

Maqsut Narikbayev University
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MASTER'S DISSERTATION

«Remote work transformation in Kazakhstan: Possible future scenarios and management strategies»

7M04106 - «Business and management»

«21» May 2024

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Astana, 2024

ii. Abstract

The study aims to investigate the evolution of remote work in Kazakhstan, with a specific focus on possible future scenarios and management strategies. This work seeks to assist organizations in efficiently navigating the evolving work environment, capitalizing on the opportunities offered by remote work, and actively shaping future work practices in the context of Kazakhstan by answering the provided questions.

The research focuses on potential future scenarios for the advancement of remote work in Kazakhstan and the techniques for adapting remote work in organizations based in Kazakhstan.

A quantitative study was conducted utilizing the questionnaire approach for data collecting. The data analysis was conducted using the technique of statistical data processing. An analysis of employees' perspectives across several companies regarding the continued importance of remote work following the pandemic reveals notable variations in sentiments among different age cohorts and industry sectors.

It can be stated that the results of the study not only confirmed the main hypothesis of the work, but also provided recommendations for improving the existing management style of companies, confirming the results by analyzing the responses of employees. The analysis revealed that a hybrid work model is likely to be the most optimal solution for companies in Kazakhstan. This model allows for flexibility by combining remote work with in-office collaboration, catering to diverse preferences and ensuring productivity and employee satisfaction.

In general, this study contributes to the understanding and development of the field of remote work in Kazakhstan. The analysis of possible future scenarios of remote work and effective management strategies allows us to identify key factors and approaches that contribute to the successful adaptation of organizations to new realities. The obtained conclusions and recommendations have practical significance for managers and researchers working in this field.

The results of the study provide valuable insight into how to effectively adapt management approaches to the changing remote working environment.

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Possible Scenarios	Description
Widespread Adoption of Remote Work	<p>In Kazakhstan, many different industries have adopted remote work as their primary method of work in this case.</p> <p>The expansion of digital technologies and shifts in organizational structures have enabled the widespread adoption of remote work, which has allowed workers to gain independence from their workplace.</p>
Hybrid Work Model	<p>This scenario involves a hybrid model where a combination of remote and on-site work becomes the norm. Organizations in Kazakhstan adopt flexible work arrangements, allowing employees to work remotely part of the time while also maintaining physical office spaces for collaboration and face-to-face interactions.</p>
Government Support and Regulation	<p>This scenario entails the adoption of a hybrid approach, wherein a blend of remote and on-site work becomes the standard practice. Kazakhstan organizations implement flexible work arrangements, which enable employees to work remotely for a portion of their time while also maintaining physical</p>

	office locations to facilitate collaboration and in-person interactions.
Not accepting remote work	This scenario suggests that the absence of remote working in Kazakhstan could lead to a decline in the ability to have adaptable and effective labor relationships. Insufficient government support may impede the development of new work models, thus restricting possibilities for both businesses and workers. Consequently, productivity growth and innovation could be hindered, leading the country to fall behind in labor as well as technology on a global scale.

Table 2 - Respondents by company

Company	Number of respondents
Halyk Bank	38
Business & Technology LLP	49
Kcell	37
Kazmunaigaz	32

Table 3 - Comparison between different type of work

Indicator	Remote Work	Hybrid Work	Traditional Work
-----------	-------------	-------------	------------------

Flexibility	Typically requires employees to work from a fixed location	Combines remote and in-office work for flexibility	Typically requires employees to work from a fixed location
Work-Life Balance	May blur the boundaries between work and personal life	Offers a balance between remote and office environments	May have more structured work schedules
Cost Savings	Reduces overhead costs for office space and utilities	Potential for reduced commuting costs	Requires investment in office infrastructure
Productivity	May lead to distractions and lack of supervision	Provides options for varied work environments	Productivity may depend on office culture and management
Talent Pool	Access to a broader talent pool regardless of location	Attracts talent seeking flexibility and work-life balance	May limit hiring options to local candidates

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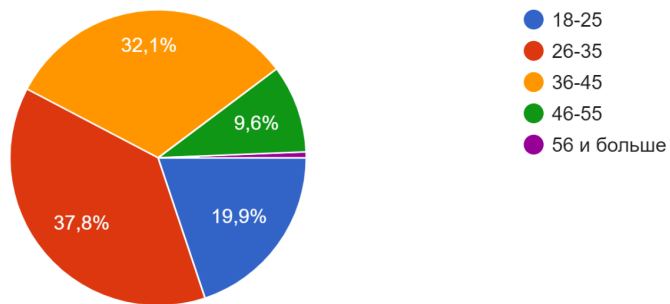


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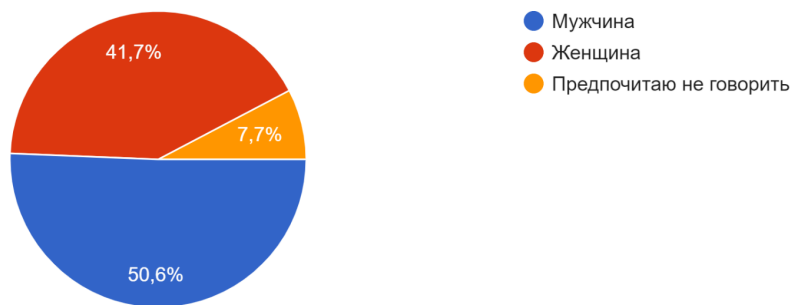


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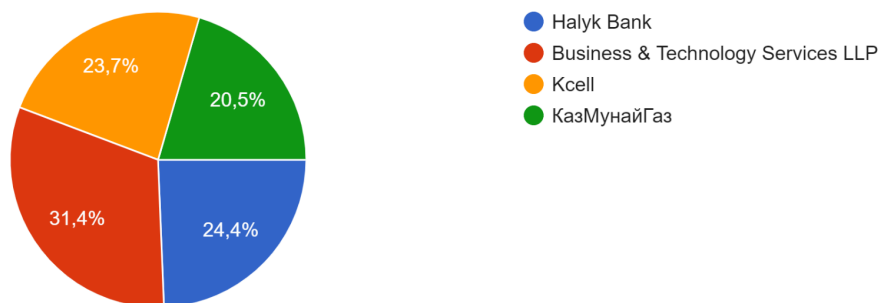


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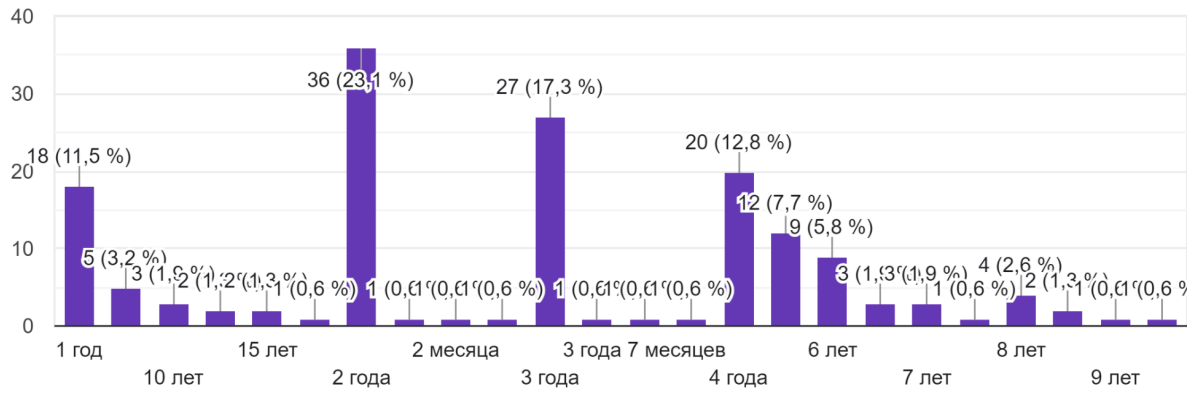


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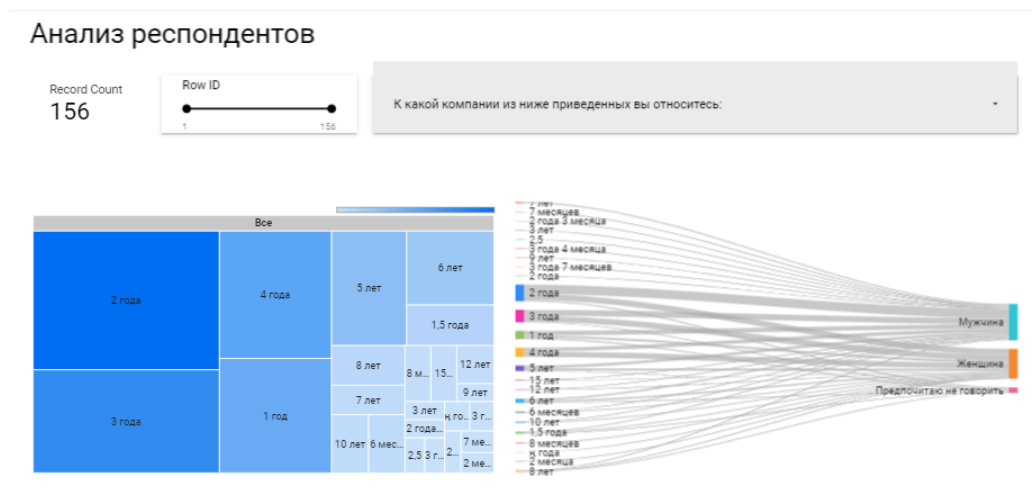


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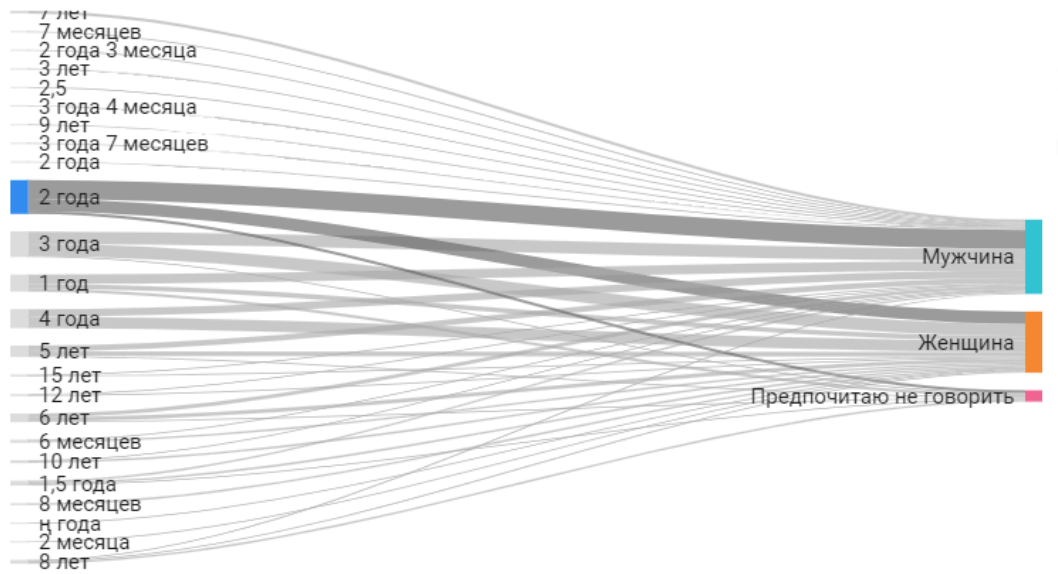


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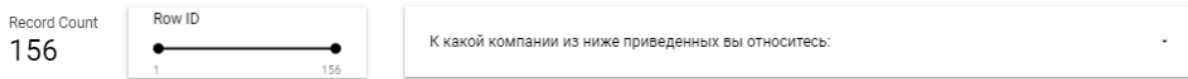


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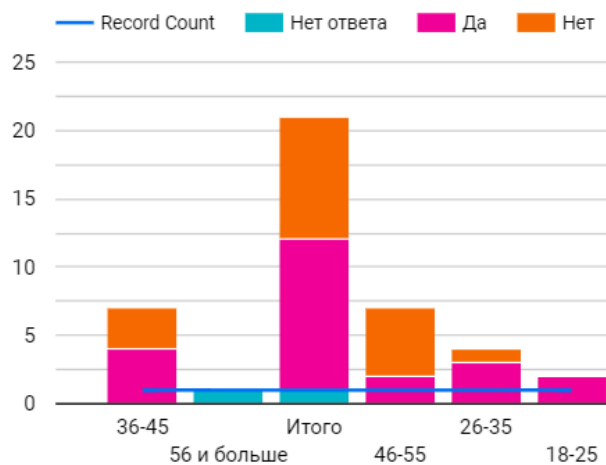


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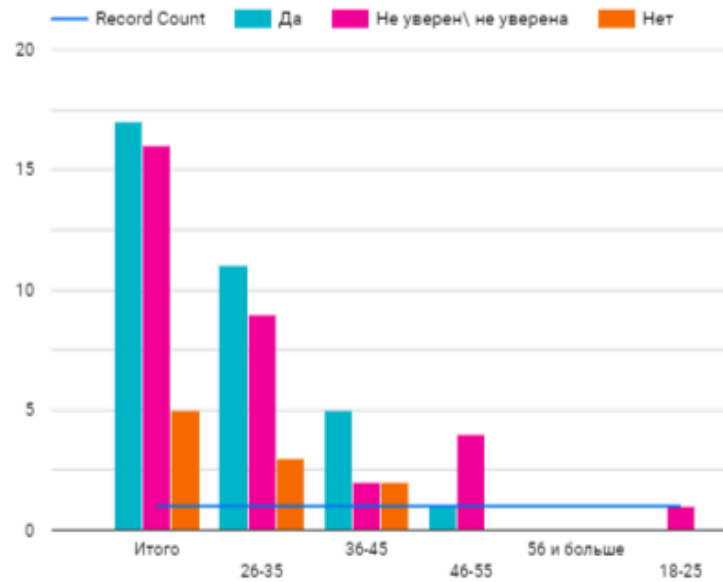


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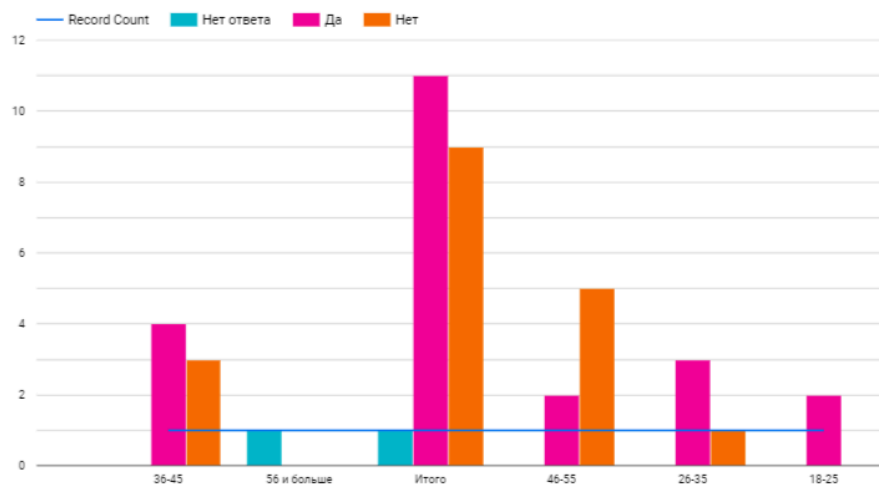


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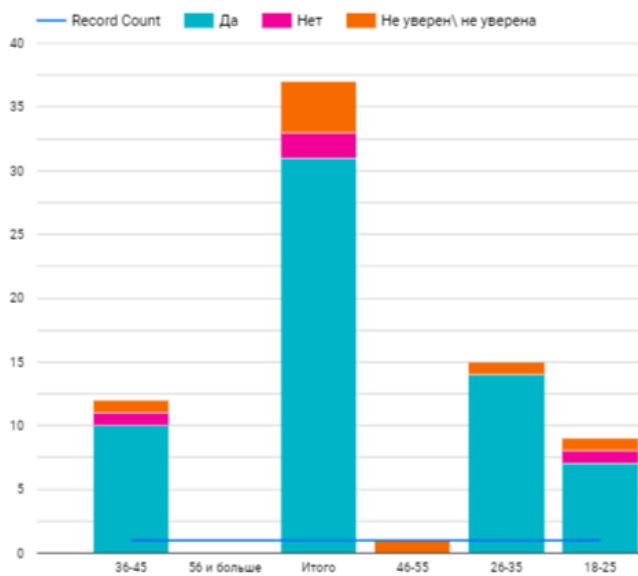


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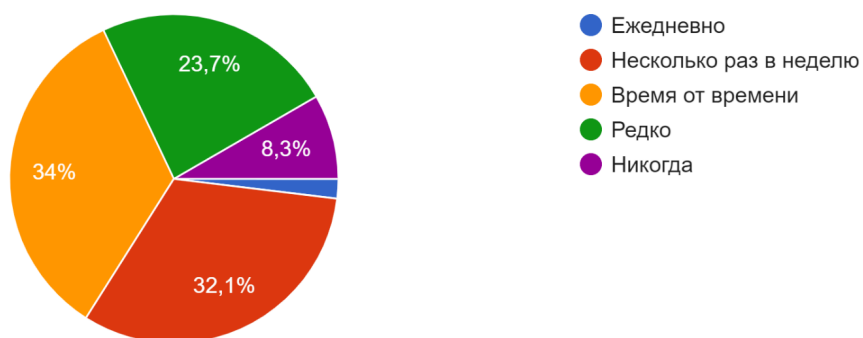


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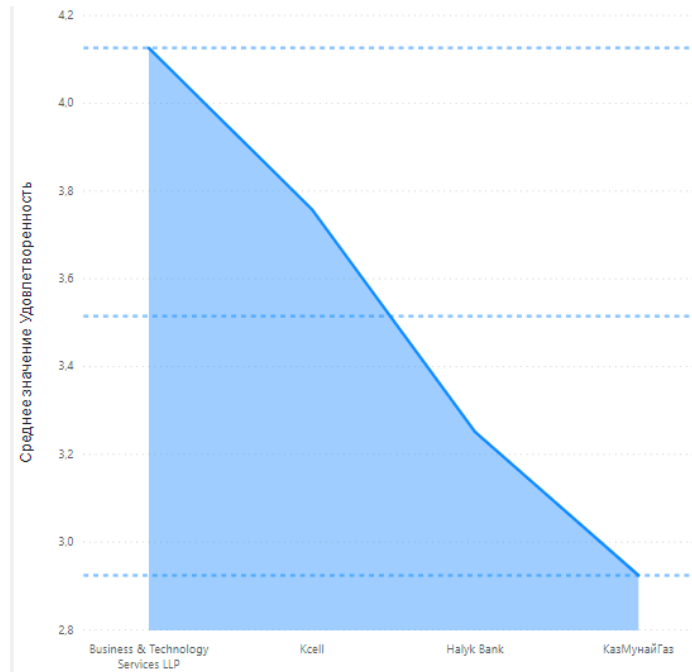
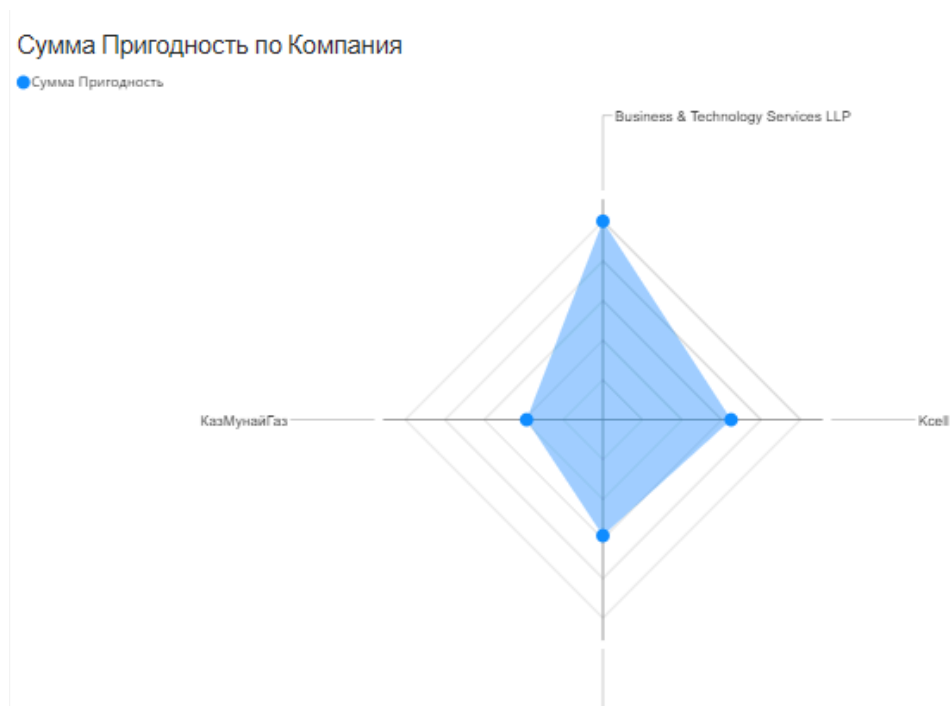


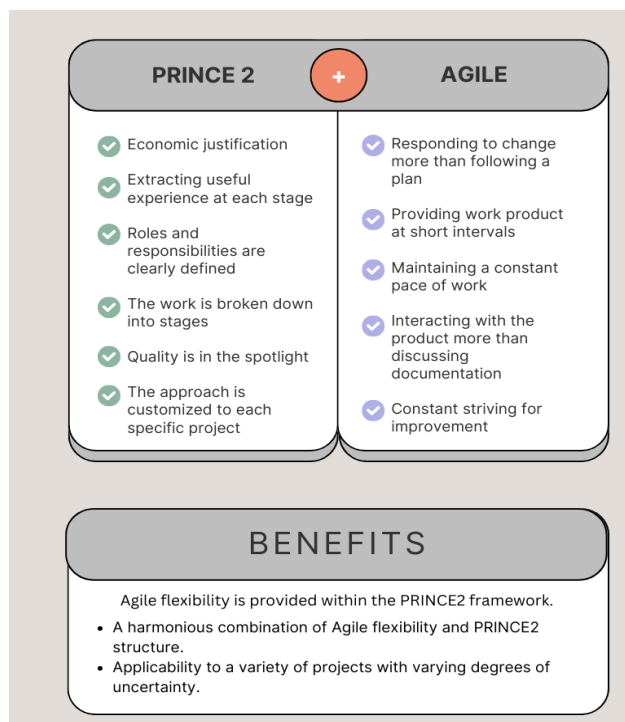
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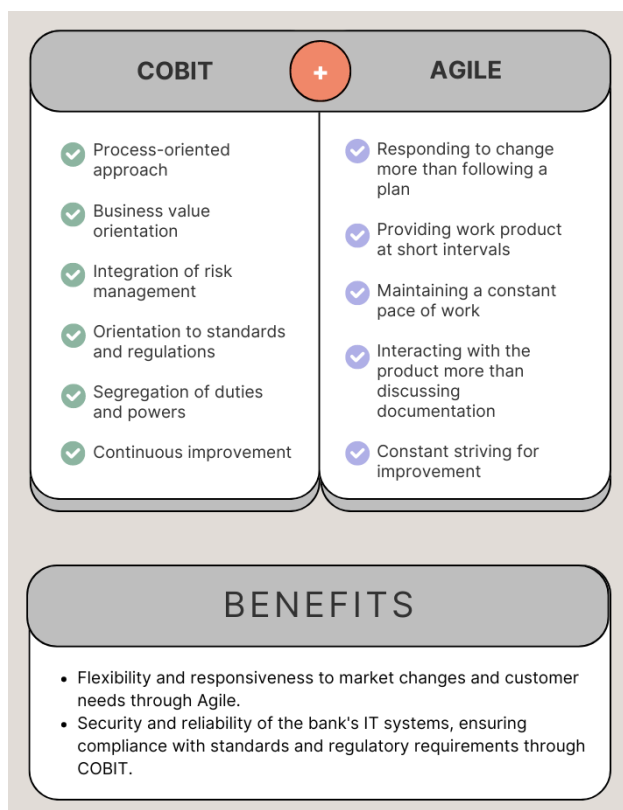
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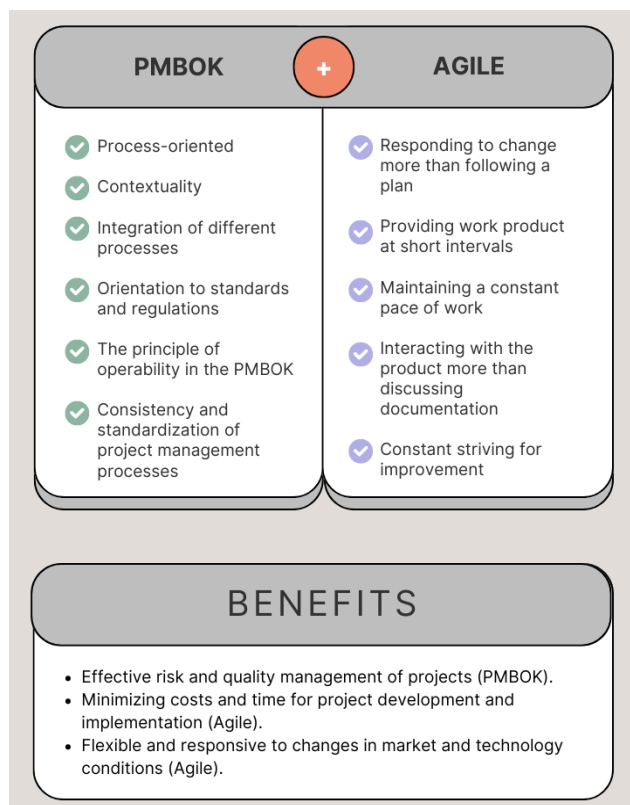
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1. Introduction

In the new millennium, the development of technology and changes in the work environment have led to an increase in the popularity of such types of work as remote work (Rahman, 2023). Remote work is becoming more and more common these days; this type of work can be found in various sectors and industries of work.

Remote work existed long before the pandemic and was practiced in various forms. This practice existed in many organizations and companies, where employees were given the opportunity to work from home under certain conditions. Most often, these were companies specializing in such work sectors as IT, translation services, design, content management, etc. for clients around the world. Another form of remote work was freelancing, when a person independently found clients and worked remotely without having official employment.

Thus, remote working existed and evolved before the pandemic, but became more common and customary for many companies and employees because of the restrictions imposed by the pandemic; the spread of COVID-19 led to restrictive measures and companies were unable to get off the ground.

The coronavirus pandemic in Kazakhstan, which began in March 2020, has become a serious test for Kazakh companies and organizations. The pandemic has forced many companies to urgently transfer some of their employees to remote work. Thus, Kazakhstan, like the rest of the world, is faced with a massive transfer of office employees to a remote work format.

By now, Kazakhstani companies already have some experience in remote work. Kazakhstan, like many other countries, has witnessed the growth and evolution of remote work.

Factors that have influenced the development of remote work in recent years in Kazakhstan:

1. Technological changes: High-speed Internet access and the development of information technology have certainly become one of the factors that influenced the availability and prevalence of remote work in Kazakhstan. Mobile networks and Internet providers have expanded their coverage areas and offer

stable Internet connections. However, the spread and development of digital technologies varies significantly depending on the region of the country, which affects the feasibility of the transition to remote work. In the least developed regions of Kazakhstan, there is a lag in digitalization and the number of people using the Internet (Kireyeva et al., 2021).

2. Information technology: Kazakhstan is experiencing growth in the IT sector and companies specializing in software development and information technology. Many of them actively use remote work for their employees.
3. Remote freelancers: Over the past 20 years, many Kazakh specialists have begun to actively work as freelancers in global markets. This provides the opportunity for remote work and flexible schedules.
4. Innovations in education: Distance education and online courses are actively developing in Kazakhstan, which also helps to popularize remote work among teachers and students (Seilkhan et al., 2022).
5. Electronic government: Kazakhstan is actively introducing electronic government services and digital platforms, which allows citizens and government employees to perform routine tasks remotely.
6. Changes caused by COVID-19: The COVID-19 pandemic has accelerated the adoption of remote work in many industries in Kazakhstan, including office, education and government sectors. Many companies have temporarily transferred their employees to remote work, which has led to increased interest in this form of work.
7. Development of coworking and hybrid workspaces: In some Kazakh cities, coworking and hybrid offices have appeared, where employees can combine work from the office and remotely.
8. Legislative changes: In recent years, Kazakhstan has adopted some legislation establishing standards for remote work and the rights of employees working remotely.

Despite previous experience with remote work in Kazakhstan, companies and organizations have faced some significant challenges in making this transition. One of the problems is the lack, at the start of the pandemic, of comprehensive research and analysis of how Kazakhstan's unique economic, technological and cultural landscape will affect the future of remote work in the country. An equally important issue is the lack of

guidance on management strategies adapted to the context of the Republic of Kazakhstan as part of the transition to remote work.

Therefore, the urgent challenge is to understand the potential future scenarios of remote work in Kazakhstan and develop effective management strategies that will enable organizations to leverage its benefits while addressing the challenges in this evolving environment.

The heightened attention to remote work in academic and practical discourse stems from its increasing significance in contemporary work environments. Remote work has gained relevance due to a confluence of factors, including advancements in technology, changing workforce demographics, and the transformative impact of global events, such as the COVID-19 pandemic.

In recent years, in Kazakhstan, as well as throughout the world, the field of remote work has undergone significant changes. This is confirmed by numerous studies, including a study by the largest Russian online recruitment service, Headhunter.

A Headhunter study conducted in 2019 showed that 80% of respondents in Kazakhstan who participated in the study expressed a desire to work remotely. This showed the need for employees of various Kazakh companies to have a more flexible work schedule, as well as the relevance of remote work long before the pandemic (Tengrinews.kz, 2019).

Taking into account the fact that the demand for remote work has increased significantly during the pandemic, we can conclude that further research conducted by HeadHunter confirmed the research data. For example, studies in 2021 showed a doubling in the number of vacancies that offer remote work (Newtimes.kz, 2023). It follows that the pandemic has had an impact on the labor market, and this has led to an increase in interest in remote work in Kazakhstan. Changing labor market conditions and the desire of organizations to adapt their activities and management strategies to the changing needs of employees are opening up new opportunities for remote work.

The implementation of remote work has not only granted employees increased freedom, but has also allowed enterprises to access a wider range of skilled individuals, optimize the allocation of resources, and

decrease physical expenses. Nevertheless, the distinctive attributes of remote labor, such as geographical dispersion and reliance on technology, necessitate intentional management practices. Consequently, the increased focus on remote work by researchers and managers is justified, as it aims to examine the various complex impacts, issues, and possibilities it presents. This ultimately assists in developing efficient frameworks for maximizing its potential advantages while focusing on the unique challenges it poses in changing organizational settings.

Research Questions:

1. What are the possible future scenarios of remote work in Kazakhstan?
2. How can organizations in Kazakhstan effectively adapt their management approaches based on possible future remote work scenarios?

The purpose of this study is to explore the transformation of remote working in Kazakhstan, focusing on possible future scenarios and management strategies. By answering the questions posed, this study aims to help organizations effectively navigate the changing work landscape, take advantage of the opportunities presented by remote working, and proactively shape future work practices in the Kazakhstani context.

In order to accomplish the purpose, it is essential to address the following **goals**:

1. Undertake an extensive research of literature to gain insight into prevailing theories, models, and frameworks pertaining to the transformation of remote work, potential future scenarios, and techniques for effective management.
2. Collect data using surveys, interviews, or case studies to investigate the present adaptations of management practices in organizations in Kazakhstan in response to remote work.
3. Employ scenario planning methodologies to construct feasible future scenarios of remote work in Kazakhstan, taking into account technical improvements, cultural influences, and worldwide trends.
4. Identify and assess exemplary methods and novel strategies that have demonstrated their effectiveness in optimizing the advantages of remote work.

5. Develop evidence-based suggestions and guidelines for enterprises in Kazakhstan to efficiently execute remote work transformation initiatives and proactively prepare for probable future situations.

The object of this study is the phenomenon of remote work transformation within the context of Kazakhstan's labor market and organizational landscape. It incorporates the wider range of how remote work is developing and influencing the work habits, economy, and society of the country.

The subject of the study is possible future scenarios for the development of remote work in Kazakhstan and management strategies for remote work adaptation in Kazakhstani organizations.

1. Remote Work Transformation in Kazakhstan: This aspect delves into the examination of the historical development, current status, and potential future trajectories of remote work practices within Kazakhstan. The landscape of remote work in the country is shaped by a range of factors, such as technical improvements, cultural considerations, and global trends.
2. Strategies for managing and overseeing operations: The second issue centers on the tactics and approaches utilized by companies and policymakers to proficiently handle and navigate the changing environment of remote work in Kazakhstan. This encompasses the creation and execution of management strategies, tools, and methods that seek to maximize the effectiveness of remote work setups and improve their beneficial effects on both company productivity and employee welfare.

This study aims to examine the changes in remote work practices in Kazakhstan and analyze the tactics and actions used to adapt to these changes and maximize their potential advantages.

Hypothesis of the study:

1. The level of satisfaction with remote work in Kazakhstan is likely to vary depending on the specific industry of the company and individual characteristics of employees.
2. A hybrid method of work, combining office and remote activities, is likely to be the most preferable and effective for companies in Kazakhstan, given the diversity of business areas and labor market peculiarities.

Theoretical significance - the study expands the theoretical basis of remote work discourse by particularly examining the environment of Kazakhstan. It offers culturally appropriate and contextually nuanced

findings. The development of possible future scenarios is an innovative theoretical framework that enables the examination of prospective pathways in the advancement of remote work.

Practical significance - the study's contribution to strategic decision-making is palpable, empowering organizational leaders and policymakers with empirically grounded insights into the intricacies of remote work integration. Furthermore, the practical emphasis on employee well-being and engagement directly impacts the lived experiences of the workforce, fostering enhanced job satisfaction, work-life balance, and ultimately contributing to sustainable and productive work environments.

2. Main body

2.1 Literature review

A comprehensive analysis of the present situation with remote work in the Republic of Kazakhstan provides the following subchapters 2.1. We will consider various types of remote work which currently exist in the country, including full-time remote work and hybrid models. In addition, we will analyze potential future scenarios of remote work in Kazakhstan, with a specific focus on technological, economic and cultural factors that may impact its development.

The study will also examine the specifics of remote work and any problems that arise in managing and organizing remote employees. Specific focus will be given to the problems of maintaining productivity, developing team spirit, and managing workflow from a distance.

The primary approaches and techniques for managing remote work will be emphasized to illustrate the impact of different management methods on employee efficiency and productivity. The best practices for implementing remote work will receive particular attention, with examples of successful integration of these methods in different organizations across Kazakhstan.

As a result, this chapter will conduct an extensive analysis of the current situation and future potential of remote work in Kazakhstan. It will also pinpoint important challenges and propose efficient strategies to overcome them.

2.1.1 Current state of remote work in Kazakhstan. Types of remote work in the Republic of Kazakhstan.

Nowadays, more and more often, the following trend is noticed: business is becoming more virtual. Many categories of employees and even entire companies do their work not in the office, but at home (Graves & Karabayeva, 2020).

Remote work is when people can work from home or from any other place, and they do not have to come to the office of the company. The term "remote management" refers to managing a team that works remotely. The components of remote management are assigning duties to individual team members, overseeing the team's advancement, and tackling any issues faced by the employees. The rapid adoption of

remote work has been expedited by technological improvements, specifically the ubiquitous access to broadband internet, interactive digital instruments, and communications tools.

Remote work in Kazakhstan comprises a wide range of options, providing flexibility and numerous types of possibilities. The three primary types of remote work in Kazakhstan are:

1. Permanent remote work: This type requires carrying out the process of work outside the office, while maintaining a consistent and permanent contract for the employees (Kolesnikova & Aimak, 2021).
2. Telecommuting: Described as a process where individuals work away from the office, utilizing technology to remain connected and fulfill their work responsibilities. The Kazakhstan Labour Code provides an overview of the overall remote working process, recognizing it as a legitimate and regulated form of employment (Kirilovskaya, 2020).
3. Various Job Categories: Remote work opportunities in Kazakhstan span across diverse job categories, including roles such as Account Executive, Financial Analyst, and Senior Design Engineer. Job platforms like Indeed and Flagma list a range of remote job vacancies in Kazakhstan, reflecting the evolving landscape of remote work in the country (*The Most Popular Remote Jobs in Kazakhstan*, n.d.-b).

Since July 2, 2021, the legal regulation of remote work has changed significantly, and the corresponding changes have been made to Article 138 of the Labor Code of the Republic of Kazakhstan. In the amendments and changes to Article 138 of the Labor Code of the Republic of Kazakhstan, 2 options for remote work were introduced:

1. Remote work refers to the practice of performing working duties out of the traditional workplace.
2. Combined remote work refers to the practice of alternating between working at the office and working from home.

The alterations and modifications applied to the Labor Code of the Republic of Kazakhstan introduced the legal recognition of remote work and combined remote labor, while also enhancing the regulations pertaining to the employment of remote workers.

By 2024, the prevalence of remote work is expected to keep developing, in line with worldwide trends such as the rise of digital nomads and the enhancement of home office setups (Ehsta, 2024).

2.1.2 Introduction to possible remote work scenarios in Kazakhstan.

The concept of remote work received significant worldwide attention, both to technological developments and the evolving landscape of work methods. Gaining a comprehensive understanding of the possible outcomes of remote work is crucial, especially when considering the specific circumstances in Kazakhstan. This knowledge can provide valuable insights on the direction that remote work practices may take in the country. Through the analysis of many hypothetical situations, academics and policymakers can predict the difficulties, advantages, and consequences for the labor force, economy, and society as a whole (Brice et al., 2011).

A possible scenario entails the extensive implementation of working remotely, enabled by developments in digital technologies and alterations in organizational structures. In this situation, remote work becomes a widespread method of employment, providing people with flexibility and independence while allowing employers to access a diverse pool of talent from across the world. Another possibility is implementing a hybrid model, which combines remote and on-site work. This approach allows organizations to find a balance between the advantages of remote work and the necessity of in-person connections and communication (Countouris et al., 2023).

Table 1 - Possible scenarios for remote work in Kazakhstan (Bayazitova et al., 2023b)

Possible Scenarios	Description
Widespread Adoption of Remote Work	In Kazakhstan, many different industries have adopted remote work as their primary method of work in this case. The expansion of digital technologies and shifts in organizational structures have enabled the

	widespread adoption of remote work, which has allowed workers to gain independence from their workplace.
Hybrid Work Model	This scenario involves a hybrid model where a combination of remote and on-site work becomes the norm. Organizations in Kazakhstan adopt flexible work arrangements, allowing employees to work remotely part of the time while also maintaining physical office spaces for collaboration and face-to-face interactions.
Government Support and Regulation	This scenario entails the adoption of a hybrid approach, wherein a blend of remote and on-site work becomes the standard practice. Kazakhstan organizations implement flexible work arrangements, which enable employees to work remotely for a portion of their time while also maintaining physical office locations to facilitate collaboration and in-person interactions.
Not accepting remote work	This scenario suggests that the absence of remote working in Kazakhstan could lead to a decline in the ability to have adaptable and effective labor relationships. Insufficient government support may impede the development of new work models, thus restricting possibilities for both businesses and

	workers. Consequently, productivity growth and innovation could be hindered, leading the country to fall behind in labor as well as technology on a global scale.
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Ultimately, the analysis of various scenarios for the future of remote work in Kazakhstan underscores the need of taking into account and being prepared to manage shifts in labor practices. For each situation, there are several obstacles and possibilities that necessitate a unique approach and strategy for successful adjustment. Further research in this area could help to identify more specific trends and predictions regarding the adoption of remote working in Kazakhstan. This could include a more in-depth analysis of the social, economic and political factors that influence the decisions of organizations and the state regarding telecommuting. Such an analysis would help not only to anticipate potential challenges, but also to identify opportunities for developing the remote working infrastructure and ensuring its sustainability in the long term.

2.1.3 The specifics of remote work and the problems that arise in its organization and management of remote employees

Remote working is a way for company managers to bring remote teams together and ensure that all employees work together to achieve project goals. Remote work tools allow teams to take responsibility for their work and give company managers the ability to transparently control their work. Regardless of how many remote employees work in the company, it is very important that the company management knows how to manage the remote team. When a company has a clear idea of how to effectively manage remote employees, it will help to create a strong corporate culture and attract the best specialists.

The main areas of the remote work organization process:

1. Company executives consider the impact of remote work on such components of the labor process and labor relations, as working time, work schedule, work/life balance, health and safety, individual and organizational performance, and job satisfaction. The transition to remote work was a challenge not only

for employers, who had to transfer to online in the shortest possible time the processes formed for years, but also for employees (Nikiforova et al., 2023).

2. Remote work, in our opinion, on the one hand, is an undoubtedly advantageous work format, both for the employee and for the business owner, allowing the former to save time and money on the way to the office and back, and the latter to reduce costs on office rent and office expenses, on the other hand, the format is still unclear and frightening with the decrease in efficiency of the employee. Economically for companies, the format of remote work is beneficial because it involves a direct reduction in staff costs (Chychun et al., 2023). All sorts of social payments for transportation disappear, there is no need to feed employees in the office with food or drink coffee, all this is a thing of the past.
3. The transition to remote work has become painless for many, only the meetings and discussions were stretched over time, there was an element of chaos. But in general, we can not say that remote work has changed the processes in many companies, remote work has reformatted the work, but the essence remains the same. Let's define the peculiarities of the impact of remote work on company employees, summarized as the following areas:
 - a. Workflow optimization. With the help of modern software and Internet tools it is possible to create documents that can be seen and edited by several people, to lead conferences and meetings online (Smith & Pawlina, 2021).
 - b. Work in an online format. Many specialists simply do not need to travel to the office, it is much easier to transfer them to remote work. There are a huge number of programs that allow prompt interaction with company employees, solve assigned tasks and share work results (Skype, MS Lync, numerous messengers, applications for screenshots, cloud storage services) (Orlova & Koshkina, 2013)
 - c. Convenience. This is especially noticeable when a company needs to hire a person for a specific project, and it does not make sense to hire him or her on a permanent basis. Suppose a company needs to make a website, and she concludes a temporary contract with a programmer and designer to provide these types of services, and after its execution pays for the work in accordance with existing agreements. Maintaining the availability of the site can also be a person working from home.

- d. Quick search for the right specialists. Going to a profile internet site of remote workers, you can quickly find an employee for a specific project, without wasting time on a long search with the help of major HR-portals.

For specialists, telecommuting can be both very profitable and quite challenging. Not every person who decides to work remotely understands that it requires serious self-organization skills.

Let's look at some of the problems that arise when organizing remote work and managing remote employees:

1. Changing management style - when a team has moved to remote work, the management style must change, and not every manager is willing to take responsibility for a remote team (Yankov, 2021). Managers who move to remote work must adapt to new ways of being in touch with their team members. Creating a clear communication policy for the whole team can help.
2. Lack of corporate culture - it is very difficult to instill a corporate culture in employees who are not in the office. But at the same time, corporate culture and corporate values are very important.
3. Tracking team performance - corporate managers can't improve what they can't measure. When managers are in the office, beyond the obvious criteria such as deadlines and completed tasks allows them to optimally plan the workflow and productivity level of their team. This is quite difficult when workers are in remote management mode (Chudinovskikh, 2022). This problem can be mitigated by establishing clear, quantifiable key performance indicators (KPIs).

For example, such KPIs might include a number of:

1. Calls made.
2. Presentations completed.
3. Closed deals.

Also, the other most common problems that company management may encounter when organizing remote work:

1. Limited communication, which often leads to misunderstandings, with management and colleagues;
2. Lack of consistency with team schedules;

3. No clear tasks or roles;
4. Technical limitations, such as lack of access to a corporate computer or email;
5. Difficulty in tracking the performance of remote employees.

Many companies first encountered problems managing remote employees due to the Covid-19 pandemic (Bondarenko et al., 2021).

Hiring the right remote employees, adapting them, and building cultural expectations will lay the foundation for a successful post-pandemic team, but even the most talented employees need the right structure, tools, and processes to guide their work. Hiring and onboarding are important parts of management.

One of the key roles of company management: to define what a "win" is for the team. This is especially important for remote teams. Having team members scattered across the globe can inevitably lead to misalignment. Without clear and purposeful communication this can be lost in remote teams (Yang et al., 2021).

2.1.4 Basic methods and techniques for organizing remote work and its impact on management

Remote work is a form of employment in which the employer and the employee (or the customer and the contractor) are located in different places, transferring this or that and receiving the terms of reference, labor results and payment as a result of modern means of communication.

With the advent of the Internet, communication capabilities have increased significantly, the cost of information has increased, and the benefits of cognitive functions have become much easier (Beckel & Fisher, 2022). Currently, the idea of remote work is widely used by freelancers around the world who are looking for clients via the Internet, complete projects and receive payments through online electronic payment systems.

Remote work requires self-management and self-motivation, as there is no external disciplinary environment. Remote work is best for established professionals; for those who start a career as a remote worker, it may not be as successful as for those who work in the office (Shirmohammadi et al., 2022). Today, the topic of remote work is becoming more and more popular. Modern digital technologies allow you to do work faster and better, without tying the employee to the workplace. This will improve the level of services provided,

increase production volumes, reduce costs, etc. However, not all enterprises were ready to switch to remote work, and some areas of work do not have access to it at all due to the specifics of work.

Due to the current global situation related to coronary diseases, this type of management is a useful tool for many companies in their work activities. The employee does not need to spend extra time going to work. Another big advantage is the ability to involve employees from different countries and regions. This allows you to expand your workspace and hire skilled workers from different cities to your staff. The second big advantage is the creation of an optimal working environment for the employee. This allows him to focus on his business and make it more efficient (Vyas, 2022).

The most important disadvantage of this type of labor management is the incomplete control of the employer over the performance of the work of the employee, there may be an unfair attitude of employees, concealment of certain information, insufficiently effective performance of duties. In addition, depending on the specifics of the company, not every activity can be organized remotely. There are difficulties in preparing the organizational process and creating an effective method of interaction of all parts of the organizational structure.

Remote work offers an alternative approach to planning and managing the core processes of an organization. System management theory suggests that a business consists of many components that work harmoniously so that the company can function optimally (Vyas, 2022).

The organizational function of remote employment is planning. With its help, synchronization and combination of human, material and financial resources is carried out. All three factors must be involved in order to obtain results that are determined by the goals of the organization.

Planning is based on three levels of perspective: objectives, goals and mission. The ability to achieve the set goal with minimal costs determines the effectiveness (effectiveness) of remote work in general, as well as the main management tools and each manager at all levels of organization management.

The essence and content of remote work are aimed at solving practical problems that are measured at the stages of planning and evaluating the results that ensure the economic efficiency of the enterprise, as well as help strengthen the position of the organization, its products or services in the relevant market segment.

Company managers must coordinate the work of their remote employees to achieve a collective result. Teleworking standards are seen as a strategic tool for remote work to effectively manage processes such as management, personnel, health and safety.

The most important characteristics of the organization of remote work are the following characteristics:

1. Objectivity - functions work on the basis of existing objective laws and directions (Bloom et al., 2022);
2. Target isolated focus - the implementation of functions helps to achieve the goals of the organization;
3. Interconnectedness - all functions are connected, jointly solved and must be implemented systematically;
4. Structuredness - the implementation of functions guarantees the implementation of special types and forms of management activities at all available levels of the management hierarchy (Bloom et al., 2022).

In modern times, the functions of organizing remote work are distributed as follows:

1. General functions are implemented in the current management of existing socio-economic structures (planning, organization, coordination, motivation, control);
2. Special are guaranteed by special functional units (marketing, staffing, know-how, procurement process, forecasting, accounting process);
3. Private ones are associated with the solution of auxiliary (specific) forms of activity (clerical work and personnel, material and technological support, service and maintenance).

The essence of remote management, one way or another, is connected with the idea that with the optimal organization of remote work, it will be possible to achieve maximum results at the lowest cost.

The remote employment organization system has its own economic mechanism, which is aimed at solving certain problems that inevitably arise in entrepreneurial activity in the implementation of technological, socio-economic, socio-political and other goals.

2.1.5 Best Practices for Implementing Remote Work (Real Case Examples)

In the context of best practices in the implementation of remote work in the global space, we should pay attention to several significant cases. Each case relates in one way or another to the factors that will lead to the success of the implementation of this practice.

- **Clear Communication Channels:** Regarding communication channels, NookaSpace is a company that can be considered as one. As part of its efforts to enhance remote collaboration, NookaSpace places a strong emphasis on communication tools. The combination of NookaSpace, new technology, and project management tools like Slack, Trello, and Asana allows for efficient communication across remote teams. These tools enable real-time interaction, efficient task allocation and effective collaboration, ultimately contributing to increased productivity and teamwork in remote work environments.
- **Long-term Strategy:** Airswift, in their article on remote working strategy, underscores the criticality of sustained support for remote work practices over the long term (Seah, 2022). Airswift recognizes that the survival of the organization requires the implementation of long-term strategies to support various aspects of personnel management. The focus is on long-term solutions, emphasizing the need for comprehensive approaches that can tackle changing challenges in a timely manner. This tactic is consistent with their pledge to provide comprehensive aid to firms that desire to enhance their workforce and operations. According to Airswift's long-term strategy, they aim to maintain employee retention and develop plans for succession (Seah, 2022). Airswift provides companies with insights into talent retention issues and a resource to help them develop sustainable practices, helping them create motivated staff for the future. Furthermore, their focus on succession planning guarantees that businesses may reduce the risks linked to leadership changes and sustain operational resilience. Based on Airswift's strategy, it is possible to identify the key factors and values that influence the management of remote work. Picture 1 shows the key values of Airswift's remote work management strategy.

Picture 1 - Key values of Airswift remote working strategy



- Hybrid Work Model extension: Hubstaff promotes a hybrid and remote work paradigm, highlighting its advantages for firms aiming to enhance worker efficiency and adaptability (Nekvinda, 2023). This approach recognizes the dynamic nature of work preferences and the necessity for flexible solutions that accommodate the different demands and work styles of employees. The goal of Hubstaff is to promote a hybrid approach that encourages firms to utilize both in-office and remote workspaces. Nekvinda (2023) concludes that this approach promotes a more equitable working culture, which involves embracing a wider range of perspectives and experiences. Companies that adopt this approach may experience enhanced employee contentment, better work-life balance, and increased operational efficiency.
- Learn from Pioneering Organizations: The comprehensive platform known as Corporate Rebels provides a means to obtain information from the experiences and strategies of over 150 innovative companies (Trustpilot, 2024). Corporate Rebels provides companies with insights from innovative organizations to help them implement remote work effectively. Corporate Rebels aims to provide a comprehensive understanding of the principles and methodologies that enable efficient remote work environments, using case studies, articles, and other resources.

Implementing remote working is crucial in the current business landscape as firms strive to enhance efficiency and adjust to dynamic market conditions. An analysis of the optimal methods and strategies outlined in the publications of Corporate Rebels, Airswift, and Hubstaff reveals crucial elements for effectively implementing remote work. Comprehending and implementing these aspects aids firms in establishing efficient work

environments that enable employees to attain elevated productivity while upholding a healthy work-life equilibrium.

2.2. Methodology

2.2.1 Primary data collection

In the section titled "Primary Data Collection" within the master's thesis, a comprehensive investigation into the practices of remote work was conducted, encompassing the perspectives and experiences of employees from four prominent organizations in Kazakhstan. The four companies under study include Business & Technology Services LLP, Halyk Bank, KazmunaiGas, and Kcell, collectively representing diverse sectors of the Kazakhstani business landscape. The survey instrument employed for data collection consisted of a meticulously designed questionnaire, which can be referenced in Appendix A of the thesis.

While all companies responded equally to the survey questions, it is noteworthy that the preponderance of survey participants were affiliated with "Business & Technology Services" LLP. This emphasis is indicative of the organization's substantial contribution to the research dataset. The categories of respondents encompassed a wide spectrum of organizational roles, including managers within "Business & Technology Services" LLP, heads of departments, and other employees. This methodology ensured a comprehensive and fair evaluation of remote work methodologies.

The study utilizes data analysis to systematically evaluate and interpret data on remote work habits in a systematic manner, employing a quantitative approach. This method necessitates the utilization of diverse statistical tools to precisely measure and assess the linkages, patterns, and trends inside the data sets.

Quantitative data production is an important benefit of the quantitative approach, as it allows for a more objective understanding of phenomena.

Both descriptive and inferential statistics are included in statistical analysis. By examining descriptive statistics, such as the mean, median, and standard deviation, one can gain insight into the major patterns and spread of responses in the dataset. A brief demonstration of the prevalence of remote work, levels and types of satisfaction as well as perceived challenges faced by employees is provided here.

The subsequent chapters of this thesis will intricately explore and present the detailed results of the statistical analyses conducted. This nuanced examination will contribute to a comprehensive understanding of how remote work impacts the surveyed organizations, shedding light on the challenges faced, the effectiveness of current strategies, and potential areas for improvement in managing remote work arrangements.

- During the research, 156 employees of all 4 companies were surveyed.
- Place of the research: website (link)
- Time frame: August-November 2023.
- Respondent categories: managers; heads of departments, other employees.

Table 2 provides information on the number of respondents who participated in the survey in four companies: Halyk Bank, Business & Technology LLP, Kcell and Kazmunaigaz.

Table 2 - Respondents by company

Company	Number of respondents
Halyk Bank	38
Business & Technology LLP	49
Kcell	37
Kazmunaigaz	32

There is a noticeable diversity in the number of respondents for each organization. The differences in this aspect can be explained by various factors, including the size of the company, its sectoral affiliation, and the extent of its geographical coverage.

Although the size of the company affects a great importance in the number of respondents. On the other hand, the small number of respondents in Kazmunaigaz company may be due to its specificity and organizational structure.

In addition, differences in the number of respondents may also indicate how efficiently the data collection process was organized in each company, as well as the degree of employee involvement in the research process. These aspects are of interest for further analysis and interpretation of the research results.

2.2.2 Statistical data processing

Statistical processing of data includes a technique of scientific study of factors, mechanisms, objects, structures of remote management system in the company, which is based on the creation and study of models to acquire new skills, improve the properties of the objects of analysis or management of them.

Statistical data processing within the purview of this research endeavor, involving four prominent companies, namely Business & Technology Services LLP, Halyk Bank, KazmunaiGas, and Kcell, plays an indispensable role in the systematic exploration and categorization of the remote management concept. Through rigorous statistical methodologies, this study endeavors to distill and structure an extensive corpus of empirical data, enabling a comprehensive understanding of remote management practices within these organizations.

1. Statistical data processing methods should answer the question that the organization has set as the target setting. The purpose of analytical methods of statistical data processing is to provide a methodical, balanced approach. All the company's analytical statistical data processing tools rely on retrospective data to optimize future assumptions. It is important to exercise caution when interpreting the results of a statistical study. Statistical processing of research data on the concept of remote management is presented in the work in the form of tables and figures, which clearly reflect certain research results (Appel-Meulenbroek et al., 2022).

The method of statistical data processing pertaining to remote work encompasses several essential facets, including techniques and tools utilized for dissecting complex phenomena and processes, as well as the segmentation of intricate organizational structures into discrete elements for in-depth scrutiny. The indicators employed in statistical data processing within both organizations predominantly emphasize the comprehensive examination of the entire remote management system or the analysis of individual remote management phenomena. This approach is instrumental in preparing the ground for subsequent analytical investigations into remote management practices. Moreover, before subjecting data to analytical methods, a meticulous and exhaustive examination of the subject is conducted, ensuring a comprehensive understanding of the nuances

involved. This meticulous approach allows for the exploration of diverse dimensions and directions within the realm of remote management, providing a multifaceted perspective on this contemporary management paradigm.

Statistical processing of data has an applied character, uses theory and practice. The application of the method, the correspondence of theory and practice is dependent on the scope of this study (Bayazitova et al., 2023). Generalization is the final stage of statistical data processing.

In the process of generalization is performed:

1. A detailed characterization of the company's performance, with the identification of favorable aspects of remote management;
2. Reserves are developed to increase the rationality of the company in the organization of remote work;
3. A list of organizational, financial, technological and other measures to identify existing reserves is formed.

Given the nature of research questions and objectives, as well as the focus on exploring future scenarios of remote work in Kazakhstan and assessing how organizations can adapt their management approaches, a combination of inferential statistics and regression analysis would likely be the most suitable for my work

Descriptive and inferential statistics:

Descriptive statistics are crucial in this study as it provides a succinct summary of the quantitative data gathered from the survey. This involves examining patterns in participants' answers to reveal common viewpoints on remote work among their firms. Descriptive statistics help to understand the measurements of central tendency, dispersion, and distribution of the survey data (LoBiondo-Wood & Haber, 2021).

Examined the numerical data obtained from the survey participants in order to identify trends and patterns in their responses. This involves calculating statistical measures such as mean, median, mode, standard deviation, and frequency distributions.

The identified common views on remote work, challenges and preferences will be obtained by collating participants' responses. This information will help you understand how employees feel about remote work and their attitude towards it.

To make survey results easier to interpret and understand, descriptive statistics often use graphics and charts with tables to provide a visual representation of data (Coolidge, 2020).

Inferential statistics:

Inferential statistics will be used to make predictions and inferences about the broader population using survey data. This technique is designed to test hypotheses and also to understand the relationships between different variables.

Using statistical software is a tool to visualize responses by filtering data, this makes it possible to analyze potential relationships between variables. Specifically, this study will use tools such as Google Analytics, Power BI and Looker Studio.

Google Analytics is a web analytics service provided by Google. The technology will be used to collect data on employee engagement and use of remote work platforms. The analysis will provide valuable information about trends in the use and effectiveness of remote work tools.

Power BI is a business intelligence tool developed by Microsoft. The software will be used to create interactive visualizations and dashboards that will allow the study's survey data to be scrutinized. Power BI's data modeling and trending features will play a critical role in identifying significant correlations between variables.

Looker Studio. Using Looker Studio, formerly known as Google Data Studio or Google Data Architecture, makes it easy to create detailed reports and visualizations to compare different scenarios and present complex data in an accessible format.

Using both descriptive and inferential statistics, this study provides a comprehensive analysis of changes in remote work, providing useful information for organizations seeking to adapt their management strategies to the future level of remote work.

2.2.3 Data collection and sampling parameters

Data collection involves the systematization of the information provided by the company and includes the following areas:

1. Synthesis is a demonstrative technique in which certain components and indicators of the company's activities are combined into a common and analyzed in the structure of the whole.

The applied purpose of data collection directly in the context of their generalization is that with their help the directions of implemented management mechanisms are revealed, important trends of improving the activities of 4 companies of different levels are analyzed.

In addition, the analysis and synthesis of presentation data can act as a starting point for planning the economic situation, regardless of the period of development of a particular company.

2. Within the organizational landscapes of Business & Technology Services LLP, Halyk Bank, KazmunaiGas, and Kcell, the data collection methodology encompasses a robust Comparison Method. This sophisticated approach entails a complex set of methodologies meticulously designed for the comparative analysis of analogous parameters across these diverse entities. The pivotal criterion guiding this comparative exploration is the homogeneity of parameters intrinsic to each company's activities.

The application of the Comparison Method facilitates an in-depth research endeavor, enabling a profound understanding of the fundamental principles guiding the operations of these 4 companies. Through the judicious comparison of data, this methodology allows for the discernment of distinctive characteristics and differences across varying levels of analysis. The rigorous comparative analysis becomes an intellectual springboard for delving into the intricacies of each company's organizational dynamics. This academic methodology, deeply rooted in systematic comparison, serves as a scholarly tool for comprehensively unraveling the unique operational dimensions and distinctive attributes characterizing the activities.

The essence of the method of comparison lies in the comparison of those or other information of the organization of remote management (Greenhalgh et al., 2021). This method can be used for research of strengths and weaknesses of the organization of remote management in the company: both in the mechanism of creating an aggregate analysis, and in the study of a separate direction of the company in the organization of remote work.

In the dissertation work, such types of comparisons are presented as:

1. According to the scope of the study: comparison at macro and micro levels.

2. According to the targets, we can distinguish factual and theoretical comparison.
3. Synchronous comparison implies parallel and simultaneous comparisons, and also the comparative method can be applied according to the objects that are located in different time periods (for example, according to the period of research comparison of the main aspects of remote work is given during the pandemic and in the post-pandemic period)

The leading factor that affects the representativeness and effectiveness of the sample is the method and method of its formation, which depends on the definition of the object of research. General sampling is the most suitable for the study presented in the thesis work, as it takes into account socio-demographic characteristics that affect the phenomena under study. With this type of sampling, it is possible to identify the parameters of selection, which have a combination of necessary variations.

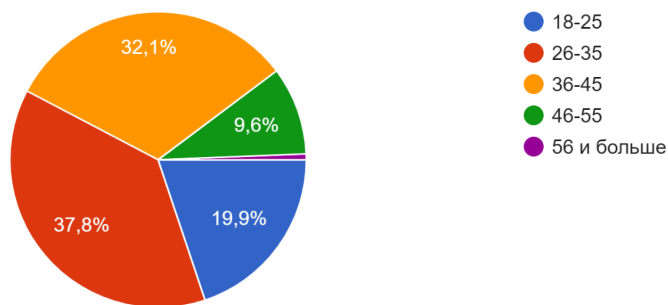
2.3 Data analysis

2.3.1 Analysis of the survey data

This section provides a comprehensive analysis of data obtained from a questionnaire survey of employees of four organizations: Business and Technology Services LLP, Halyk Bank, Kazmunaigas and Kcell. The focus of this extensive survey is on the challenging field of remote working and explores the perceptions, experiences and challenges that employees face or have faced.

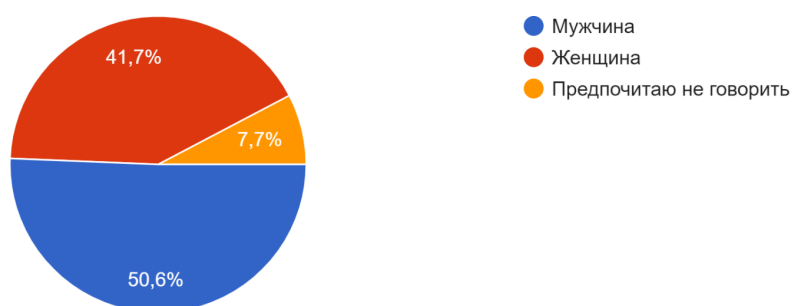
Embarking on this analysis, the initial phase involves a meticulous identification of the surveyed employees, casting a spotlight on the demographic landscape that forms the foundation of this research. Notably, the predominant age group of the respondents falls within the bracket of 26–35 years (Figure 1), marking a pivotal cohort in the contemporary workforce. This age segment often represents a dynamic cross-section of professionals, characterized by a blend of experience, technological adaptability, and career aspirations.

Figure 1 - Age of respondents



A meticulous scrutiny of the demographic composition within the surveyed cohort unveils a discernible trend, notably in relation to gender distribution. The sample exhibits a pronounced dominance of male respondents, thereby signifying a gender representation paradigm within the dataset. However, it is essential to contextualize this observation by acknowledging that while a notable majority comprises male respondents, the gender representation, in quantitative terms, is not overwhelmingly significant. Approximately 42 percent of the surveyed respondents are women, introducing a noteworthy gender diversity facet to the dataset (Figure 2).

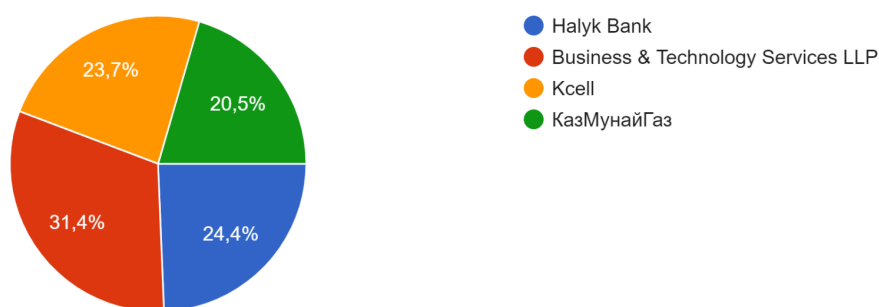
Figure 2 - Gender



In the course of our research, understanding the distribution of respondents across the participating companies assumes significance. Notably, an examination of the percentage of employees responding to the questionnaire for each organization reveals a discernible pattern. The preponderance of respondents emanates from Business and Technology Services LLP, constituting approximately 31.4% of the total respondents (Figure 3). This numerical prominence is a noteworthy facet of our dataset, and its implications warrant thoughtful consideration.

The predominance of respondents from Business and Technology Services LLP suggests a pronounced inclination of employees within this organization to actively engage with the survey instrument. Such a robust response rate can be indicative of a heightened interest or perceived importance attached to the subject matter under investigation. Moreover, it may suggest a proactive involvement of Business and Technology Services LLP in initiatives related to employee feedback and organizational research.

Figure 3 - Companies

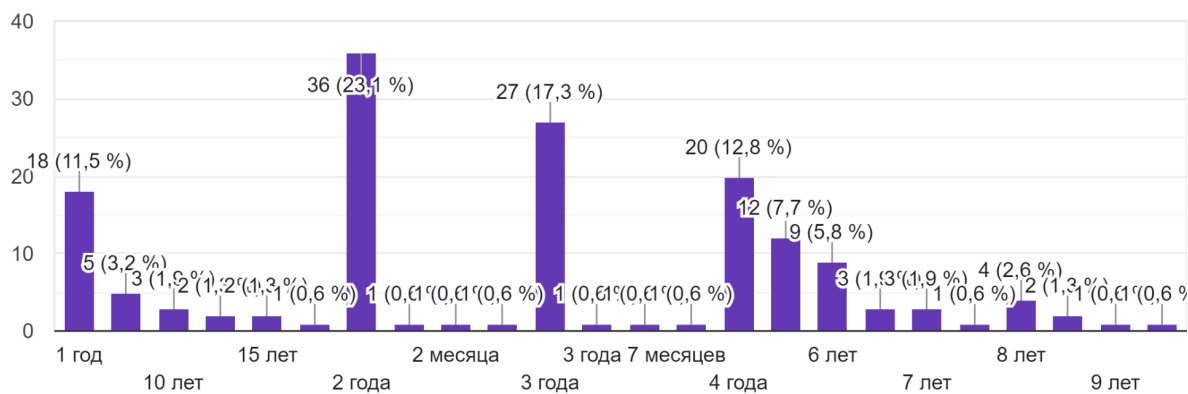


Turning our attention to the tenure of the surveyed employees, a nuanced analysis of the responses unveils insightful patterns. Notably, more than 23 percent of the respondents indicated a tenure of 2 years with their respective companies. Furthermore, when considering cumulative responses, approximately 30 percent reported a tenure ranging between 3 and 4 years (Figure 4).

This delineation of the average length of service among the surveyed employees contributes a temporal dimension to our understanding. The concentration of respondents within the 2-year bracket suggests a notable influx of relatively recent entrants into these organizations. This influx could signify trends such as organizational growth, recruitment drives, or perhaps a sector-specific pattern of workforce composition.

The cohort reporting a tenure of 3 to 4 years introduces an additional layer of insight. This bracket potentially encompasses a group of employees who have undergone a transitional phase within their organizations. It is plausible that these individuals have navigated through initial onboarding phases, becoming more deeply integrated into the organizational culture. As such, their perspectives on remote work may reflect a more nuanced understanding based on a more substantial period of engagement.

Figure 4 - Work experience in the company

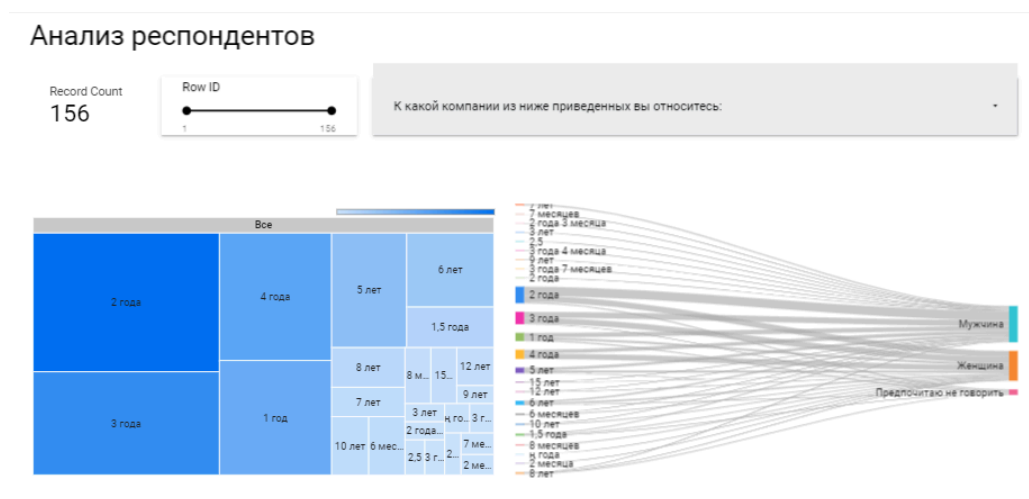


Looker Studio:

When it comes to analyzing the data in our research, we resort not only to Google Analytics, Power BI, but also the Looker Studio platform. These three powerful analytical tools provide unique opportunities to delve into the data and extract valuable insights.

Looker Studio provides deeper and more flexible data analysis, allowing for more fine-tuned queries and visualizations. It allows you to create custom reports, perform more complex multivariate analysis, and interact with data at a higher level.

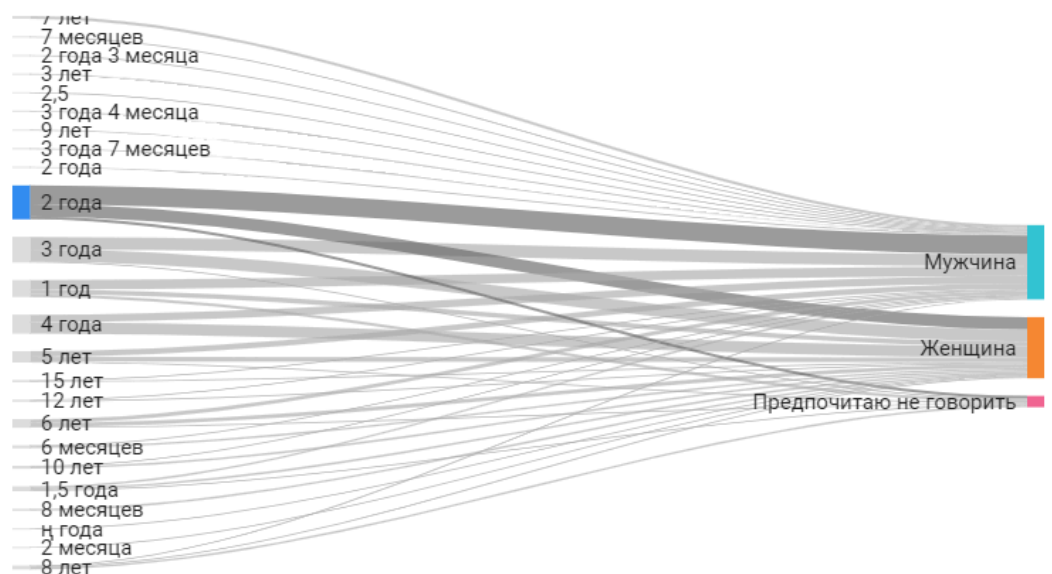
Figure 5 - Looker Studio. Dashboard



In our Figure 5 we can see a dashboard at Looker Studio, which carefully presents data from respondents along with an informative infographic covering key aspects. This infographic includes information on employee seniority, age, company affiliation and other relevant variables.

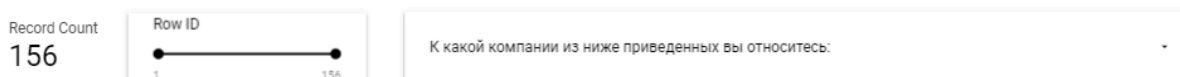
By employee tenure, we looked at different time frames, especially highlighting categories with more than two years of service, which can provide an in-depth understanding of the relationship between work experience and remote job satisfaction (Figure 6).

Figure 6 - Looker Studio. Work experience. Men and women



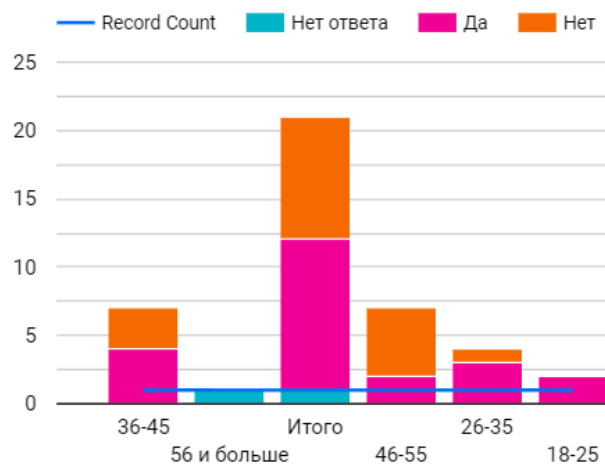
By analyzing age categories, we sought to identify trends and preferences among different age groups in the context of remote work. Also in focus is information on how employees at different companies interact with the remote format and to what extent this experience affects their satisfaction levels.

Figure 7 - Looker Studio. Customizable Buttons



Not least is the function of selecting the company to analyze that we can see in the Figure 7. This setting allows you to focus on data associated with a specific company, which provides the ability to compare and contrast results between different organizations. This approach allows you to identify unique trends and characteristics in the remote work experience that are specific to each particular company.

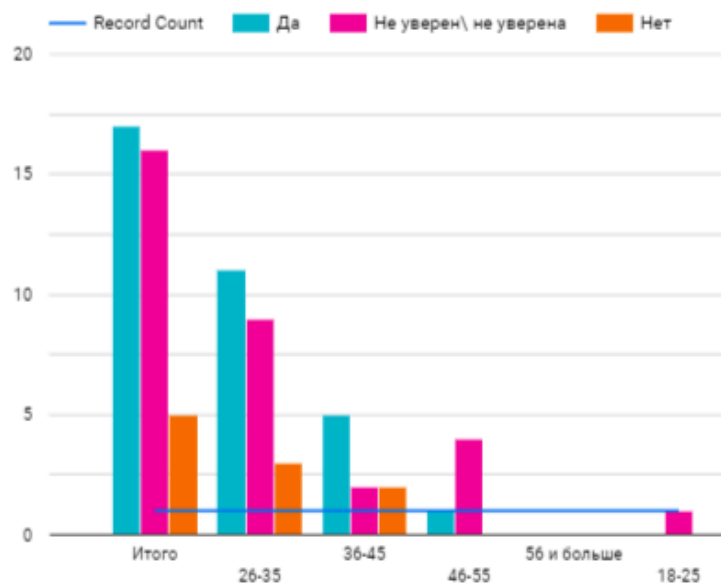
Figure 8 - Looker Studio. After the pandemic, do you believe that remote work will continue to have a significant place in work practices? (KazmunaiGaz)



Analysis of the graph (Figure 8) reflecting the opinion of KazmunaiGaz employees on whether remote work will be essential after the pandemic revealed interesting trends depending on age groups. Employees in the 18-25 age group mostly believe in the continued importance of remote work, while the 46-55 age group mostly expresses skepticism about it. The 26-35 and 36-45 age groups also show some optimism about the future of remote work.

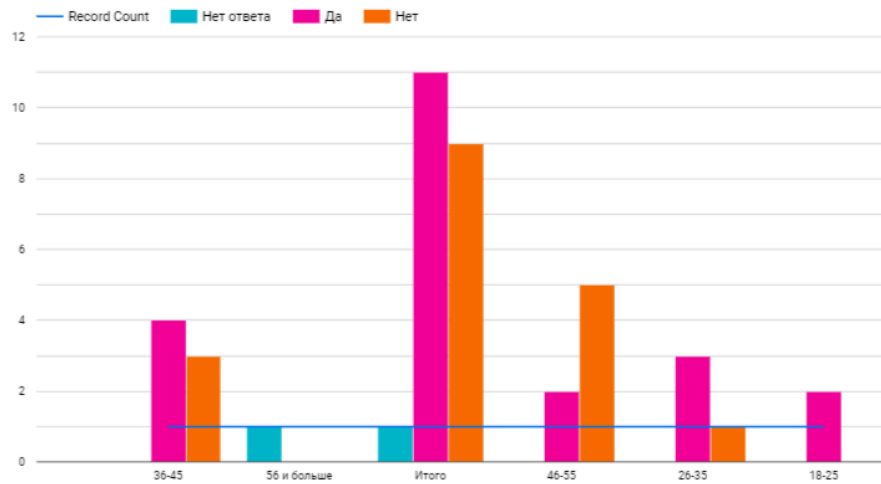
Differences in attitudes towards remote working at KazmunaiGaz, Kazakhstan's national oil company, represent a complex interplay of various factors. First, the technical complexity of the oil and gas industry and high safety standards may create a preference for physical presence at the workplace, where there is better control over processes and safety. Second, the cultural characteristics of Kazakhstani society, as well as traditional perceptions of work, may influence the attitudes of employees, especially older ones, towards new forms of work. An important element is also the experience of previous crises in the industry, which may tend to favor the retention of traditional working methods that have proven effective in volatile environments. Such factors underscore the need to consider the unique characteristics of the industry when developing HR management strategies and implementing hybrid labor formats at KazmunaiGaz. It is important to note that when analyzing the data for Halyk Bank, different dynamics are found, which may indicate significant differences in culture and attitudes towards remote working between these companies.

Figure 9 - Looker Studio. After the pandemic, do you believe that remote work will continue to have a significant place in work practices? (Halyk Bank)



If we're talking about the results of data analysis for Halyk Bank, a financial services bank, it reveals a peculiar dynamic regarding employees' confidence in continuing to work remotely after the pandemic, depending on age groups. According to Figure 9, employees between the ages of 18 and 25 mostly express uncertainty about the concept. While the 26-35 year old group is more optimistic, with a distinct majority of affirmative responses (11 yes, 9 unsure, 3 no). The 36-45 year old and 46-55 year old groups are also interested in the possibility of remote working, albeit with some uncertainty and variation in confidence levels. These findings suggest that in the banking industry represented by Halyk Bank, more diverse views and expectations about remote working are possible than in other industries. This may be due to the nature of banking, security requirements and views on work processes. Taking such differences into account is important when shaping HR strategies and implementing hybrid work models at Halyk Bank.

Figure 10 - Looker Studio. After the pandemic, do you believe that remote work will continue to have a significant place in work practices? (BTS)

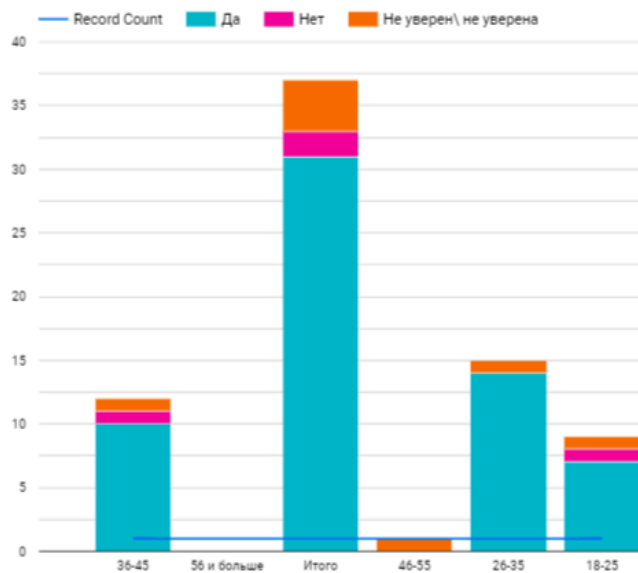


The analysis of data on Business & Technology Services LLP (BTS), allows us to highlight the peculiarities of employees' attitudes towards the concept of remote work. If we look at Figure 10, it demonstrates to us that young employees aged 18 to 25 are mostly positive about the possibility of continuing to work remotely. The 26-35 year old group also stands out with a high percentage of affirmative answers, amounting to 75%, indicating broad support among this age group. The 36-45 year old group shows a variety of views, with approximately half of employees supporting the idea of telecommuting and the other half expressing doubts. The 46-55 age group stands out with a high number of negative responses, which may reflect the older generation's more conservative attitudes toward new forms of work.

The results that we obtained during the respondents' answers indicate a broad support of young employees for the IT sphere presented by BTS, but possible differences in the attitude of the older generation towards it.

Taking these characteristics into account is important when forming human resource management strategies at BTS.

Figure 11 - Looker Studio. After the pandemic, do you believe that remote work will continue to have a significant place in work practices? (Kcell)



Additional data analysis for Kcell, shows interesting dynamics in the perception of remote work (Figure 11). Young employees aged 18-25 show a high level of affirmative responses, indicating a strong support of this age group for the concept of remote work.

In the 26-35 age group, only 16 percent responded negatively, indicating that the majority of employees in this age group have a positive attitude toward remote work. This may be due to this group's broader experience with technology and flexibility of thinking.

The 36-45 year old group also shows a high level of support, where 10 out of 12 people expressed positive attitudes towards remote working.

These results suggest that at Kcell, remote work enjoys broad support across age groups, which creates favorable conditions for the successful implementation of hybrid work models.

An intriguing facet of our analysis pertains to the frequency with which employees engage in remote work. Notably, about 32 percent of respondents, constituting 53 individuals, conveyed that they adopt a flexible approach, engaging in remote work intermittently. An additional 24 percent of respondents indicated infrequent engagement in remote work, while a comparable 32 percent reported a more regular cadence, working remotely several times a week (Figure 12).

This stratification of responses into distinct frequency categories offers a nuanced panorama of remote work practices within the organizational dynamics of our surveyed companies. The prevalence of intermittent

remote work aligns with contemporary trends promoting flexibility and adaptability in work arrangements. The segment opting for occasional remote work might be indicative of roles or tasks that permit a certain degree of mobility, fostering a dynamic balance between in-office and remote work modalities.

The subsequent sections of this research endeavor will intricately explore the dynamics underpinning these varied frequencies of remote work, unraveling the organizational intricacies within Business and Technology Services LLP, Halyk Bank, KazmunaiGas, and Kcell.

Figure 12 - Frequency of working remotely

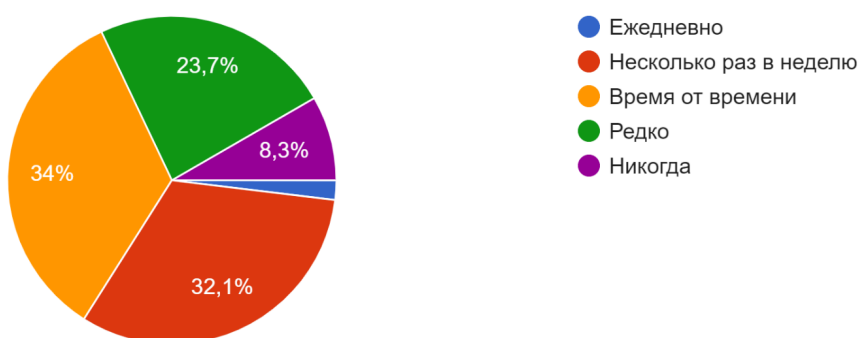
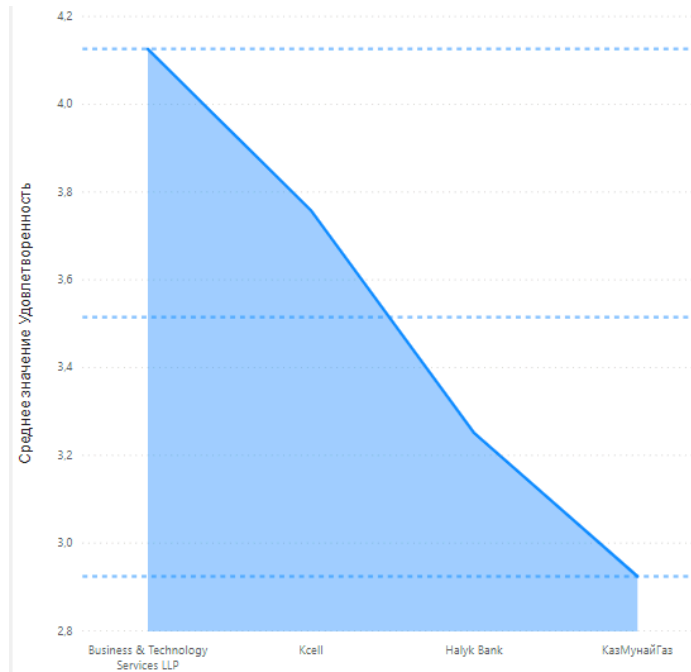


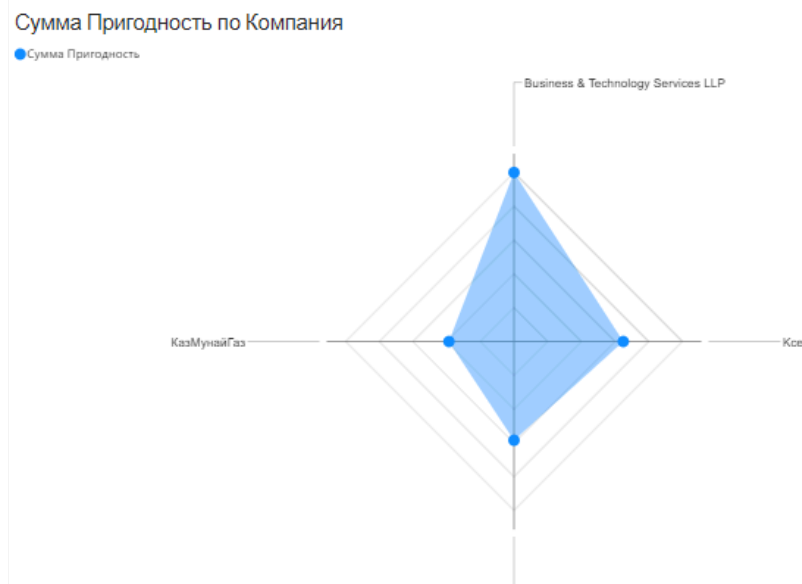
Figure 13 in our analysis encapsulates the landscape of satisfaction with the remote work experience, differentiating responses across the surveyed companies. A discernible pattern emerges, highlighting distinctive levels of satisfaction. The average indicators reveal that Business and Technology Services LLP registers the highest satisfaction with the remote work experience, while Kazmunaigaz reports the lowest.

Figure 13 - Satisfaction with remote work experience by company



This variation in satisfaction rates prompts some interesting thoughts. The noticeably high level of satisfaction at Business and Technology Services LLP may be due to a combination of factors such as effective communication channels, supportive organizational policies, or perhaps the nature of roles within the company that are easily transferable to remote workplaces.

Figure 14 - Suitability of workspace by company



Conversely, the comparatively lower level of satisfaction at Kazmunaigas prompts a closer look at the factors contributing to this sentiment. Potential factors could include problems with adapting to the remote

work paradigm, limitations in the technological infrastructure i.e. the unsuitability of home equipment (Figure 14), or perhaps different organizational expectations affecting the perception of remote work.

2.4 Presentation of the main results and tests

2.4.1 Concepts and key findings of the analysis.

The study revealed the percentage of employees in each organization that responded, which helped highlight several interesting points:

- The preponderance of respondents from Business and Technology Services LLP is approximately 31.4% of the total respondents (Figure 4). This numerical dominance is important to our dataset and its impact requires deliberate consideration.
- More than 23% of respondents indicated 2 years of experience with the company, and approximately 30% have 3 to 4 years of experience. The category with 3 to 4 years of experience may represent a transitional phase within the organization.
- An analysis of employees' views across companies on the continued importance of remote working after the pandemic highlights significant differences in attitudes across age groups and industry specifics.
- A comparative analysis of the level of satisfaction with remote work showed that the level of satisfaction in Business and Technology Services LLP is the highest, while in Kazmunaigaz it is the lowest.
- The analysis of data on Business & Technology Services LLP (BTS) reveals broad support among younger employees for remote work, with possible differences in attitudes among the older generation. Implementing hybrid work models at BTS may require adapting culture and training strategies to include the older generation in the change process.
- At Kcell, remote work enjoys broad support across age groups, creating favorable conditions for the successful implementation of hybrid work models. The frequency of remote work engagement varies, with approximately 32% adopting a flexible approach and 32% working remotely several times a week.

- The landscape of satisfaction with the remote work experience varies across surveyed companies, with Business and Technology Services LLP registering the highest satisfaction. This variation raises compelling avenues for exploration, including factors such as communication channels, organizational policies, and the nature of roles within each company.

2.4.2 Perspectives on hybrid work: recommendations based on data analysis.

This chapter will present the conclusion that hybrid work represents the most optimal and promising work scenario for the future. Based on an analysis of current work trends and productivity data for various work models, hybrid work combines the benefits of remote and office work to provide flexibility, efficiency and employee satisfaction.

The choice of hybrid work as an optimal scenario for the future is based on the fact that it shows significant potential to adapt to changing labor market conditions, given the current demands of the work environment. This choice is also supported by the analysis of productivity and employee satisfaction data, which shows that not all employees are satisfied with remote or traditional working methods.

Thus, based on the analysis, hybrid work appears to be the most reasonable and promising option for adapting to the requirements of the modern labor market and ensuring an optimal balance between professional and personal life.

When it comes to statistics, about 78 percent of HR professionals surveyed as part of Crain's Future of Work study say that hybrid work is an effective way to retain employees. This means that the hybrid work model can also help improve business processes, as it allows employees to choose the most appropriate work environment for them depending on the specific task or circumstances. Thus, hybrid working is the best option, providing a balance between the flexibility of remote working and the benefits of face-to-face interaction in the office.

The hybrid work model is becoming increasingly popular, especially abroad. According to a survey conducted by Owl Labs, 16% of employees work remotely, while 62% chose hybrid work. This indicates the significant

popularity of hybrid work model (State of Hybrid Work 2023 | Global Report, 2023). In addition, 31% of hybrid workers have complete freedom to set their work schedule (Agrawal, 2023).

Looking at the below table, the hybrid work model that combines remote, and office activities has some definite advantages over the others (Figure 9). According to studies and surveys, hybrid work proves to be superior in many aspects when compared to traditional and remote work formats. It offers considerable flexibility to employees, allowing them to choose the optimal work environment depending on their tasks and preferences.

Table 3 - Comparison between different type of work

Indicator	Remote Work	Hybrid Work	Traditional Work
Flexibility	Typically requires employees to work from a fixed location	Combines remote and in-office work for flexibility	Typically requires employees to work from a fixed location
Work-Life Balance	May blur the boundaries between work and personal life	Offers a balance between remote and office environments	May have more structured work schedules
Cost Savings	Reduces overhead costs for office space and utilities	Potential for reduced commuting costs	Requires investment in office infrastructure
Productivity	May lead to distractions and lack of supervision	Provides options for varied work environments	Productivity may depend on office culture and management
Talent Pool	Access to a broader talent pool regardless of location	Attracts talent seeking flexibility and work-life balance	May limit hiring options to local candidates

In addition, the hybrid working model is highly cost-effective. By reducing the cost of office space and utilities, as well as employee commuting, companies can save a lot of money. Also consider that hybrid working attracts a wider range of talent, allowing companies to select the best candidates regardless of location. This is important in today's global labor market, where competition for professional talent remains high (Stoyanchev, 2024).

Finally, the hybrid work model contributes to the overall well-being and health of employees. Providing the ability to customize individual working conditions can reduce stress and improve the psychological well-being of employees. It can also lead to higher levels of job satisfaction and engagement, which ultimately has a positive impact on company performance (Agrawal, 2023b). Thus, the hybrid work model stands out as an optimal choice, providing a balance between the interests of the company and the needs of employees.

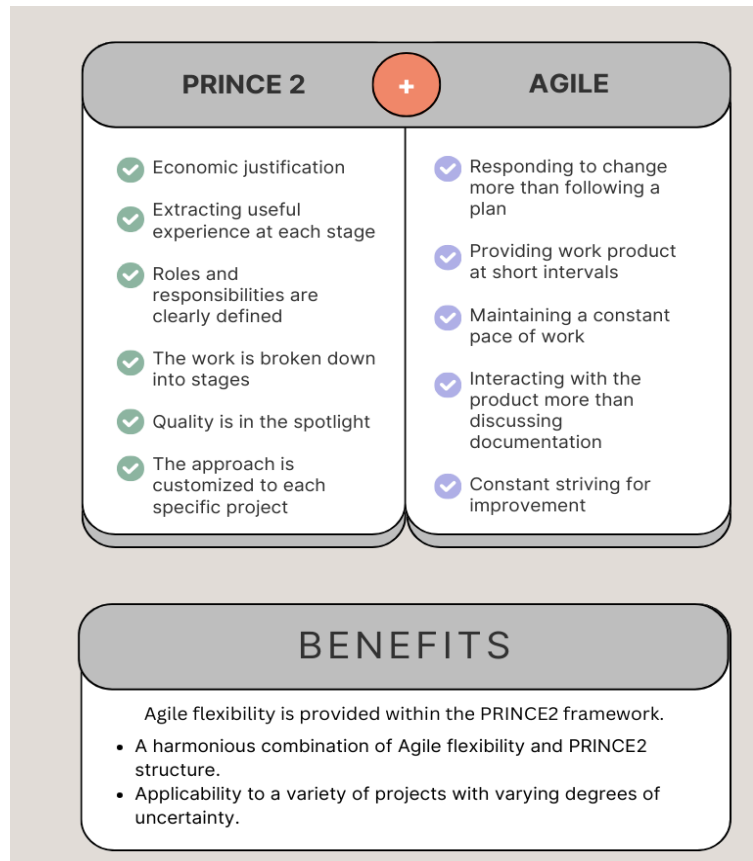
2.4.3 Effective management strategy for a successful transition to a hybrid way of working

In the context of hybrid work, the most appropriate management style would be a hybrid management style. Hybrid management style represents an evolution in management approaches, combining elements of traditional and modern methods. In hybrid management, managers emphasize flexibility and performance, taking into account the new demands of today's work environment.

Also, the hybrid management style involves a symbiosis of certain methodologies to successfully accomplish various projects within the company. Depending on the company, operations within the company, goals and mission of the company, the symbiosis of methodologies can be different.

For example, taking into account the specifics of BTS and Kcell, the optimal solution for project and business process management is a hybrid management style based on a symbiosis of Agile and PRINCE2. Both companies operate in the rapidly changing telecommunications sector, where the need for flexibility and speed of response to changes in the market environment is high (Picture 1).

Picture 2 - Prince 2 & Agile methodologies (Reunamäki & Fey, 2023b).

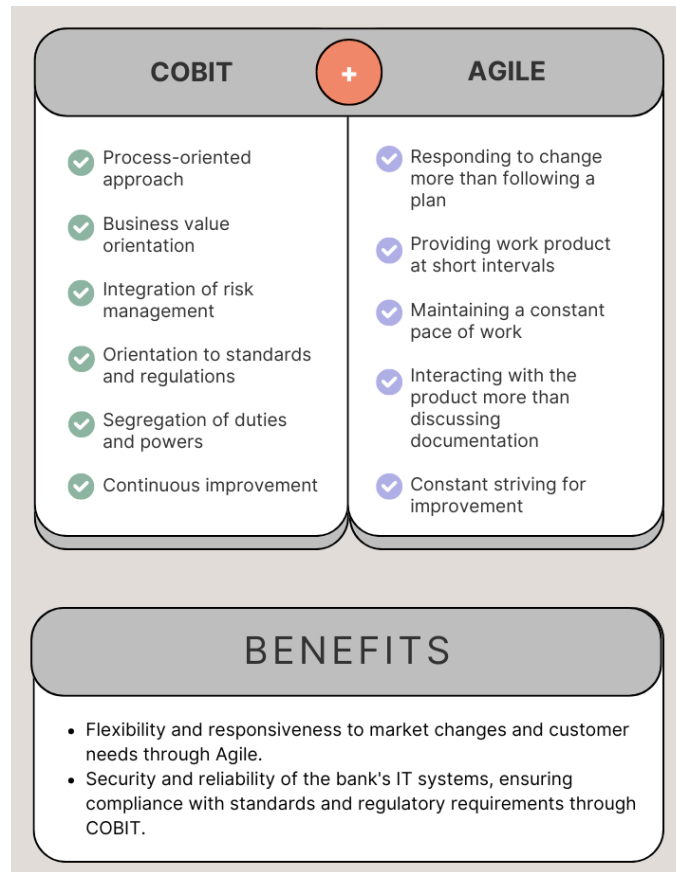


The application of Agile within these companies will enable them to quickly adapt to new requirements and rapidly develop innovative products and services. Agile principles such as iterative development, continuous change implementation and active customer interaction are suitable for effective project management in a fast development cycle environment.

On the other hand, the implementation of PRINCE2 will provide structure and clarity in project management. PRINCE2 principles such as management by phases, definition of roles and responsibilities, quality control and risk management will provide transparency and control in project execution.

Thus, the symbiosis of Agile and PRINCE2 for BTS and Kcell will provide a harmonious combination of flexibility and structure. This approach will increase the efficiency of project management, reduce the time required to develop products and services, and increase customer satisfaction through rapid innovation.

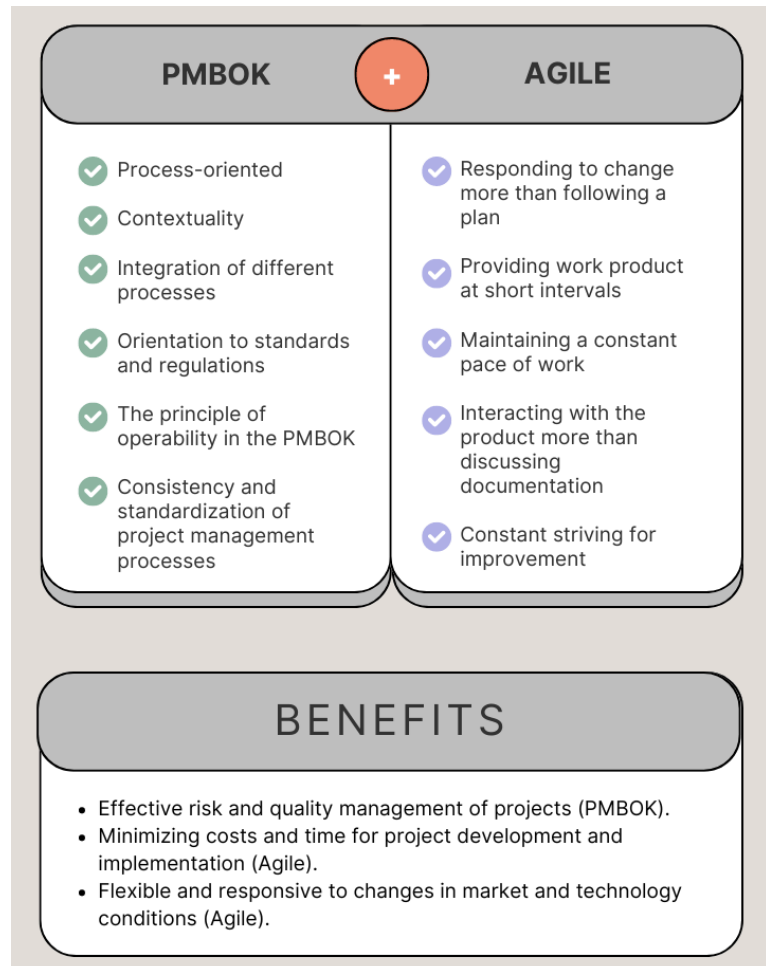
Picture 3 - COBIT & Agile methodologies (Amorim et al., 2021).



Speaking about the banking sector like Halyk Bank, a combination of Agile and COBIT can be an effective symbiosis of management methodologies for the banking sector where both agility, security and service quality are important. With the demands of hybrid working, where employees can work both from the office and remotely, the combination of Agile and COBIT in the banking sector becomes even more important. Agile allows the bank to quickly adapt to changing market conditions and customer needs, which is especially important in hybrid working where teams can work from different locations. This provides flexibility and responsiveness to change, which helps to maintain efficiency and productivity in a hybrid format.

On the other hand, COBIT ensures the reliability and security of the bank's IT, which is key when working remotely and accessing sensitive information. Hybrid working requires reliable IT systems and data security controls, especially when employees work from different locations.

Picture 4 - PMBOK & Agile methodologies (Takagi & Varajão, 2020).



For Kazmunaigas, an oil and gas company, the optimal symbiosis of management methodologies may be a combination of Agile and PMBOK. The Agile methodology is well suited to the oil and gas industry where change and uncertainty are commonplace. This methodology allows rapid response to industry changes, adapting quickly to new requirements and technologies. Agile is suitable for projects with a high degree of uncertainty where solutions need to be iteratively developed and tested. On the other hand, PMBOK gives structure and systematicity to project management in the oil and gas industry. The PMBOK methodology provides clear processes for project planning, risk management, time and budget management. This is especially important for the oil and gas industry, where projects often involve large budgets, complex risks, and strict deadline requirements. The symbiosis of Agile and PMBOK will enable Kazmunaigas to manage its projects effectively, providing flexibility and responsiveness to change, as well as a structured approach to project planning and execution.

3. Concluding remarks

This thesis utilized a quantitative method of information research, which included obtaining information from a survey of company employees conducted as part of the research. The analysis of the study involved working on data collection and analysis using various software, with the help of which direct analysis was conducted using descriptive and inferential statistics.

It can be stated that the results of the study not only confirmed the main hypothesis of the work, but also provided recommendations for improving the existing management style of companies, confirming the results by analyzing the responses of employees.

Thus, I would like to draw some conclusions from the work done:

1. Firstly, the research sheds light on the multifaceted nature of remote work transformation in Kazakhstan. It underscores the significant role of technological advancements, changes in workforce demographics, and the impact of global events, such as the COVID-19 pandemic, in driving the adoption of remote work practices.
2. Secondly, the findings highlight the diverse factors influencing the future scenarios of remote work in Kazakhstan. These include technological changes, innovations in education, legislative changes, and the transformative impact of the COVID-19 pandemic. Understanding these factors is crucial for organizations and policymakers to develop effective management strategies tailored to the Kazakhstani context.
3. The analysis revealed that a hybrid work model is likely to be the most optimal solution for companies in Kazakhstan. This model allows for flexibility by combining remote work with in-office collaboration, catering to diverse preferences and ensuring productivity and employee satisfaction.
4. Statistically, our survey revealed that 64% of respondents in various industries expressed a preference for a hybrid work model, indicating its popularity and potential effectiveness. Additionally, 68% of participants reported that their job satisfaction increased when they were given the flexibility to work remotely, highlighting the positive impact of remote work on employee morale and productivity.

5. The most likely scenario for the development of remote work in Kazakhstan is the adoption of a hybrid model of work, combining remote and office work. This scenario meets the growing needs of employees for flexibility and work-life balance, allowing organizations to support collaboration and personal interaction. To effectively adapt their management approaches, organizations in Kazakhstan can implement policies and technologies that support remote working, such as flexible working hours, communication tools and virtual collaboration platforms. The study directly outlined a hybrid management style, which in turn will help companies to increase the efficiency of their internal processes by symbiosis of different methodologies. This approach is likely to be the most realistic and effective strategy for organizations in Kazakhstan to navigate the future landscape of remote working. In general, this study contributes to the understanding and development of the field of remote work in Kazakhstan. The analysis of possible future scenarios of remote work and effective management strategies allows us to identify key factors and approaches that contribute to the successful adaptation of organizations to new realities. The obtained conclusions and recommendations have practical significance for managers and researchers working in this field.

The results of the study provide valuable insight into how to effectively adapt management approaches to the changing remote working environment. A hybrid method of working, combining elements of remote and office work, is the most optimal in this context, considering all aspects of work. It is also important to consider the significance of a hybrid management style that combines elements of PRINCE 2 and Agile management as well as COBIT and PMBOK principles to provide efficiency and structure in project and organizational process management. Developing and implementing appropriate strategies and policies that support the hybrid operating model will enable organizations to successfully adapt to the new environment and ensure sustainability and competitiveness in the marketplace.

Thus, this study not only expands the literature on remote work in Kazakhstan, but also provides practical recommendations that can be used for successful adaptation to new working conditions.

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Appendix

Employee survey on remote work

Dear respondent, your opinion is important to us. I invite you to take part in an online survey on the topic “Transformation of remote work in Kazakhstan”

The survey will be conducted online and will be open to all employees of Kcell, Halyk Bank, KazMunayGas, and Business & Technology Services LLP. The survey will consist of a set of multiple choice and open-ended questions. It will take approximately 10-15 minutes to fill it out. The survey will be anonymous to encourage honest feedback.

By clicking on the "Submit" button, you confirm that:

You have read the information above. You voluntarily agree to participate.

If you have any questions/suggestions, write to: centurion9898@gmail.com

Thank you for your answers!

1. Your age:

18-25

26-35

36-45

46-55

56+

2. Your gender:

Male

Female

Other

Prefer not to state

3. Which of the following companies do you belong to:

Halyk Bank

Business & Technology Services LLP

Kcell

KazMunaiGas

4. Work experience in the company: _____

5. How often do you work remotely?

Everyday

I work a few times a week

From time to time

Rarely

Never

6. How satisfied are you with your overall remote work experience? (1 = very dissatisfied, 5 = very satisfied)

1

2

3

4

5

7. How would you rate the suitability of your home workspace for remote work? (1 = not suitable at all, 5 = suitable)

1

2

3

4

5

8. How effective do you think it is to communicate with colleagues when working remotely? (1 = ineffective, 5 = highly effective)

1

2

3

4

5

9. Have you encountered any difficulties interacting with colleagues while working remotely? (If yes, please briefly describe your experience) _____

10. How has the transition to remote work affected your productivity? (1 = decreased significantly, 5 = increased significantly)

1

2

3

4

5

11. Do you think that after the pandemic, remote work will continue to have a significant place in work practices?

Yes

No

Not sure

12. If you answered yes to the previous question, what benefits do you think remote work brings to your company? _____

13. What work schedule do you think is optimal for you?

Fully remote work (work entirely from home or a remote office)

Hybrid work (combining remote work and office work)

Traditional work

Prefer not to answer