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### **REMOTE JOB DESIGN POSSIBILITIES TO WORK IN LITHUANIAN COMPANIES FROM DISTANT LOCATIONS**

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#### Introduction

The trends of globalization, growth, and acceleration of quality of life, emergence of knowledge society and economy, growth of population mobility and evolution (ICT) and pandemic situation lead to the emergence of remote job design concept. Recently a number of studies analyse remote work, telework, telecommuting, but still there is a lack of studies relating remote job design to possibilities to work from distant locations. Further research is needed to solve the research problem - what are possibilities of remote job design in Lithuanian companies working from distant locations?

#### Research Aim

is to analyse the possibilities of remote job design in Lithuanian companies from distant locations here.

#### Materials and Methods

Remote work common features could be found: the dispersion of the geographical location of the members of the organization, lack of face-to-face communication, and the dependence on electronic devices and ICT. The ways to design remote job are broken down according to the place of work, time allocation and intensity of use. Remote work should be designed by the individual elements of diversity of workplace, time, and scope.

Methods: analysis of the scientific literature and quantitative method of survey (211 respondents).

#### Results

Primarily the segment of jobs where possible for the respondents to perform their job duties remotely was identified: 37.9% of survey participants estimated that their work could not be done in a remote way, but 26.1% of respondents job duties cannot be performed remotely. Other respondents estimate that the part of work could be done remotely and the other part – in a workplace created by employer. Thus, it can be stated that the majority of respondents (62.1% in sum) could perform at least a part of their job duties working remotely.

Nevertheless, 26,1% jobs can be fully remote, only 4% of respondents prefer to have completely remote job. The majority of respondents (41.2%) would like to have the opportunity to mix working from home with going to workplace in flexible way (see Table 1), 15.6% - would not like to, and 14.2% - would like to have remote job. 17.5% want to work remotely occasionally, 11.4% currently have remote job place.

In sum, the picture of prone to remote job employee by demographic characteristics of the respondents can be drawn: (1) man, (2) 16-25 years of age, (3) freelancer /working in small company, and (4) working in sales or marketing area.

If survey participants are given the opportunity to work remotely from distant locations, the largest part (62.1%) will work from home, 41.7% - flexibly from anywhere and anytime, 25,1% - when traveling, 12.8% agree to work remotely during vacation, 1.4% will find suitable public place, and only 0.9% of respondents find possible to combine several remote occupations, i.e., to get a higher salary. 15.6% - do not want to work remotely, but only 3.3% of them will not categorically work remotely. So, it can be argued that, by getting acquainted with the remote work model, companies start to see the benefits and design remote workplaces, as there is no strong opposition to remote job design.

Assessing the use of indirect communication channels used in companies when working, in communication with colleagues and managers most respondents use telephone (86.3% of respondents), e-mail (70.1%), messages (32.7 %), specific software (32.2%), video conferencing (17,1%), so, remote job design for them wouldn't be an obstacle to communicate, but 32.2% of respondents communicate with managers and colleagues only directly face-to-face.

The most acceptable remote work schedule for survey participants is flexible one, when employee can choose the right ratio of remote work to traditional working hours (47.4%). The lowest number of survey participants (4.3%) was in favour of all 8 hours of remote work, as well as only 14.7% would like to work all 8 working hours at the employers' guaranteed workplace. 22.3% of the respondents would work virtually less of their working time, while 11.4% would work most of their working hours from distant location. Therefore, it can be argued that flexible remote job design could be implemented in the majority of companies in order reduce costs and raise job satisfaction, as well as employer attractiveness.

However, most of the participants agreed with the statement that the results of working remotely depend on self-discipline (2,66 points from 3) and that it would be useful to develop remote jobs in distant locations (2,38 from 3), especially when the lower costs (2.23 from 3) and convenience avoiding commuting (2.22 from 3) are considered. Most of the respondents does not avoid the use of indirect modern ways of communication (2.10 from 3), they even feel less stressed when the formal communication and clothing style is not remotely needed (2.09 from 3) and feel less tension and competition between team members (2.02 from 3).

The main benefits of remote job design identified by respondents are workplace cost savings (71.6%), savings in money and time (71.1%/67.3%), convenience (57.3%), although the promotion of new opportunities/innovations in companies and the growth of mobility (37.4%/39.8%), quick response in the process (29.9%), faster information transfer (24.2%), personal development (23.7%), efficiency (15.6%), accuracy and clarity of information (11.8%) are not considered as strengths of remote job design. Barriers to remote job design appeared to be quite low: difficulties to concentrate (for 30% of respondents), the need for direct contact with both clients (36.0%) and colleagues (28.0%), difficulties to understand the information (21.8%), lack of experience (27.0%), only 16.1% named the hostile attitude of the managers against remote job in Lithuanian companies, as well as insignificance of factors related to internet connection, working with ICT and e-devices is revealed.

Table 1  
Possible/preferred remote job design, %

	Possible	Preferred
Yes, 100% remotely	26	4
70% remote/30% traditional	4	11
50% remote/50% traditional	14	48
30% remote/70% traditional	10	22
No, 0% of remote work	38	15

#### Conclusions

1. The characteristics of remote job design are similar to traditional in the pursuit of goals, communication (indirect) to perform the task, and attitudes.
2. The employees of Lithuanian companies recognize the benefits of remote job design and would like to work remotely in flexible way for the most, where and when it is needed, at least in a part of their work time.
3. Managers do not oppose remote job design, but when working remotely it would be difficult to concentrate and communicate with clients or colleagues, and to maintain fulfilment of social needs at work, therefore initial actions on remote job coordination systems and preparing as well as motivating employees to perform work in a timely and productive manner.

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