	26,0%	100%

Author's Declaration

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