

**Article history:**

Received: 2021/07/20

Revised: 2021/11/18

Available online: 2021/12/05

**Research Article:** Citation date: 2021/12/05

# The Impact of Remote Work on Firm's Profitability: Optimizing Virtual Employee Productivity and Operational Costs

Aidar Vafin

ORCID



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).

## Abstract

Remote working offers a series of benefits not only to the employees individually but importantly to the companies as a whole. This research discusses how altering business strategy to accommodate remote working may boost the profitability of a firm. More specifically, we proposed the RW (Remote-Work) led growth hypothesis. We derived this hypothesis from two perspectives: the VEP (Virtual employee productivity) and VOC (Cost-cutting through the virtual office). We argued that employee productivity increases through factors such as work-life balance and employee engagement. Additionally, a firm can reduce operational expenses by adopting a work-from-home model. Although working remotely can increase the profitability of a firm, certain hidden expenses must be evaluated. This research also discusses these challenges that may cause the degrowth of a firm. We recommend that firms should resolve these issues to make a robust growth strategy that can achieve growth in the remote working model. The remote work trend is a recent phenomenon and there is not enough empirically workable dataset from different firms. Some post-pandemic surveys suggest that companies enjoyed profits to some extent but these surveys lack rigorous empirical models.

**Keywords:** *Cost-cutting, Employee productivity, Remote work, Virtual office*

## Introduction

As technological and cultural patterns change, the way people work changes as well. Working remotely was formerly impracticable for many businesses, but modern technology has made this move simpler. Today, people who work for different businesses have the flexibility to operate tasks from places other than their traditional office. What we mean when we say a traditional office is a place where people mostly work on their desktops but are still in the same place or home (Hill, Ferris, and Mårtinson, 2003). It is mostly about people who work on their own computers, like people who work at banks, insurance companies, and other businesses that have administrative jobs (Dingel and Neiman, 2020). Employees currently want an inexpensive, quicker, and more eco-friendly way to work. Working from home enables workers to work from a place other than a central location, such as an office. Some workers work remotely full-time, while others telecommute for a portion of the week or a few days each month. While the majority of remote workers work from home, people also have the option of working at coffeehouses, parks, or libraries.

The companies that did not want people to work from home were concerned about how productive people who worked from home would be. Because of the pandemic, stress levels rose, which, of course, slowed productivity and motivation, which was what employers were worried about in the first place, so they had to change things quickly (Sahni, 2020). Taking care of the stress of remote workers was among the factors that supervisors were focused on. Businesses will almost always have to deal with the stress of working from home. Because every company is different, it must weigh the advantages and downsides before making a choice. However, since the COVID-19 has pushed working from home to the center of employee attention, it is a smart idea to begin building the framework to see whether it is practical for a firm when the present crisis has passed.

(Staples, Hulland and Higgins, 1999) argued that there are four important drives for a company that must do work in a virtual environment. The first is a digital technology which is a critical component in a virtual workplace. It enables employees to work remotely, leaders to oversee the company, and members of the organization to interact with one another. The second important factor is excellent communication between the management and the employee. Finally, the two last major drivers are learning and training, and successful management strategies, which include the manager's perspective of what is practical, so that meeting, performance, and other expectations are in accordance with reality.

Having remote employees has a variety of advantages for firms, including cost savings, employee productivity, and work-life balance but there are also possible downsides that must be considered. Although working remotely might save businesses money, there are certain hidden expenses that must

be considered. As more people work from home, questions over how to start making remote work efficient and how to move to a new job from a traditional one have become more and more common. This is a new situation for both managers and workers, and it needs to change everything about how people work in an office, as well as how they think about how they work at work.

Many workforces, however, seem to have little chance for remote work. Others of their activities need collaboration with others or the use of specialized technology; others, such as doing CT scans, should be done on-site; and some, including delivering products, must be done non-virtually. Many of these positions are low-wage and more vulnerable to wider trends like automation and digitalization. As a result, remote employment has the potential to amplify socioeconomic inequities (Robinson *et al.*, 2020). Some occupations demand employees be in the offices or on sites. Jobs in sectors such as transport, restaurants, maintenance services, and agriculture provide little or no possibility for remote work because of the physical basis of the majority of their job tasks. Building inspectors are required to visit buildings or construction locations. Health workers must operate in a medical setting. Many government-designated important professions, such as healthcare, and building maintenance fall into this group with minimal remote work potential (Lund *et al.*, 2020).

## **A conceptual framework for remote led growth**

### **VEP (Virtual employee productivity)**

Remote employees are as much a business's asset just like its product, service, and on-site employees, and they may improve or ruin a firm. As a result, a corporation needs to invest in its people while simultaneously anticipating a gain from that investment via employee productivity (Bhatti and Qureshi, 2007). virtual employee productivity is a measure of an individual's or a group's efficiency while working remotely. It is assessed by examining the overall workforce or employee production in a certain time period. In most circumstances, an individual's productivity will be measured in relation to the average production of other workers performing comparable work.

Virtual workers must provide value for the firm that surpasses the cost of worker compensation before it makes economic sense for a business to recruit them. In this sense, a worker is an investment that, in principle, should produce a good return to the organization while working remotely. This is only possible if a remote worker is productive. Thus, the value of productivity in a company is measured by the distinction between an employee who profits for the firm and an employee who loses money.

Remote workers who are not productive tend to become uninspired and alienated, which has a detrimental influence on the organization's and staff's culture. Increased engagement is among the most significant factors of workplace productivity (Patro, 2013). Employees that are more productive will be more inclined to participate in company activities and develop good relationships with their

coworkers (Anitha, 2014). They are less prone to be exhausted and dissatisfied. This will result in a favorable feedback loop for both the worker and the company.

Employee productivity has been argued to increase when employees work remotely (Staples, Hulland and Higgins, 1999; Choudhury, Foroughi and Larson, 2021). Home offices are not nearly as disturbing, and remote workers are less likely to be stopped in the middle of their workday by a coworker passing by to talk, an intercom announcement, or another workplace distraction. Working from home may also assist reduce tardiness since workers are not subjected to unmanageable traffic and commute. People who work remotely are less likely to take sick leave. Companies a large amount of money per worker per year due to irregular absences, so the cost savings mount up rapidly.

According to a recent Upwork poll, employees in the United States have saving of more than \$90 billion by not traveling since the outbreak began (Ozimek, 2020). Not unexpectedly, even before the epidemic, studies have shown workplace flexibility plays a significant impact on workers' employment choices, with commuting stress constantly ranking as one of the top four reasons why people prefer flexible jobs (Ozimek, 2020).

According to the FlexJobs 2019 Survey, 41 percent of respondents said that one of the major reasons they were looking for flexible employment was to avoid the stress of commuting (Reynolds, 2019). According to the Upwork survey, employees who work remotely save an average of nearly 1 hour per day—or more than four days per year—by not having to travel (Ozimek, 2020). The researchers observed that this also serves to reduce their carbon impact and saves their expenses, estimating that during the epidemic, remote employees save almost 33 million hours of automobile commuting every day.

There are diverse employee personalities when developing remote-working regulations. Extrovert employees like working alongside their coworkers and prefer open-plan workspaces (Hochschild, 1997). Introverts are the polar opposite; they are very reticent and like to work in closed offices with a limited number of people. While introverts may be okay with remote work, extroverts may oppose it simply because they would suffer loneliness due to a lack of social connection with coworkers, creating a setting that is unproductive for them. Effective remote-working rules need the development of proper communication channels among workers.

Remote work has also an effect on employee engagement. (Lee, 2018) conducted research on remote employees' employee engagement. The problem was that these than half of the nation's workforce were disengaged, resulting in yearly expenses of employee disengagement of up to \$550 billion for businesses. The goal of the research was to elicit responses that are suitable for sustaining, reinforcing, or undermining the workplace's current state. (Weideman & Hofmeyr, 2020) conducted a study to

determine the effect of work-from-home (WFH) on employee engagement. The purpose of this research was to determine why institutions in South Africa embrace work from home, to investigate the impacts of employee participation on organizations' decision to adopt work from home, to comprehend employee interactions when working from home, to identify the disadvantages of work from home, and to comprehend how work-from-home can be reinforced to facilitate employee engagement. (Nakrošienė et al., 2019) investigated the features and results of telework. The goal of the study was to examine the link between telework's possibly dependent variables and its varied personal and organizational consequences. (Adhitama & Riyanto, 2020) examined ways to maintain employee engagement and performance. The enormous impact of the Covid-19 epidemic on workers' private and professional life is producing worry, rage, and fatigue. This research is a continuation of a study conducted at PT Koexim Mandiri Finance on the influence of the work environment on employee performance and engagement. The two aims of this study are to preserve staff engagement and efficiency. Qualitative techniques are used in this research to examine virtual face-to-face interview procedures. (Hosna et al., 2020) conducted a study on the influence of coronaviruses on employee performance in Bangladesh. This research was conducted to determine the impact of Covid-19 and its influence on employee performance in Bangladesh. To complete this report, the employee's response to changes in work performance was evaluated.

Employees' health and happiness suffer as a result of a lack of work-life balance. Those who maintain a healthy work-life balance are frequently happy and less stressed. When employees are happy, they are more likely to be motivated, productive, and produce superior results (Sturges and Guest, 2004; Kim, 2014). Remote employees identify improved work-life balance as the primary reason they work from home. They have the freedom to plan their workday in order to be most productive, complete duties effectively, and create time for hobbies outside of work.

### **VOC (Virtual Office Cost-cutting).**

Allowing workers to work remotely saves money. Remote working may help firms save money in a variety of ways. Cost-cutting methods are those used by a business to minimize its expenditures and increase its profitability. Cost-cutting strategies are generally undertaken when a firm is in financial difficulties or during market downturns (Chowdhury and Lang, 1996). They may also be used if a firm anticipates future profitability concerns, in which case cost-reducing might become the core of the corporate plan.

Considering how to implement virtual technologies into an organization may also be beneficial. If tasks can be handled on a computer without the need for additional staff, employing virtual technology may

help a business save money. Virtual technology may also help workers be more productive, saving the organization money (BarNir, Gallagher and Auger, 2003; Abou-foul, Ruiz-Alba and Soares, 2021).

Cost-cutting by shifting a physical workplace to a virtual one may result in a significant improvement in margins. The savings might potentially be passed on to customers in the shape of reduced pricing or greater quantity for the same price. This will result in increased demand for the goods, cost savings from large-scale manufacturing, more employment via industrialization, and an overall improvement in the level of life. Effective cost-cutting methods do not just comprise large-scale cost-cutting initiatives. Small improvements may make a big effect if they are implemented consistently.

A remote workplace reduces business travel. Employee travel for meetings, conferences, or site visits may be an expenditure that a firm may cut or eliminate. Before allowing business travel, be certain that the planned travels are required and examine ways to cut travel expenditures. Examples of how to reduce or eliminate business travel include the following: Teleconference sessions as opposed to in-person meetings, a decrease in the number of site visitors, and a decrease in the number of workers attending conferences or meetings. make use of freelancers and contractors (Olson, 1983; Salomon, 1986).

If a firm's workload varies often, it may be less expensive to hire numerous contract and freelance workers rather than a few full-time employees. This technique may not apply to every firm, but it may allow the company to save money on benefits and full-time wages.

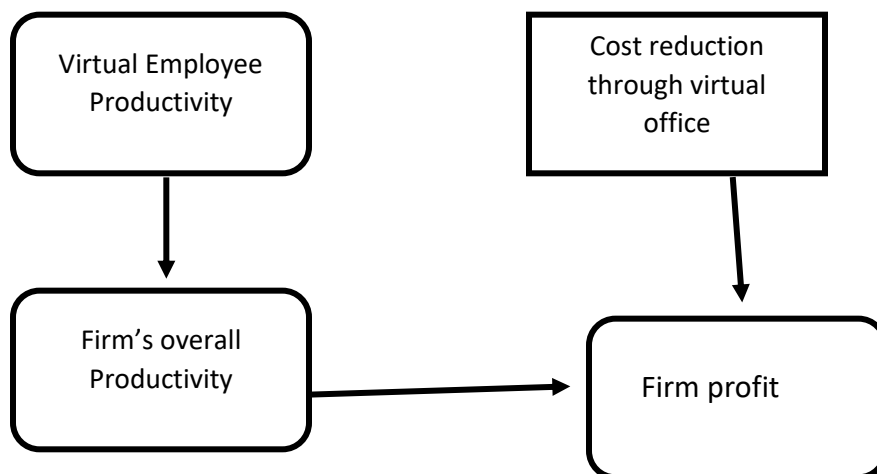


Figure 1. RW-led growth

Office supplies are a must-have item for any business. Reducing office supply expenses is an excellent area to explore in cost-cutting efforts. They are expenditures that are required for the organization's

staff to complete their responsibilities. Many companies do not keep good records of how much funds are spent on these items (Olson, 1983; Bailey and Kurland, 2002). The problem arises when corporations find that every department is functioning in this manner, with each department acquiring various office tools at different costs and not buying from a contract agreement. These purchases build up over time, and the company may end up leaving a large quantity of money year after year.

Many established organizations have already seen cost reductions as a result of telecommuting. Sun Microsystems saved \$68 million per year on real estate expenditures, while Dow Chemical and Nortel saved more than 30 percent on non-real estate costs (Silvermann, 2020). According to Global WorkplaceAnalytics, approximately six out of ten businesses see cost savings as a significant advantage of remote work (GWA, 2009; Pronto, 2020).

There are many types of costs a firm can save by adopting a remote work model. Lower healthcare costs: Studies have shown that telecommuting helps workers live healthier lives. According to one research, home workers had a 25% lower stress level, had healthier diet selections, and had a healthier work balance. All of these variables contribute to workers living healthier lives, which may lead to lower healthcare expenditures in the long run.

Additionally, travel costs can be reduced. Businesses that function online may save money on expensive business visits. They may utilize videoconference and remote communications systems to reduce staff travel and travel expenditures since they are already using them for day-to-day operations.

Moreover, remote working helps lower the cost of acquiring new clients. Alpine Access observed a significant improvement in remote agent performance after establishing a work-from-home policy. Agents closed 30% more transactions than the previous year, while client complaints were reduced by 90% (Rapoza, 2013). Keeping consumers satisfied encourages them to return, increasing earnings and lowering the cost of acquiring new clients.

Besides these major cost savings, work from home rules may save businesses money in additional ways, such as rental costs and utilities, food, cleaning service, and taxes. If the majority of the firm's staff works from home, the firm won't need to pay for bigger office space, which will save money on rent and electricity. The second type of expense is the cleaning services. With fewer employees on-site, cleaning services cost is likely to be greatly reduced. If a company allows remote working for its staffs, it can save money spent by offering a canteen service or providing snacks during meetings. A company's tax burden is determined by three factors: wages, sales, and property. Making modifications to accommodate remote employees may have an effect on the company's tax burden as well.

## **Remote work challenges that can hamper the growth of a firm**

While working remotely has its benefits for a company, it also has certain drawbacks. Companies should consider the following challenges before implementing the work-from-home as a permanent component of the workplace.

Many remote employees struggle to connect with colleagues. Remote workers, like manager-employee interactions, often find it challenging to connect with one another when they have minimal in-person contact. When a team is split between remote employees, the extra issue is ensuring that distant workers are not shut out of spontaneous choices and dialogues taking place on-site.

Creating a company culture with a remote workforce is difficult (Mulki, Bardhi and Lassk, 2009), but not impossible. There exist essential tools for project sharing and management, but they also have a social component. It is considered simple to set up message channels for watercooler chats, exchange films and articles, and engage in other casual activities. Managers may anticipate more innovation and better decision-making from a workforce that is closely attached.

At home, there are several distractions that might distract an employee's attention on their job. Some of these causes are screaming children, road-noise, ringing doorbells, barking pets, and domestic tasks. Employees who continue working from home must have a designated workstation, access to childcare, and a routine (Xiao *et al.*, 2021).

Remote employment may cause emotions of loneliness and isolation, particularly for people who live alone. Even if an employee seems to have their own desk in a formal office building, they encounter others throughout the day in the hallway, elevator, and parking lot. They also engage with individuals at coffee shops, and restaurants on their way to work and during their lunch break. Workers may merely exchange niceties, but it is a social physical connection in person. Staff who work remotely are excluded from these discussions (Sandy Staples, 2001).

Although a healthier work balance might be advantageous at times, many remote workers find the reverse to be true. Some workers discover that work is infiltrating their personal lives more and more. It might begin with something as easy as replying to an email. However, if employees are not attentive, this might lead to many emails or additional work after hours. For some, this extends an eight-hour day to ten hours or more. When the job is inside the house, the barrier between work and family life gets blurred, which may lead to fatigue and bad morale (Grant, Wallace and Spurgeon, 2013; Palumbo, Manna and Cavallone, 2020).

Another challenge in remote working is the increased reliance on meetings. When a company's personnel are dispersed around the country, managers will desire to keep an eye on them. Supervisors



can no longer stroll across the workplace to check up on their staff in a virtual work environment. Instead, they must plan virtual meetings to address ordinary project management responsibilities. While internet meetings might be less distracting than face-to-face meetings, they are seldom the focus of the workday. Employees are often irritated when there are too many meetings.

Concerns about cybersecurity are another challenge in remote working. Remote workers may unknowingly jeopardize the company's data and networks. Unsecured wireless connections, unattended PCs, and data leaks are just a few of the possible bad consequences that an organization may face (Borkovich and Skovira, 2020; Hutchins, 2020). If a worker or employee has little technological abilities, there is a possibility of cyber assault. One of the most significant remote work security methods is teleworking security awareness—recognizing and admitting that security threats exist. That may seem to be a simple statement, but it is also the unifying factor in both the technological and human aspects of remote work protection. Working remotely has certain inherent security problems, which raises the risk of security incidents happening. This is especially true now that we have gotten used to using technology (Deloitte, 2020).

Organizations must also deal with the risk of confidentiality breaches. This might involve overhearing a private conversation or discovering sensitive data on an employee's PC. Businesses must emphasize the need for secrecy and consider restricting work in public places.

Instability or inconsistency of internet access also causes problems in a remote working setup. The Internet connection is not steady at all times. Aside from power and internet failures, connections might fluctuate in speed and dependability throughout the day. Slow speeds, delay, and poor audio / visual connectivity are prevalent in populated regions where several others also work from homes, such as apartment buildings and densely packed cities (Rafiq *et al.*, 2021). The issue is exacerbated by differences in high-quality internet connections throughout the nation. In rural regions, dependable internet connectivity is still a luxury. According to a PEW poll Households with lower educational levels and money face comparable barriers to adequate internet access (Pew Research Center, 2020).

Additionally, remote working may become uncomfortable for new employees (Klopotek, 2017). Even in the best of conditions, starting up a new career is unpleasant for most individuals. However, recruits to a company may feel frustrated if they are transitioning from a typical workplace to one that is mostly centered from home. They must not only learn how to function in their new position, but they should also learn how to handle new technologies. As a consequence, managers may find themselves spending more time teaching a new distant worker.

## Conclusion

Many businesses have resisted accepting remote work in the past, mostly due to worries about productivity and security, as well as a lack of knowledge about why allowing for flexible work alternatives is such a critical endeavor to execute. While acceptance of remote work is projected to continue expanding as employee expectations alter, not all firms are equipped to cope with the repercussions.

As enterprises prepare cost-cutting initiatives to rebound from COVID-19 disruption, executives should consider if remote work is suitable for their company. Many companies aren't resuming office work. Companies can consider the cost reductions for everyone concerned rather than forcing businesses and staff to return to offices. Employers may enjoy significant savings and productivity gains, while people save time and money by minimizing commuting and working from home. Given that working remotely will predominate in the post-COVID-19 world, implementing it today will guarantee that firms remain sustainable and successful in the future workforce.

Unfortunately, several businesses executed cost-cutting strategies hastily, failing to consider possibly harmful long-term consequences. Cost-cutting without discipline may seriously harm a company's basis and weaken its strategic advantages, restricting its capacity to capitalize on fresh possibilities to increase market share and revenues during an economic recovery (Vafin, 2017; Aidar Vafin, 2018; A. Vafin, 2018).

When working remotely, organizations should make sure that staff has the proper tools to connect and cooperate. Unified communications systems integrate team messaging, teleconferencing, and cloud phone services into a single system for employee collaboration (Alhaddad, 2017, 2018a, 2018b, 2021). Employees may access their colleagues from anywhere in the globe by switching between means of interaction with a simple click. Many individuals do not comprehend the distinction between going online at work and getting online at home since the experience seems to be basically the same. A safe remote workforce starts with appropriately identifying risks so that businesses can put the equipment and skills in place to minimize them.

To begin reaping the benefits of giving flexible work alternatives, it is useful for an organization to begin by weighing the good and the bad sides of remote work. These will guide the subsequent actions the organization takes to initiate a work-from-home effort and will assist establish appropriate expectations.

Future research should consider empirically investigating the impact of remote work on a firm's profitability. The remote work trend is a new phenomenon and there is not enough experimentally

usable dataset from diverse organizations. Some post-pandemic polls imply that corporations experienced profits to some extent but these surveys lack robust empirical models.

## References

- Abou-foul, M., Ruiz-Alba, J. L. and Soares, A. (2021) "The impact of digitalization and servitization on the financial performance of a firm: an empirical analysis," *Production Planning & Control*. Informa UK Limited, 32(12), pp. 975–989. doi: 10.1080/09537287.2020.1780508.
- Adhitama, J. and Riyanto, S. (2020) "Maintaining Employee Engagement and Employee Performance during Covid-19 Pandemic at PT. Koexim Mandiri Finance," *JoUrnal of Research in Bussiness and Management*. academia.edu, 8(3). Available at: [https://www.academia.edu/download/63595093/Quest\\_Journals\\_Inc.\\_-\\_Journal20200611-10111-lrgan2.pdf](https://www.academia.edu/download/63595093/Quest_Journals_Inc._-_Journal20200611-10111-lrgan2.pdf).
- Alhaddad, M. M. (2017) "The Impacts of EdTech Collaboration, IoT-Connected Classroom and Intelligent Grading System on Educational Performance," *Advances in Contemporary Science and Technology*, 2(1), pp. 44–67.
- Alhaddad, M. M. (2018a) "Artificial Intelligence in Banking Industry: A Review on Fraud Detection, Credit Management, and Document Processing," *ResearchBerg Review of Science and Technology* . researchberg.com, 2(3), pp. 25–46. Available at: <https://researchberg.com/index.php/rrst/article/view/37>
- Alhaddad, M. M. (2018b) "Implementing Blockchain in Public Sectors in MENA Countries: Opportunities and Challenges," *Empirical Quests for Management Essences*, 2(4), pp. 30–45.

- Alhaddad, M. M. (2021) "The Impact of Cloud Adoption on The SMB Profit: Evidence from Panel Data analysis," *Empirical Quests for Management Essences*. researchberg.com, 1(1), pp. 51–64. Available at: <https://researchberg.com/index.php/eqme/article/view/39>
- Anitha, J. (2014) "Determinants of employee engagement and their impact on employee performance," *International Journal of Productivity and Performance Management*. Emerald Group Publishing Limited, 63(3), pp. 308–323. doi: 10.1108/IJPPM-01-2013-0008.
- Bailey, D. E. and Kurland, N. B. (2002) "A review of telework research: findings, new directions, and lessons for the study of modern work," *Journal of organizational behavior*. Wiley, 23(4), pp. 383–400. doi: 10.1002/job.144.
- BarNir, A., Gallagher, J. M. and Auger, P. (2003) "Business process digitization, strategy, and the impact of firm age and size: the case of the magazine publishing industry," *Journal of Business Venturing*. Elsevier, 18(6), pp. 789–814. doi: 10.1016/S0883-9026(03)00030-2.
- Bhatti, K. K. and Qureshi, T. M. (2007) "Impact of employee participation on job satisfaction, employee commitment and employee productivity," *International review of business research papers*. academia.edu, 3(2), pp. 54–68. Available at: <https://www.academia.edu/download/31222208/Bhatti.pdf>.
- Borkovich, D. J. and Skovira, R. J. (2020) "Working from home: Cybersecurity in the age of COVID-19," *Issues in Information Systems*. researchgate.net, 21(4). Available at: [https://www.researchgate.net/profile/Debra-Borkovich/publication/354694505\\_Working\\_From\\_Home\\_Cybersecurity\\_in\\_the\\_Age\\_of\\_Covid-19/links/614819b43c6cb310697e0f54/Working-From-Home-Cybersecurity-in-the-Age-of-Covid-19.pdf](https://www.researchgate.net/profile/Debra-Borkovich/publication/354694505_Working_From_Home_Cybersecurity_in_the_Age_of_Covid-19/links/614819b43c6cb310697e0f54/Working-From-Home-Cybersecurity-in-the-Age-of-Covid-19.pdf).

- Choudhury, P. (raj), Foroughi, C. and Larson, B. (2021) "Work-from-anywhere : The productivity effects of geographic flexibility," *Strategic Management Journal*. Wiley, 42(4), pp. 655–683. doi: 10.1002/smj.3251.
- Chowdhury, S. D. and Lang, J. R. (1996) "Turnaround in small firms: An assessment of efficiency strategies," *Journal of business research*. Elsevier, 36(2), pp. 169–178. doi: 10.1016/0148-2963(95)00119-0.
- Deloitte (2020) *Cyber crime – the risks of working from home*, Deloitte Switzerland. Available at: <https://www2.deloitte.com/ch/en/pages/risk/articles/covid-19-cyber-crime-working-from-home.html>
- Dingel, J. I. and Neiman, B. (2020) "How many jobs can be done at home?," *Journal of public economics*. Elsevier, 189, p. 104235. doi: 10.1016/j.jpubeco.2020.104235.
- Grant, C. A., Wallace, L. M. and Spurgeon, P. C. (2013) "An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance," *Employee relations law journal*. Emerald Group Publishing Limited, 35(5), pp. 527–546. doi: 10.1108/ER-08-2012-0059.
- GWA (2009) *Costs and Benefits*, *Global Workplace Analytics*. Available at: <https://globalworkplaceanalytics.com/resources/costs-benefits>
- Hill, E. J., Ferris, M. and Märtinson, V. (2003) "Does it matter where you work? A comparison of how three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life," *Journal of vocational behavior*. Elsevier, 63(2), pp. 220–241. doi: 10.1016/S0001-8791(03)00042-3.
- Hochschild, A. R. (1997) "When work becomes home and home becomes work," *California Management Review; Berkeley*. search.proquest.com, pp. 79–97. Available at:

<https://search.proquest.com/openview/f899c02242364df834029e68c3e01df5/1?pq-origsite=gscholar&cbl=42247>.

Hosna, A. U. *et al.* (2020) "Impact of mental pressure and coronavirus (Covid-19) on the work performance of working mothers of Bangladesh," *American International Journal of Business Management (AIJBM)*. researchgate.net, 3(12), pp. 63–69. Available at:

<https://www.researchgate.net/profile/Asma->

[Hosna/publication/347951121\\_Impact\\_of\\_Mental\\_Pressure\\_and\\_Coronavirus\\_Covid-19\\_on\\_the\\_Work\\_Performance\\_of\\_Working\\_Mothers\\_of\\_Bangladesh/links/5fea10f4a6fdccdc812cf7a/Impact-of-Mental-Pressure-and-Coronavirus-Covid-19-on-the-Work-Performance-of-Working-Mothers-of-Bangladesh.pdf](https://www.researchgate.net/publication/347951121_Impact_of_Mental_Pressure_and_Coronavirus_Covid-19_on_the_Work_Performance_of_Working_Mothers_of_Bangladesh/links/5fea10f4a6fdccdc812cf7a/Impact-of-Mental-Pressure-and-Coronavirus-Covid-19-on-the-Work-Performance-of-Working-Mothers-of-Bangladesh.pdf).

Hutchins, S. B. (2020) "Cybersecurity Policies for Remote Work," *Risk Management; New York volume*. search.proquest.com, pp. 10–12. Available at:

<https://search.proquest.com/openview/02c55d38bfba58195370c220e59ca42b/1?pq-origsite=gscholar&cbl=47271>.

Kim, H. K. (2014) "Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment," *Global Business & Management Research*. gbmjournal.com, 6(1). Available at: <http://gbmjournal.com/pdf/vol.%206%20no.%201/Kim.pdf>.

Kłopotek, M. (2017) "The advantages and disadvantages of remote working from the perspective of young employees," *Organizacja i Zarządzanie: kwartalnik naukowy*. cejsh.icm.edu.pl. Available at:

<http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.baztech-ed42d0c6-5898-4b3b-a46e-f3ded21414c4>.

Lee, A. M. (2018) *An Exploratory Case Study of How Remote Employees Experience Workplace Engagement*. search.proquest.com. Available at:

<https://search.proquest.com/openview/3d226fcfb0e301f03651e646c38f4b15/1?pq-origsite=gscholar&cbl=18750>.

Lund, S. *et al.* (2020) "What's next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries," *McKinsey Global Institute*. [thebusinessleadership.academy](http://thebusinessleadership.academy), pp. 1–13. Available at: <http://thebusinessleadership.academy/wp-content/uploads/2021/01/MGI-Whats-next-for-remote-work-v3.pdf>.

Mulki, J. P., Bardhi, F. and Lassk, F. G. (2009) "Set up remote workers to thrive," *MIT Sloan Management*. [researchgate.net](https://www.researchgate.net). Available at: [https://www.researchgate.net/profile/Felicia-Lassk/publication/264844669\\_Set\\_Up\\_Remote\\_Workers\\_to\\_Thrive/links/542ec3900cf29bbc126f5601/Set-Up-Remote-Workers-to-Thrive.pdf](https://www.researchgate.net/profile/Felicia-Lassk/publication/264844669_Set_Up_Remote_Workers_to_Thrive/links/542ec3900cf29bbc126f5601/Set-Up-Remote-Workers-to-Thrive.pdf).

Nakrošienė, A., Bučiūnienė, I. and Goštautaitė, B. (2019) "Working from home: characteristics and outcomes of telework," *International journal of manpower*. Emerald Publishing Limited, 40(1), pp. 87–101. doi: 10.1108/IJM-07-2017-0172.

Olson, M. H. (1983) "Remote office work: changing work patterns in space and time," *Communications of the ACM*. New York, NY, USA: Association for Computing Machinery, 26(3), pp. 182–187. doi: 10.1145/358061.358068.

Ozimek, A. (2020) "Where Remote Work Saves Commuters Most," *Available at SSRN 3777314*. doi: 10.2139/ssrn.3777314.

Palumbo, R., Manna, R. and Cavallone, M. (2020) "Beware of side effects on quality! Investigating the implications of home working on work-life balance in educational services," *The TQM Journal*. Emerald Publishing Limited, 33(4), pp. 915–929. doi: 10.1108/TQM-05-2020-0120.

Patro, C. S. (2013) "The impact of employee engagement on organization's productivity," in *2nd International Conference on Managing Human Resources at the Workplace*.

researchgate.net, pp. 13–14. Available at:

[https://www.researchgate.net/profile/Chandra-Sekhar-](https://www.researchgate.net/profile/Chandra-Sekhar-Patro/publication/281967834_The_Impact_of_Employee_Engagement_on_Organizatio)

[Patro/publication/281967834\\_The\\_Impact\\_of\\_Employee\\_Engagement\\_on\\_Organizatio](https://www.researchgate.net/profile/Chandra-Sekhar-Patro/publication/281967834_The_Impact_of_Employee_Engagement_on_Organizatio)

[n's\\_Productivity/links/55ffe1bd08aec948c4f9c08a/The-Impact-of-Employee-](https://www.researchgate.net/profile/Chandra-Sekhar-Patro/publication/281967834_The_Impact_of_Employee_Engagement_on_Organizatio)

[Engagement-on-Organizations-Productivity.pdf](https://www.researchgate.net/profile/Chandra-Sekhar-Patro/publication/281967834_The_Impact_of_Employee_Engagement_on_Organizatio).

Pew Research Center (2020) *As schools close due to the coronavirus, some U.S. students face a digital 'homework gap,' Pew Research Center*. Available at:

<https://www.pewresearch.org/fact-tank/2020/03/16/as-schools-close-due-to-the-coronavirus-some-u-s-students-face-a-digital-homework-gap/>.

Pronto (2020) *How to Enable Remote Work During the Coronavirus Outbreak, Pronto*. Available at: <https://pronto.io/remote-work-during-coronavirus/>

Rafiq, M. *et al.* (2021) "University libraries response to COVID-19 pandemic: A developing country perspective," *The Journal of Academic Librarianship*. Elsevier, 47(1), p. 102280. doi: 10.1016/j.acalib.2020.102280.

Rapoza, K. (2013) "One In Five Americans Work From Home, Numbers Seen Rising Over 60%," *Forbes Magazine*, 18 February. Available at:

<https://www.forbes.com/sites/kenrapoza/2013/02/18/one-in-five-americans-work-from-home-numbers-seen-rising-over-60/>

Reynolds, B. W. (2019) "FlexJobs 2019 Annual Survey: Flexible Work Plays Big Role in Job Choices," *Luettavissa*: <https://www.flexjobs.com/blog/post/survey-flexible-work-job-choices/>. *Luettu*, 11, p. 2021.



- Robinson, L. *et al.* (2020) "Digital inequalities in time of pandemic: COVID-19 exposure risk profiles and new forms of vulnerability," *First Monday*. halshs.archives-ouvertes.fr, 25(7). Available at: <https://halshs.archives-ouvertes.fr/halshs-02888223/>.
- Sahni, J. (2020) "Impact of COVID-19 on Employee Behavior: Stress and Coping Mechanism During WFH (Work From Home) Among Service Industry Employees," *International Journal of Operations Management*. Inovatus Services Ltd., 1(1), pp. 35–48. doi: 10.18775/ijom.2757-0509.2020.11.4004.
- Salomon, I. (1986) "Telecommunications and travel relationships: a review," *Transportation Research Part A: General*. Elsevier, 20(3), pp. 223–238. doi: 10.1016/0191-2607(86)90096-8.
- Sandy Staples, D. (2001) "Making Remote Workers Effective," in *Telecommuting and Virtual Offices: Issues and Opportunities*. IGI Global, pp. 186–212. doi: 10.4018/978-1-878289-79-7.ch011.
- Silvermann, B. (2020) *How Working From Home Can Save Companies Money*, *business.com*. Available at: <https://www.business.com/articles/working-from-home-save-money/>
- Staples, D. S., Hulland, J. S. and Higgins, C. A. (1999) "A Self-Efficacy Theory Explanation for the Management of Remote Workers in Virtual Organizations," *Organization Science*. INFORMS, 10(6), pp. 758–776. doi: 10.1287/orsc.10.6.758.
- Sturges, J. and Guest, D. (2004) "Working to live or living to work? Work/life balance early in the career," *Human resource management journal*. Wiley, 14(4), pp. 5–20. doi: 10.1111/j.1748-8583.2004.tb00130.x.
- Vafin, A. (2017) "Negotiation with Dominant Supplier: Power Determination, Partnership, and Joint Buying," *International Journal of Contemporary Financial Issues*. hcommons.org. Available at: <https://hcommons.org/deposits/item/hc:44887/>.

- Vafin, Aidar (2018) "Should Firms Lower Product Price in Recession? A Review on Pricing Challenges for Firms in Economic Downturn," *ResearchBerg Review of Science and Technology* . researchberg.com, 2(3), pp. 1–24. Available at: <https://researchberg.com/index.php/rrst/article/view/34>
- Vafin, A. (2018) "Volume Discount Sensitivity Analysis for Optimal Pricing Strategies in B2B Firms," *Empirical Quests for Management Essences*. researchberg.com, 2(4), pp. 15–29. Available at: <https://researchberg.com/index.php/eqme/article/view/33>.
- Weideman, M. and Hofmeyr, K. B. (2020) "The influence of flexible work arrangements on employee engagement: An exploratory study," *SA journal of human resource management*. AOSIS, 18. doi: 10.4102/sajhrm.v18i0.1209.
- Xiao, Y. *et al.* (2021) "Impacts of Working From Home During COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users," *Journal of occupational and environmental medicine / American College of Occupational and Environmental Medicine*. ncbi.nlm.nih.gov, 63(3), pp. 181–190. doi: 10.1097/JOM.0000000000002097.