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Дизайн программы благополучия на рабочем месте сотрудников в условиях удаленной работы в компании «Строительный двор»

Design of the «well-being» program of employees under conditions of remote work in the company «Stroitelny dvor »

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ЗАДАНИЕ

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ABSTRACT

For the final qualifying work: «Дизайн программы благополучия на рабочем месте сотрудников в условиях удаленной работы в компании «Строительный двор» / Design of the “well-being” program of employees under conditions of remote work in the company “Stroitelny dvor”

This master thesis is made on 152 sheets (A4 format, Times New Roman font, size 14, interlining 1.5) excluding applications.

The number of tables is 13 (excluding applications).

The number of drawings is 59 (excluding applications).

The number of formulas is 2 (excluding applications).

Key terms: well-being, remote employees, distance employment, work-life balance, remote work, digitalization, pandemic, isolation

The final qualifying work consists of an introduction, three parts, a conclusion, a bibliographic list, and appendixes.

The theoretical part presents features, classification, role and influencing factors of well-being of employees under conditions of remote work.

The practical part analyzes the organization as an object of management and the personnel composition of the organization, evaluates well-being of employees under conditions of remote work in the company.

Based on the data obtained, proposals have been developed to improve well-being of employees under conditions of remote work, evaluation of the effectiveness of the proposed measures regarding the economic and social consequences of their implementation was made.

In conclusion, the results are summed up in accordance with the tasks set.

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INTRODUCTION

During the coronavirus pandemic, the transition to working from home was fast and furious for a lot of organizations. But, many companies are now figuring out that working remotely is the future of work no matter pandemic or not. It's likely that the number of companies switching to working from home will continue growing, along with an increase in available work-from-home jobs.

In 2022 Human Resource departments need to adapt to new workplace settings to keep the employees engaged and on track. That's why, exactly the topic of developing a strong sense of importance of well-being of remote employees during working life is crucial nowadays. A massive transition to remote employment and, as a result, the need for search new approaches for personnel management, the organization of a culture of interaction, as well as the adaptation of HR processes to the remote conditions makes *the research topic timely and relevant*.

Well-being is an indicator of satisfaction with human life as a whole and is becoming more relevant in socio-economic conditions today. A balance between two important areas of human life can be achieved only with a high quality of working life. For evaluation the state of well-being of the remote workers the company that is offering remote work as a full-time opportunity was chosen. All the conclusions that were made during the research are based on the analyzes conducted in a large Russian retailing company «Stroytelny dvor» demonstrating how did they organize their employees' mental and physical well-being in condition of remote work and its consequences.

The main purpose of this research work is to gain an understanding of the impact of working remotely from home to the level of the employee' well-being. The influence of a range of factors such as mental, physical, social and financial well-being that include technical issues, distracting at home, lack of access to the information, isolation, emotional support and communications issues were

overviewed to ascertain if any of these factors decrease employees' productivity, work engagement, and stress experienced when working from home.

The object and so-called a problem field of the study is the well-being of employees at their workplace.

And thus, *the subject* of the research is the well-being of employees of the company «Stroytelny dvor» who are working remotely.

The goal of the research is to analyze the consequences of working from home to the well-being of the employees and to find recommendations for improvement of the remote employee's well-being.

As every scientific research, this study has a list of objectives that need to be claimed on the way to achieve the goal. These are the most important *tasks of writing of research work* that were useful to summarize:

1. To discover features, classification, role and influenced and influencing factors of well-being of employees under conditions of remote work
2. To summarize regulatory framework of employees working remotely from home
3. To demonstrate the best practices of Russian and foreign organizations with employees working remotely from home
4. To analyze the well-being of employees under conditions of remote work
5. To examine characteristics of the organization as an object of management
6. To explore the personnel composition of the organization
7. To evaluate the current status of remote work in the company
8. To interpret improvement measures of well-being of employees under conditions of remote work
9. To review the main possible elements for digitalization for improving well-being of employees under conditions of remote work

10. To create personal development activities for increasing the well-being of employees working remotely

11. To evaluate the effectiveness of the proposed activities

To highlight the theoretical base of the research it should be first started from the general understanding of well-being. Concerning wellbeing it has been defined by to 2 main approaches. According to the hedonic perspective, that was studied by E. Diener, N. Bradburn and D. Kahneman, wellbeing is described as happiness, including components like life satisfaction, the presence of positive mood, and the absence of negative mood. In the second, eudaimonic approach, that was presented by K. Riff and A. Waterman, wellbeing is seen through self-actualization, in activities that stimulate personal growth, self-acceptance, life purpose [21, 31].

Thus, wellbeing can be viewed as a multidimensional phenomenon that include both eudaimonic and hedonic aspects as the combination of feeling good (hedonism) and functioning well (eudemonia). The first representative of this direction was F. Herzberg and his two-factor theory. By the theory, factors, that influence the well-being at work are divided into two groups: motivators (internal-labor factors) and hygienic factors (external-labor factors) [37].

As for wellbeing at work, it refers to a subjective perception of general satisfaction with and positive feelings toward work. Overall employee wellbeing has been linked to several aspects like mental, physical, social and financial wellbeing of the employees, which should be combined to check the state of a worker. Speaking of well-being of remote workers, it was found out that the influence of virtual reality on the level of employee's well-being has not been practically studied [40].

For collecting and analysing data to conduct this research qualitative and quantitative methods were used. Some of them helped to evaluate trends within a research topic (literature review), to gain more in-depth understanding of a topic (interview). Other methods were useful to analyse data collected from interviews,

focus groups, textual sources and to understand general themes in the data and how they are communicated (thematic analysis).

To analyse large volumes of textual data collected from literature reviews and other sources helped qualitative tools like content analysis. Method that helped to suggest various courses of actions and outlines the potential implications that could be reached also was used (Prescriptive Analysis). To make the whole interpretation of the research firstly all the methods were used in a mixed way and only then integration of both qualitative and quantitative findings allowed to get the results. Thus, the programme of research and methods that were used in the conducted study is shown in the table 1.

Table 1 – Programme of research with the used methods

Stage	Aim	Used methods
1	To discover features, classification, role and influenced and influencing factors of well-being of employees under conditions of remote work	Method of classification
2	To summarize regulatory framework of employees working remotely from home	Method of analysis of regulatory documents Method of law interpretation
3	To demonstrate the best practices of Russian and foreign organizations with employees working remotely from home	Method of literature review
4	To examine characteristics of the organization as an object of management	Content analysis
5	To explore the personnel composition of the organization	Synthesis method

6	To evaluate the current status of remote work in the company	Psychological and Sociological methods Interview method Numerical analysis
7	To interpret improvement measures of well-being of employees under conditions of remote work	Observation method Thematic analysis
8	To review the main possible elements for digitalization for improving well-being of employees under conditions of remote work	Diagnostic analysis
9	To create personal development activities for increasing the well-being of employees working remotely	Prescriptive Analysis
10	To evaluate the effectiveness of the proposed activities	Analysis method HR metrics

A short summary of the thesis chapters and paragraphs should be also done. Thus, the main purpose of the first chapter is to describe the key aspects of the chosen topic from the point of theory and form the own concept. The purpose of the second chapter is to analyze the key aspects of the chosen topic based on a real organization in accordance to achieve research tasks. The main purpose of the last chapter is to design measures to improve the elements of well-being of employees under conditions of remote work and to predict their effectiveness.

In addition, it should be said that the paper consists of an introduction, three main parts including chapters and paragraphs, a conclusion, a bibliographic list, and appendixes.

1. Theoretical foundations of well-being of employees under conditions of remote work

1.1 Essence, approaches to understanding, classification, role and influenced and influencing factors of well-being

The topic of employee well-being for a long time has been one of the most relevant in international academic research on organizational behavior and human resource management and is a strategic priority in the activities of modern companies. The authors offer the following interpretation of employee well-being: employee well-being is a state in which an employee successfully realizes his own potential, works productively and contributes to the development of the company and society as a whole. The basic components of an employee's well-being are physical well-being (physical and mental health), psychological well-being, social well-being (involvement in society), and financial well-being [37; p. 95].

At this stage of development of psychological science, well seen an increase of of publications and scientific articles devoted to the study of well-being, subjective well-being, and life satisfaction. Those topics have always been of public interest and excitement, however now there is a particularly clear tendency to prioritize the study of positive research topics over negative ones. Thus, there is a rejection of the course of studying the negative causes leading to the appearance of a problem, yet well discussed are the studies of personality traits, terms and conditions, factors as well as a person's own activity, leading to the achievement of well-being in all spheres of life. Still there is no clear separation of the concepts of 'well-being', 'subjective well-being', 'satisfaction with life'. For understanding these terms and concepts on the research problem the analysis of theoretical and scientific-practical literature should be overviewed.

Nowadays, there is a large number of studies of such foreign authors as M. Argail, R. W. Bortner, E. Campbell, N. E. Cutler, E. Diner, G. H. Gallup, D. F. Hultsch, R. Kammann, C. L. Keyes, P. M. Lewinsohn, B. R. Little, D. J. MacPhillamy, A. C. McKennel, A. C. Michalos, D. Mroczek, D. G. Myers, T. S. Palys, J. V. Reich, C. D. Ryff, A. Zautra and others. However, these works were created within the framework of different concepts and independently from each other. It is also necessary to note the lack of theoretical development of this problem, since most of the works are dominated by empirical studies.

Despite a fairly large number of studies, their analysis shows that there is currently no common point of view regarding the concept of 'life satisfaction' and its structure. As well as there is no clear differentiation of similar, but not identical concepts. Indeed, in socio-psychological works devoted to the problem of studying the characteristics of a person's assessment of his life as a whole, along with the term 'life satisfaction', the concepts of 'well-being' and 'subjective well-being' are used. Therefore, there is a need to differentiate the content, and correlate these concepts.

To begin with, the phenomenon of the psychological well-being of a person originates in the psychological theories of the humanistic direction of A. Maslow, K. Rogers, V. Frankl, J. Bugental and others. It is associated with the need and ability of a person to improve and develop. The degree of realization of this need is the level of psychological well-being and overall satisfaction with life.

The term 'psychological well-being' belongs to N. Bradburn. He described a two-component structure of psychological well-being, in which he distinguished positive and negative effects. The predominance of the first affect leads to an increase of level of well-being, the predominance of the second - to its decrease.

Later, E. Diener in 1984 introduced the term 'subjective well-being' as a close term, which is currently more developed in Western psychological science compared to the phenomenon of psychological well-being [21; p. 30]. There are

also two aspects to the phenomenon of subjective well-being. The internal aspect is associated with the self-awareness of an individual, and the external aspect is associated with external conditions that can affect a person's sense of the level of his well-being.

To describe the role of well-being let's analyze the works of E. Diener which show that people with a high level of psychological well-being usually have a higher income, are more efficient in their professional activities, and even have better health compared to less psychologically well-being people. It has also been shown that psychological well-being can be understood through people's subjective assessments of their quality of life, based on information (cognitive aspect) and emotions (affective aspect) [31; p. 34].

The human psyche is arranged in such a way when a person constantly evaluates his life situation as good (pleasant) or bad (unpleasant). Since both spheres - cognitive and affective - are continuously functioning, then at every moment of time people have a perception of the level of their subjective well-being, even if they do not consciously pay attention to it.

In addition, to observe the factors that influence well-being of a person it should be pointed out that the psycho-emotional well-being of employed and unemployed adults is clearly opposite. Thus, the existence of a paid job affects the positive aspects of human functioning: in men it is associated with a high level of personal growth, in women it is associated with self-acceptance and competence. The presence of goals in life and an interest in personal growth contribute to the active acceptance of labor obligations and high efficiency at work.

On the contrary, receiving the status of unemployed, a person loses his former position in society and often experiences a high degree of dissatisfaction with this status and current financial situation. There are fears of loss of qualifications, feelings of guilt, fear, depression and the "loser" complex interfere with the motivation to find a job causing a feeling of hopelessness. A negative

impact of unemployment on a family is manifested in the deterioration of family and marital relations, an increase of the number of family conflicts and a decrease in life satisfaction [31; p. 32].

Meanwhile, paradoxical conclusions were drawn in the works of Western colleagues devoted to the relationship between subjective well-being and important life events. In everyday life, most people are used to believe that important events such as job loss or, conversely, career growth have a great impact on the level of psychological well-being. But the results of numerous studies lead to completely opposite conclusions: these and other similar events cannot affect the level of well-being in the long term. This happens because a person quickly and ‘inevitably’ adapts to any life changes, regardless of whether they are positive or negative [8; p. 1115].

At this stage of the development of the problem, it is possible to unite all the gathered information into a table about the following correlation of such concepts as ‘Psychological well-being’ and ‘Subjective well-being’.

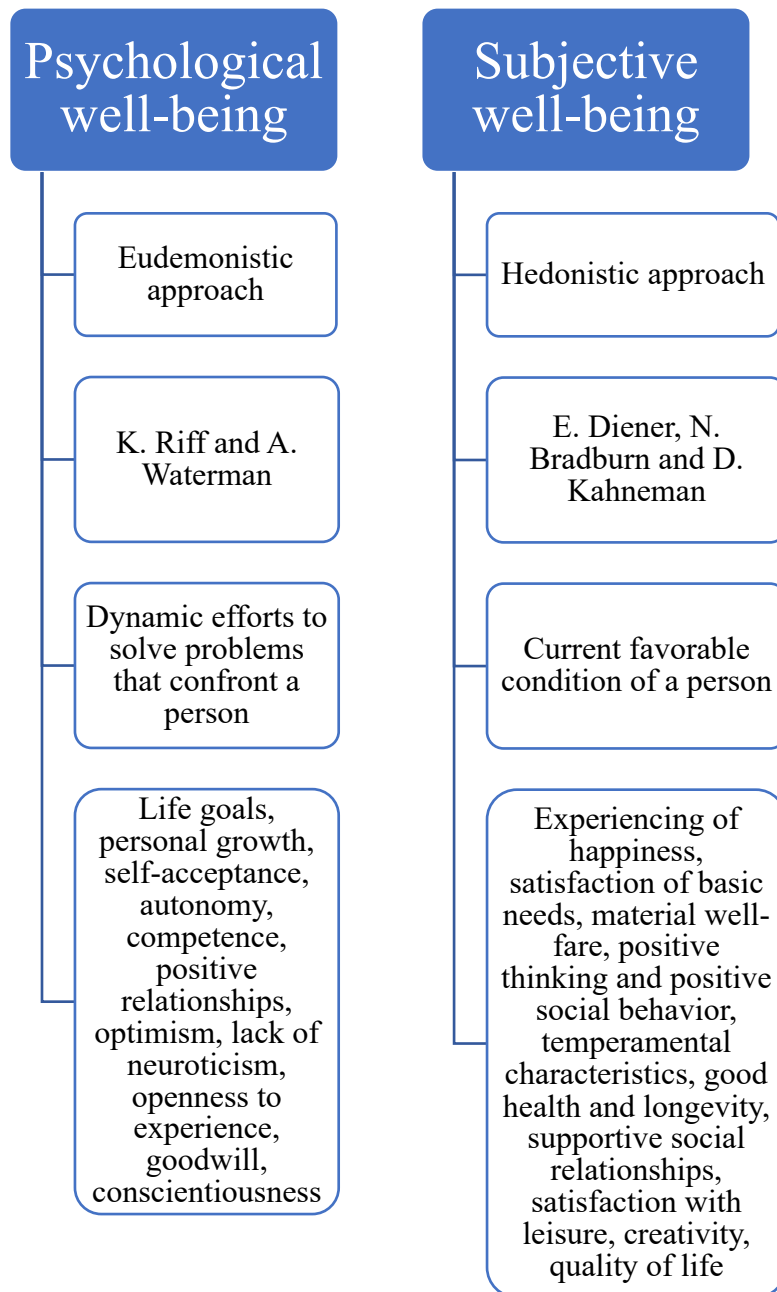


Figure 1 Correlation between the concepts of Psychological well-being and Subjective well-being

Thus, we note that R. M. Ryan presented a classification according to which all approaches to understanding well-being are divided into two main areas: hedonistic (E. Diener, N. Bradburn and D. Kahneman) and eudemonistic (K. Riff and A. Waterman). Researchers representing the hedonistic direction describe well-being mainly in terms of satisfaction - dissatisfaction, and

representatives of the eudemonistic understanding of this problem consider personal growth to be the main aspect of well-being.

In fact, all of the above works were devoted to the phenomenon of psychological well-being in the so-called "offline environment". But today, people live in post-industrial world and operate simultaneously in two spaces: virtual and real, and the trends are increasingly shifting in favor of the first space. While for a modern person the Internet environment is an important aspect of his life, nowadays the influence of virtual reality on the level of psychological well-being of an individual has not been practically studied.

In studies of the phenomenon of psychological well-being, personal transformations associated with virtualization were not taken into account. As with other phenomena, with the advent of the Internet environment in the life of mankind, scientists first of all drew attention to the factors of its negative impact, and only after some time the topic of psychological well-being in cyberspace and offline attracted their attention. Work in this direction is just beginning [40; p. 65].

Summing up, the question of well-being remains open, despite its obvious significance. There is no consensus both about its content and about the factors influencing the increase in the level of well-being of the individual. Research on this phenomenon will be developed taking into account the new realities of the modern information and digital society.

Further, having a general idea of the phenomenon of psychological well-being, we will consider the methodological aspects of the study of professional well-being. First of all, we note that the term "professional well-being" in comparison with the concepts of well-being, psychological and subjective well-being in the domestic scientific literature is presented to a much lesser extent.

Workers spend about one-third of their time at work, and don't necessarily leave the job behind when they leave the work site. Second, well-being can potentially affect both workers and organizations in negative ways. Workers with

poor well-being may be less productive, make lower quality decisions, be more prone to be absent from work, and make consistently diminishing overall contributions to the organizations.

To highlight the term of employee well-being it should be said that it lacks a clear definition. However, one comprehensive definition of employee well-being is given by the World Health Organization—at its core, it is the state of each employee in which they understand their capabilities, cope with life stresses, work productively, and contribute to their community [28]. Well-being is the state in which a person feels good, healthy, and happy, it is associated with connecting to all spheres of life, among which work activity and occupational functioning play a special role.

Research into employee well-being with regard to human resource management utilizes the five-element PERMA model, in which P is positive emotion, E is engagement, R is positive relationships, M is meaning, and A is accomplishments/achievements.

Well-being can be diagnosed using tools aimed at employees and employers, including quality of life, meaning in work, likelihood of burnout, severe fatigue, work–life integration, and suicidal ideation. The employee Well-being consists of five items: (1) having a positive attitude toward daily activities and motivation to achieve goals, (2) having supportive relationships with others in one's life, (3) being financially secure, (4) feeling safe and proud to belong to a certain community, and (5) having good health and enough energy to perform tasks on a daily basis [27; p. 133].

Many foreign researchers and studies consider well-being at work as a multidimensional phenomenon that includes various independent factors. The first representative of this direction was F. Herzberg and his two-factor "motivational-hygienic" theory. Its main content is that the factors, that influence the well-being at work are divided into two groups: motivators (internal-labor factors) and hygienic factors (external-labor factors). The first group involves the

possibility of professional growth, career leap, teamwork and personal responsibility, status and material income. The second group provides for a stable workplace, corporate events, organization of labor at the enterprise, independence and autonomy, participation in important decision-making, rest and work regime, etc. Herzberg's theory is based on A. Maslow's model of needs and it indicates the determining role of activity motives on the state of a well-being at work [37; p. 51].

In particular, employees can experience a number of stressors related to lower well-being working from home: economic hardship, increased health risks and uncertainties, a reduction of social contacts outside of the household, increased screen-time and fewer opportunities for physical activity. While there might be few positive aspects of working remotely – more time for your family and at home or more work autonomy while working remotely [20; 606].

There are several validated variables that contribute to workplace well-being of employees such as autonomy, relatedness and competence. These are three basic psychological needs and these needs are innate in nature. These three needs are called intrinsic motivational needs and they are important in improving the workplace well-being of employees [6; p. 71].

Issues that have direct impact on health and wellbeing of employees are:

- Factors intrinsic to the job including work overload or underload, shift work, long hours, and quality of the physical working environment;
- Role in the organization referring to role ambiguity, role conflict, and the degree of responsibility for others;
- Relationships at work with superiors, colleagues, and subordinates;
- Job insecurity and career development;
- Organizational structure and climate including the lack of participation and effective consultation, poor communication, ambiguous work environment, and individual cultural incongruence;

- Home/work interface that means managing the link between work and family.

It is almost impossible to draw up a universal formula for a well-being approach or give a common recommendation for all companies to choose a well-being strategy. It will be different for every organization. Of course, well-being will be effective only if it is treated not as another HR practice that attracts with its novelty, but as a system of tools and methods that can improve the efficiency of the organization.

1.2. Regulatory framework of employees working remotely from home

The development of social relations in the modern world is associated with the introduction of information technology in all spheres of society. Increasingly, employers are "leaving" traditional models of labor relations and moving to new ones - remote forms. Mostly, the need for remote employment arises in the context of the economic crisis, rising unemployment, increasing the problem of finding new ways to find employment. These factors contribute to the spread of such atypical form of employment as remote work [36; p. 163].

As part of the ongoing fight against the spread of coronavirus infection, more than ever before, the importance of labor relations in a person's life has become clear, when wages are the main and only source of livelihood, and work is a place for realizing one's personal and professional skills. As a matter of urgency, the state had to develop new mechanisms for regulating labor relations, develop an unfamiliar remote work format for many, and transfer workers to remote work. As a result of such a massive transition to remote work, employees and employers are faced with the problem of insufficient legislative regulation of this area, which, in our opinion, needs to be improved.

Impossible to disagree with this position, since the Covid-19 pandemic the whole world faced with an unprecedented transformation in the sphere of social and labor relations. The introduction of lockdowns, restrictions and bans has led to the need to transfer large numbers of workers to a remote format. If before 2020 the digitalization of labor relations had an evolutionary character, then in the context of a pandemic, clearly a revolution in the field of remote work is seen. As a result of which new institutions of labor law appear, as well as new regulatory legal regulation of this area.

For the first time, "distance employment" appeared in the United States, thanks to Jack Nilles, a professor at the University of Southern California. At the end of the twentieth century, he introduced the concept of "telecommuting", which means work performed for a certain time away from the usual workplace, using computer technology [45; p. 448].

In the Russian legal reality, remote employment was introduced in 2013 by supplementing the Labor Code of the Russian Federation with Chapter 49.1. Thanks to this Chapter the concept of remote work was defined at the legislative level. There the possibility of interaction between employees and the employer using electronic document management was established, and a number of legal and technical aspects of remote work appeared (features of concluding, amending and terminating an employment contract) [48].

However, these changes were not enough. In 2020, a new category – remote work appears. What is more, until January 1, 2021, this concept was not legally fixed. Moreover, remote work and telecommuting were not considered identical. A similar conclusion is confirmed by the position of the Ministry of Labor and Social Protection of the Russian Federation, expressed in a letter, which lists three independent forms of work at home: remote work, distance employment, home work [42]. At the same time, distance employment meant that the employee himself determines his mode and time of work. On the contrast, during the remote work the employee performs the labor function that he

performed before switching to the remote mode of work, in the same time parameters as in the traditional workplace.

Decree of the President of the Russian Federation of March 25, “On the announcement of non-working days in the Russian Federation” laid the foundation for several subsequent Decrees of the President of the Russian Federation, which introduced measures to ensure the sanitary and epidemiological well-being of the population in our country [49]. The government of the Russian Federation, as well as individual regions, in the wake of anti-epidemic and preventive measures, turned to employers with a recommendation to take auxiliary measures, including the use of flexible forms of employment.

In June 2020, draft law No. 973264-7 was submitted to the State Duma of the Federal Assembly of the Russian Federation, aimed at improving the legal status of workers working at home [35; p. 120]. The situation changed with the introduction of the Federal Law of December 8, 2020 No. 407-FZ ‘On Amendments to the Labor Code of Russian Federation in terms of regulating remote work and temporary transfer of an employee to remote work at the initiative of the employer in exceptional cases’. Since January 1, 2021, remote work has been equated to distance employment and the misunderstanding in these terms has been eliminated accordingly [50].

The legislator differentiated possible types of remote work. In particular, such work may be permanent and (or) temporary, and (or) combined. For each type of remote work, certain signs are provided. Permanent remote work is conditioned by an employment contract or agreement, its period exceeds 6 months. At the same time, temporary remote work should not exceed a period of 6 months, and combined work implies the periodic performance of a labor function remotely.

In the Art. 312.1 of the Labor Code of the Russian Federation the term of remote work is fully determined. After analyzing the article, it is possible to distinguish the basic features that can describe remote work:

1. The labor function is carried out by the employee outside the stationary workplace, territory or facility, directly or indirectly under the control of the employer.

2. Remote work is carried out using public information and telecommunication networks, including using the Internet, with its help, the employee can interact with the employer on issues related to the performance of his labor function [48].

At the same time, the main innovation is the rules governing the procedure for temporary transfer to remote work at the initiative of the employer in exceptional cases, such as natural disasters, industrial accidents, fires, epidemics, epizootics, earthquakes, etc., endangering life and normal living conditions of the entire population or a part of it. The consent of an employee to transfer to remote work in these situations is not required. Amendments to the employment contract are also not provided.

Federal Law No. 407-FZ not only changed the rules for interacting with existing remote workers, but also supplemented the Labor Code of the Russian Federation with new articles. Thus it regulates the features of organizing the work of remote workers, the features of their labor protection, additional grounds for terminating an employment contract with remote work - nickname, the procedure for temporarily transferring an employee to remote work at the initiative of the employer in exceptional cases [35; p. 122].

In addition, additional grounds are provided for the employer to terminate an employment contract with a remote worker. So, if a remote worker, during the performance of a labor function, does not interact with the employer for more than 2 working days in a row from the date of receipt of the corresponding request from the employer without a good reason, then the employer may regard such a

misconduct as absenteeism and apply all possible legal consequences in relation to the remote worker up to dismissal in accordance with Art. 81 of the Labor Code of the Russian Federation [48].

Nowadays, working remotely has become ubiquitous. More and more employees and employers choose this mode of work. The growing spread of remote employment involves its analysis for advantages and disadvantages for both the employee and the employer [52; p. 60].

According some experts, the main advantages of the remote form of employment for employees include reduction of time spent on travel to the place of work, the opportunity for the employee to distribute working hours at his own discretion and work in comfortable conditions. There is an opportunity to participate in the labor market for people with disabilities, students, pensioners, the absence of a dress code, an increase in time for communication with the family, and a decrease in unemployment [30; p.5]. Also, the most important advantage for the employer is the reduction in the cost of renting office space. So, the transfer of all or most employees to a remote mode of work will reduce these costs by more than half.

On the contrary, the key drawback of this model of labor organization is time management. So not all employees and employers can fully organize their time while outside the office, which as a result leads to overwork.

The transition to remote work in the field of labor relations is especially relevant in connection with the spread of a new coronavirus infection, as a result of which the vast majority of employees were forced to leave the office. Thus, the improvement of legislation in this area should be aimed at regulating the mechanisms for ensuring the labor rights of workers and employers.

1.3. Best practices of Russian and foreign organizations managing the level of wellbeing of employees working remotely from home

On March 26th, 2022, it was 2 years since Russian companies, along with the whole world, went to a remote mode of work. Somewhere remote work has taken root, somewhere not, today many employees have already returned to their offices, but there are also many companies that have chosen remote work for themselves until the last Covid recovered. In many ways, this depends on the profile of the company, the field of activity, number of employees and ability to provide proper working conditions in the office space and remotely.

The well-being of remote employees has already become one of the components of the corporate culture, without it, is difficult to imagine a developed company. Wellbeing management is gaining popularity not only in the West, but also in Russia. In this chapter are collected non-standard internal communication practices shared by leading retailers in the food, DIY segments, bank sphere and IT companies operating in Russia and abroad.

Firstly, let's see an example of the biggest Russian bank – Sberbank, that has more than 276,000 employees. Sberbank is one of the top 5 largest employers in Russia. The bank's mission emphasizes how important its employees are for SberBank and tells how it is impossible to achieve goals of the Bank without realizing employees personal and professional goals. In general, its possible to highlight several points that Sberbank invented before moving its personal to a remote work.

First of all, bank top management back in 20220 gave direct instructions for its employees and explained the principles of remote work. Then a trial period of remote work was organized to check how the company performs in the new mode. All the likely appeared problems were detected after the first days of a trial period. Meanwhile management provided all the remote employees with equipment and the necessary software. For example, programs for electronic

document management were set up and access to cloud data storages was given [44].

Last but not least method that helped to organize a remote work was writing down the rules for remote work: how meetings are held, what issues are discussed during the phone call orally, and which ones writing in the chat. All the dates and times of the negotiations in the calendar are prerecorded. There is an agreement with employees that sets hours they are required to be in touch with their managers. This helps keeping the charts in sync without sacrificing efficiency. Also, there are the key performance indicators (KPIs) of each employee are written down, including such factors as how many clients a manager should call in a day. All these methods, as was checked, help employees that work from home to maintain their mental health and satisfaction with work and their life in general [44].

Moreover, Sber continues to take care of the team and becomes more flexible, offering employees new opportunities. Now it is not only health insurance, fitness and sports sections for the employees of the corporation. The balance of personal and working time is another component of the overall balance of a happy employee, to which the bank turns its attention. So, Sber offers employees flexible working conditions.

If an employee of Sberbank needs a career time-out, then by agreement with the manager, employee can arrange a long-term unpaid leave. During this period, the employee will be able to realize his plans: undergo training, launch a startup, write a research paper, or just relax. And the company will retain a valuable employee. Sabbatical can last from one to 12 months, it can be interrupted at any time. Sber guarantees to keep the employee's place and position.

Even before the pandemic, Sberbank piloted various approaches to remote work (for example, with women on maternity leave and expectant mothers), and last year up to 70% of the team already worked from home. Now Sber has three

formats: work from the office, remote work and mixed work (some of the employees are in the office, some are remote). Also, employees have the opportunity to work remotely from another region of Russia for three months a year, while maintaining all corporate benefits (including health insurance). To take advantage of the opportunity to work remotely from any region of Russia, it is enough to agree with the manager and then an employee can arrange it in Sberbank convenient HR platform in a few minutes [44].

Besides, during the Pandemic Sberbank started to create a suitable platform for effective adaptation of new employees (as well as existing employees mastering new roles and positions). At the beginning of the pandemic, Sberbank realized that remote work is much more difficult to start working in a new team. And online bootcamps were launched, during which newcomers learn how Sberbank works, get acquainted with our culture, take educational courses and meet with top managers online. Thus, in that platform Sber offers convenient tools: adaptation activities, reference materials (even before they start working), ongoing support from mentors (buddy institute), VR and AR technologies, automated process tracking. These practices helped to significantly increase the satisfaction of new hired employees with their onboarding, from 57% to 91% and exactly that is why Sberbank keeps on improving and working on that platform even for employees working from the office. Therefore, Sber received a prestigious award from The Learning Awards from The Learning and Performance Institute, LPI in the Onboarding Program of The Year nomination. The jury highly appreciated Sber's achievements in the field of onboarding during the pandemic and remote work [44].

In addition will observe an example of the companies that operate in Russia in the same field of retail, especially DIY segment. Thus, Leroy Merlin Russia is an international retailer specializing in the sale of goods for construction, decoration and home improvement, summer cottages and gardens, it has more than 31,000 employees working in Russia. In 2019 when the Pandemic started

the company issued smartphones to all employees of Leroy Merlin hypermarkets. During the pandemic, the mobile platform has become primarily a communication tool: each employee could receive up-to-date information from management, ask a question online, and participate in discussions in chats and social networks. Using gadgets, the company held online conferences with the board of directors, virtual meetings between departments and within the departments themselves, recorded videos on the topic of security, the implementation of certain processes, and the reformatting of stores into dark stores. This method allowed management to become closer to employees, and employees to management. Also, during difficult pandemic time, when the work is so risky, so Leroy Merlin paid an additional bonus of 30% to its employees, then lowered it to 10%.

Here is also an example of «Magnit», that is one of the leading food retail chains in Russia, the leader in terms of the number of stores and the geography of their location, company has more than 357,000 employees. The management of the company realized that if they only talk about covid, then it was going to be a nightmare to the staff, who was already scared. Therefore, the pandemic materials were prepared with an eye to five content fields: the company's confidence in the future, virus prevention, work and development of employees, responsibility, technology and growth. For several months, company recorded videos with the company's management, launched a series of online concerts, shared company news and the success of each employee [23].

Working with the negative has also become important for Magnit. A large number of negative comments from customers and employees was caught on social networks. Therefore, they created a group for directors in the messenger, which was called “Working out the negatives”. All appeals and dissatisfaction were thrown there, and the real managers of the company promptly responded to them. And it really worked: as soon as a real person, and not a bot, begins to

communicate with employees, their negativity is quickly converted into a neutral, sometimes even positive position.

Furthermore, an experience of retail chain "Lenta" that is a leading multi-format grocery and FMCG retailer in Russia with more than 50, 000 employees. During the pandemic the company worked with staff in several areas - internal volunteering, educational and entertainment initiatives. Another area that Lenta has been developing during the pandemic is the "PRO-development" program to support the development of employees outside of work. As part of the program, useful tips, links to courses, books, movies were published.

In their activities, Lenta has not forgotten about children. The «Our Children» corporate program was conceived a long time ago, even before the situation with the coronavirus, but during the pandemic it was fully set. Its goal is to develop, protect and support the children of Lenta employees in four areas: education, health, career guidance, and success. And of course, the goal is to support parents - many had to work remotely, and the children were also at home and demanded attention from their parents. Therefore, company arranged contests, quizzes, marathons, quests, published video lessons, tasks for the day, and was telling fairy tales at night [23].

Now let's switch to a foreign company PepsiCo that is one of the world's leading food and beverage companies serving more than 200 countries and territories around the world. PepsiCo has about 20,000 employees in Russia. PepsiCo has always paid great attention to wellbeing programs, developing short-term and long-term strategies in this direction. But the year of the pandemic has turned the daily life of a company upside down. Most of PepsiCo's wellbeing programs have switched to an online format: webinars, sports challenges, workouts, and promote healthy lifestyle apps among employees. With a selection of weekly tips, literature, and expert opinions, the Initiative program «One Together» is specifically designed to engage employees.

PepsiCo puts special emphasis on mental well-being. Initiatives in this direction cover all employees, but at the same time, the company tries to focus on field employees and managers who are involved in production, logistics, sales and should always be in the ranks. Thus, PepsiCo often holds webinars and invite speakers to talk about health - physical and mental. Challenges are also very popular. The company has a "Move" program: employees share their sports results, and all sports watches are further transferred to a cash donation to charitable organizations. Company invests resources in the area of wellbeing of remote employees, develop an integrated approach and implement programs suitable for different groups of employees [44].

Also let's take a closer look at the employee wellbeing plan of Google during COVID pandemic. It is an American multinational corporation investing in Internet search, cloud computing and advertising technologies that has more than 140,000 employees worldwide. It should be said that even before the pandemic Google workers get include free meals, free haircuts, subsidized messaging, hybrid vehicle subsidies, video games, ping pong, free dry cleaning, gyms, napping pods, foosball, and on-site doctors. But after 2019 they had to develop new ways to help their workers create a healthy work-life balance and offer mental health support while they are working from home. Google was the first big-name company to tell their employees that they could work remotely even after the lockdown was lifted.

First of all, to make working from home easy, Google announced that they would give a \$1,000 allowance to all their employees that would be working from home. To promote their work culture, the company covers all expenses for employees to buy furniture and equipment like computers, to create a suitable working condition. Another way Google cared for their employee wellbeing during the pandemic that allows employees to switch off from work and prevent burnout was their reset days, also known as Google global days off. This was their method of giving their employees chances to recharge during the pandemic

to take care of their mental health. The extra paid days off allowed the employees to rest and slow down, as many people felt rushed and confused during the pandemic. Google also provided resilience training videos to encourage employee health and happiness. The company expanded its existing programs and created short resilience training videos that they gave their employees every week. The videos were created by coaches, athletes, and psychologists, and it was reported that their employee was watching the videos constantly [9].

To conclude, out of the observed examples from Russian and foreign companies, it is possible to see that wellbeing of remote workers is a strategic direction, one of the most important building blocks of a positive culture, a corporate brand and methods that improve lives of employees. During its existence, both the term wellbeing and its practical content have undergone significant changes: now it includes not only the physical condition, but also other aspects of human life like mental health and life satisfaction. Even though in most of the companies wellbeing moved from non-priority to mandatory tasks, became part of the culture of many companies. Today, wellbeing management is the creation of a comfortable environment for an employee to achieve a state that helps him achieve satisfaction and reveal his potential for the benefit of himself and the company.

The balance of work and personal life is also an important area now, because often during remote work burnout occurs, and the boundaries of work and leisure are erased. During a pandemic, employees may experience excessive anxiety about their health and the health of loved ones, and it is important for the company to support them at this moment.

2. Analysis of well-being of employees under conditions of remote work

2.1. Characteristics of the organization as an object of management

Stroitelny Dvor is the largest wholesale and retail Russian company in the Urals that manages a network of construction stores and construction bases, specialized stores. The company is engaged in retail trade and equipment for construction, reconstruction and repair facilities. Ranks 8th in terms of revenue among participants in the Russian market of DIY stores. Company operates with more than 20000 items of goods. In addition to standard services - delivery, self-delivery, unloading and consultations - Stroitelny Dvor helps clients in the following areas: sawing, tinting, calculating materials on a construction calculator.

The company was founded in 1993 and is the official representative of leading Russian and foreign manufacturers. Stroitelny Dvor currently employs more than 4000 people. The company has 334 retail stores in 17 cities like Tyumen, Moscow, Zavodoukovsk, Yalutorovsk, Yekaterinburg, Tobolsk, Berezovsky, Megion, Surgut, Nefteyugansk, Nizhny Tagil, Langepas, Nizhnevartovsk, Samara, Perm, Chelyabinsk, Ishim. By the way, the central office located in Tyumen, Panfilovtsev street, building 86.

The main network is represented by drive-in construction bases (in the company's terminology, a “completion center”). Construction bases are organized according to a single principle, they have an area of 0.5 to 5.2 hectares with warehouses from 1 to 15 thousand m², transport interchanges and railway dead ends. Wholesale centers of the company's assembly are located in Tyumen, Yekaterinburg, Perm, Chelyabinsk, Surgut, Moscow. The warehouses of Stroitelny Dvor maintain a daily inventory of up to almost a billion rubles, thanks to which the company provides the builders of the Urals with good logistical conditions.

Founded in Tyumen in 1993, the company has long worked as a wholesale supplier of materials for construction, reconstruction and repair, operating with construction bases. In 2006, the development of the company's retail network began; in 2008, specialized stores Teplootdacha and Polovik were spun off from Stroitelny Dvor. The assortment of the first included engineering communications, thermal equipment, insulating materials, plumbing and tools; the second - floor coverings, materials for facing the floor, walls and ceilings.

At the same time, expansion into neighboring regions began, in 2008 retail facilities were opened in the Sverdlovsk region, in 2009 - in the Khanty-Mansiysk Autonomous Okrug, in 2011 - in the Perm Territory. In 2014, the first store opened in the Moscow region, in 2015 - in Moscow. In 2016, a warehouse was opened in the Moscow region. In 2016-2018 the retailer decided to suspend the activities of retail stores in Moscow region and focus on the development of e-commerce. Then later in 2021 company decided to come back to the Moscow market and by 2022 opened around 80 stores.

Thus, the online store of Stroitelny Dvor began operating in 2010. In 2015, the share of the online store in revenue was 2%, in 2016 the figure remained the same, in 2017 the share of revenue doubled and amounted to 4%, and in 2018 it increased to 5%. Also, a call center of Stroitelny Dvor operates in 3 cities such as Tyumen, Chelyabinsk and Omsk and consists of more than 150 employees. Since 2017, the company's call center has been operating around the clock.

Stroitelny Dvor produces a part of building materials under its own trademarks that, according to the results of 2018, occupy from 0.20% to 65% in their product categories. In 2015, the share of these goods in the assortment of the network was 6.1%, the proceeds from their sale - 4.8% of the total. In 2016 the share of own trademarks in the assortment - 2%, revenue - 2.18%. In 2017. the share of own trademarks doubled compared to 2016 and amounted to 4%, revenue - 3.67%. In 2018 the share of own trademarks continued to gain momentum and reached 5%, revenue - 5.42% of the total.

To observe owners and management it should be said, that each of the chains of stores included in the Stroitelny Dvor group of companies is represented by a separate legal entity. The main or blocking shareholder is Rosa LLC, operational management is carried out by Stroitelny Dvor LLC. Rosa LLC is 20% owned by private individuals and 80% owned by Severstroyservis LLC

On the official website of the company, the mission of Stroitelny Dvor LLC is formulated: «We work to distract people from harmful activities and encourage them to build and improve their living environment». In its activities, Stroitelny Dvor focuses on fast, timely and high-quality service to its customers, on the basis of which the company's slogan was formulated: «First service, then sales, then everything else» [46].

Stroitelny Dvor presents a linear-functional type of organizational structure, which allows to eliminate the shortcomings of both linear and functional management to a large extent. The activity of the enterprise is managed by the General Director. He independently decides on the activities of the enterprise, has the right to sign and dispose of the property of the company, hires and dismisses employees. The General Director also bears material and administrative responsibility for the accuracy of the accounting and statistical reports.

The key parts of the company organizational structure presented by top management and the administrative one, the operative core workers who actually carry out the organization's tasks, middle- and lower-level management, the technostructure employees who are analysts, engineers, accountants, planners, researchers, and personnel managers, and finally the support staff who provide indirect services including maintenance, clerical, food service, transporting.

Here is the SWOT analysis that is presented bellow in the table 2 to highlight the main strengths and weaknesses of the company from an internal environment perspective and also opportunities and threats from an external point of view.

Table 2 – SWOT analysis of the company

SWOT analysis	Helpful	Harmful
Internal environment of the organization	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Large range of products • Wide range of services • Quality of goods • Brand reputation • Advantageous location of stores • Highly qualified personnel • Sustainable corporate environment • Competitive prices • Discount system • Customer loyalty • Competent advertising policy • Solvency of the enterprise 	<ul style="list-style-type: none"> • Defective work of the purchasing and logistics department • Shortage of goods comparing to the competitors • Outflow of qualified specialists to competitors • Seasonal decline in demand for goods and services • The need to coordinate a large number of working groups in different cities
External environment of the organization	Opportunities	Threats
	<ul style="list-style-type: none"> • Opportunity to enter new regional markets • Favorable economic policy of the government • Expansion of the sales market • Access to new suppliers 	<ul style="list-style-type: none"> • Competition from other companies • Economic sanctions affecting the pricing policy • Depreciation of the ruble • Closing stores due to epidemiological restrictions

	<ul style="list-style-type: none"> • Professional development • Expanding the customer base through additional marketing activities • Search for additional investments, favorable bank loan rates • Increasing demand by improving service and product quality • Expansion of the service and product range 	<ul style="list-style-type: none"> • Changing preferences in society • Large staff of employees • Insolvency of buyers • The decline in demand of products and services • Failures in dealing with suppliers • Market saturation
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Having studied the history and the global indicators of Stroitelny Dvor, highlighting the main features of its activities and characteristics, it is possible to get an idea of the work of the enterprise. However, it will not be complete without an analysis of its financial and economic indicators, which allow us to draw a conclusion about the solvency, liquidity and stability of the enterprise.

To highlight the indicators of the organization's sustainability the financial profitability should be observed. Thus, in 2015, the company's consolidated revenue amounted to 12.5 billion rubles, 52% of the turnover was provided by wholesale sales, 36% by retail sales. The decrease in revenue compared to 2014 amounted to 0.1 billion rubles, but earlier during 2004-2014 the company showed a stable growth in turnover. This trend has resumed since 2016: revenue amounted to 13.9 billion rubles, of which 58% are wholesale sales, 39% are retail sales. In 2017, the company's consolidated revenue increased by 24.47% compared to the previous year and amounted to a symbolic 17 billion rubles, including the results of wholesale sales - 61% and retail sales - 39%. At the end of 2018, revenue reached 20.5 billion rubles, of which 65% were wholesale sales,

30% were retail sales. Net profit according to the results of 2015 - 270.7 million rubles, 2016 - 593 million, 2017 - 373 million rubles, 2018 - 517 million rubles.

In conclusion, the company is distinguished by service, qualified personnel and a clear business policy, unlike other similar organizations. Stroitelny Dvor expands the range of goods and services provided every year. The company strives to satisfy the needs of its customers as much as possible and improves the service.

2.2. Analysis of the personnel composition of the organization

As of May 2022, Stroitelny Dvor has more than 3500 employees. When recruiting personnel, most attention is paid to such personal qualities as goal-orienting, goodwill and initiative. It should be also noted, that the company has no restrictions on age and education, people from 18 to 55 years old work here, both with higher education and technical one, the main thing is the desire to work. The company is always willing to meet halfway students and are ready to let them go to sessions and advanced training courses. Stroitelny Dvor itself also often initiates trainings of its personnel, both outside the company and inside of it. A program of managerial reserve, education and training of personnel is being implemented. Every year, places are provided for students to practice in various departments with the possibility of further cooperation, in case of successful completion.

Stroitelny Dvor LLC, as mentioned earlier, is engaged in both wholesale and retail trade. Based on the position of the Top managers, General director and a founder of the company personnel of core activities presented by the Wholesale sales department and Retail department. The departments are directly involved in the development of the wholesale direction and the expansion of the client base as well as the increasing of sales in the retail stores. First of all, they consist of active sales managers, wholesale sales managers, territorial managers and shop

assistants. All managers have regular customers who can at any time ask for help in choosing or ordering the right product or service.

Thus, the most important resources of the company are its employees, so the achievement of goals and the successful solution of the tasks set is possible only with competent personnel management. Above, there are the Organograms presented in tabular form, table 3 that analyze the personnel of the company highlighting statistical and analytical data to observe groups of jobs positions and categories of personnel.

Table 3 – Statistical organogram of the personnel of the company

Groups of jobs positions by activity		
Personnel of core activities 67%		Personnel of non-core activities 33%
Shop assistants Cashiers Wholesale sales managers Active sales managers Store managers Territorial managers Call center sales managers		The entire office management that support offline and online sales staff
Groups of jobs positions by function		
Workers 35%		Employees 33%
Core workers 31%	Auxiliary workers 4%	Managers, specialists
Storekeepers Merchandisers Order pickers Loaders Forklift drivers	Maintenance workers Clerical workers Food service workers	Administrative managers Legislative managers Accounting managers Economy managers Analytical managers

Truck drivers	Cleaning service	Financial managers
Warehouse	workers	Production managers
foremen	Transporting	Human resource managers
Crane	workers	Sales managers
operators		Marketing managers
Dispatchers		IT managers
		Project managers
		Supply managers
		Logistics managers

Here it is possible to see the visual form of Statistical organogram of the personnel of the company, groups of jobs positions by activity in the figure 1 bellow.

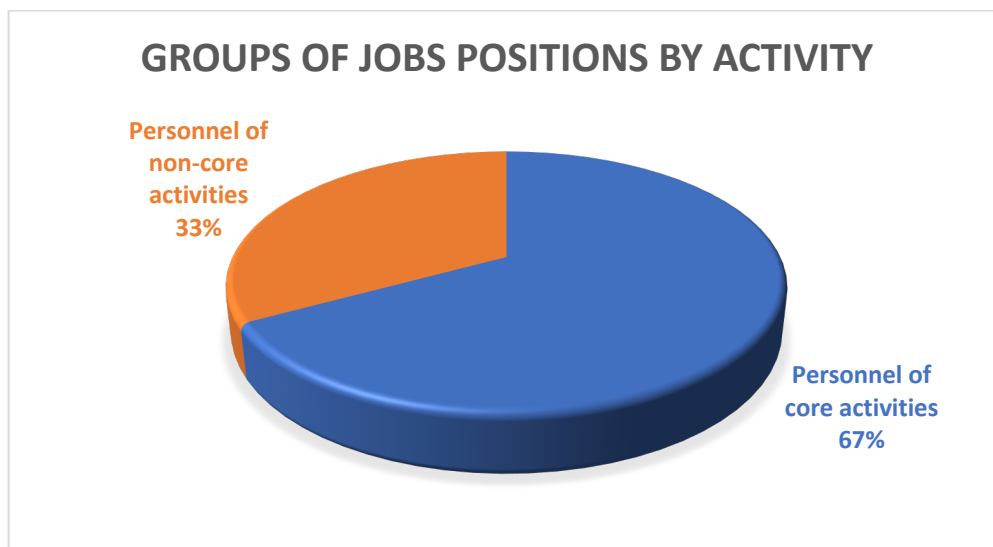


Figure 2 – Groups of jobs positions by activity (Source: own research, April 2022)

Here the visual form of Statistical organogram of the personnel of the company, groups of jobs positions by function in the figure 2 presented below.

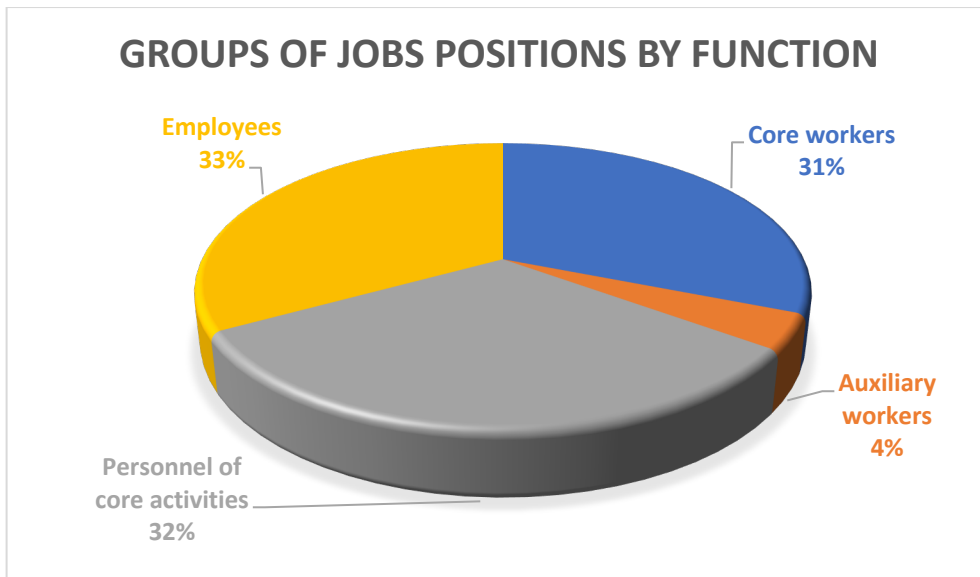


Figure 3 – Groups of jobs positions by function (Source: own research, April 2022)

Analytical organogram of the personnel of the company, divided to the general structure and private structure. In its turn general structure is decided by age, by length of work, by education and by gender. Private structure is divided in the sense of study by employees working remotely and working in the office. All the data is presented in the table 4 bellow.

Table 4 – Analytical organogram of the personnel of the company

Categories of personnel						
General structure						Private structure
By age		By length of work Number of people		By education		Way of work
Up to 25years	20%	15-22 years	58	School education	30%	Remote work 4%
	28%	10-14 years	339			

from 25 to 35 years	44%	5-9 years	1018	Secondary special education	41%	Working offline 96%
35 to 45 years old	7%	1-4 years	1112	Higher professional education	29%	
45 to 55 years old	1%	0-1 years	1469			
Over 55 years old						
By gender						
Male	68%					
Female	32%					

There are diagrams of general and private structures:

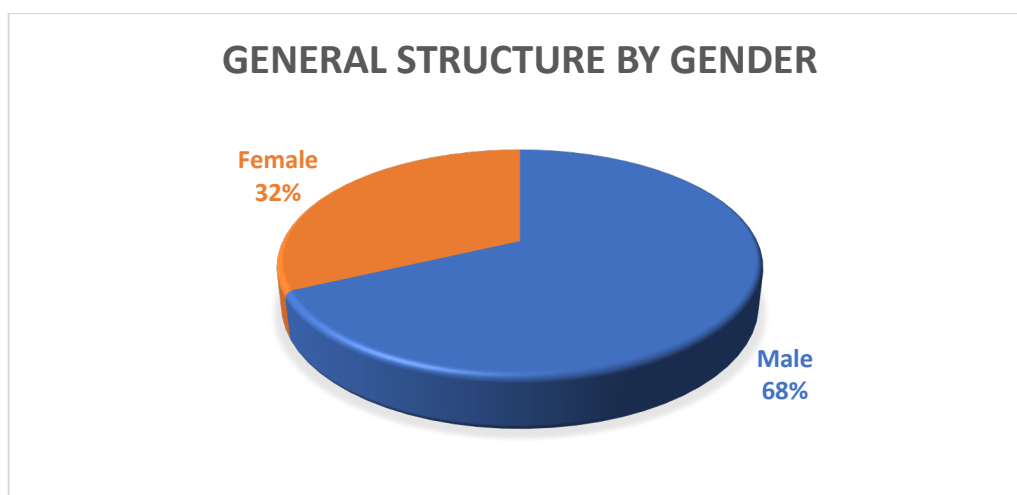


Figure 4 – General structure divided by gender: (Source: own research, April 2022)

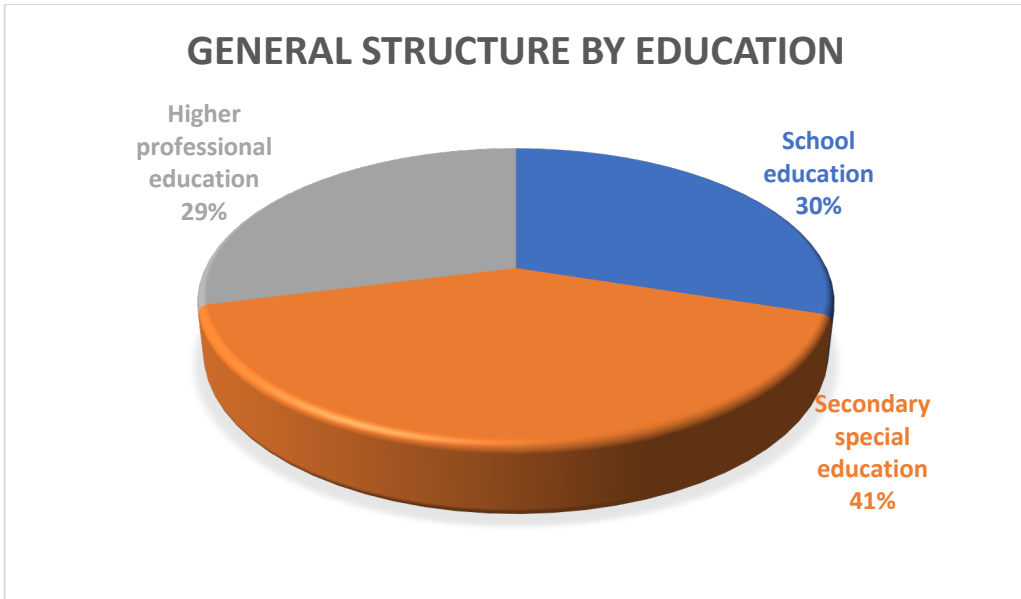


Figure 5 – General structure divided by education: (Source: own research, April 2022)

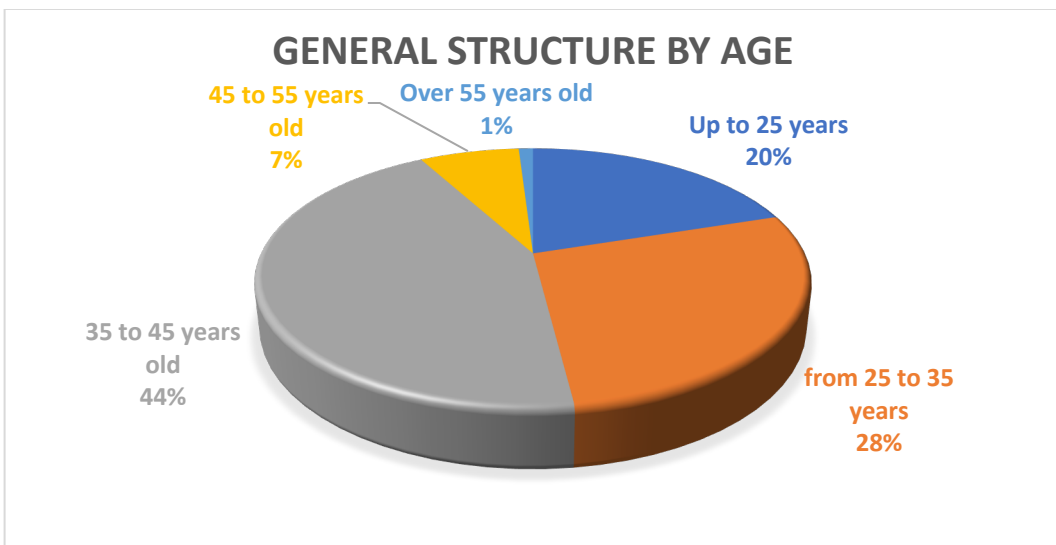


Figure 6 – General structure divided by age (Source: own research, April 2022)

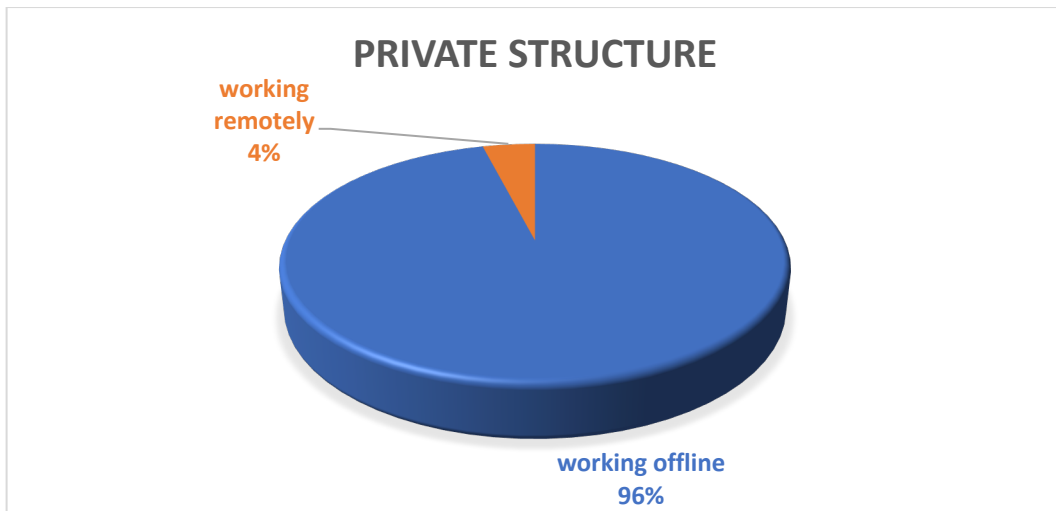


Figure 7 – Private structure (Source: own research, April 2022)

After considering all of the above points, it should be noted that Stroitelny Dvor has a huge employees board in different cities all over Russia. The personnel structure is presented by core activities personnel (67%) and non-core activities ones (Managers, specialists 33%). Where from the core activities staff it is possible to highlight Workers (35%), that are divided by Core workers (31%) and Auxiliary workers (4%).

Lately, the company increases most of its indicators in most of the spheres like sales and gross profit, maintenance and technical service. Thus, the need in new employees often appears. Unfortunately, there are signs of the turnover as well because the level of turnover naturally increases with the increase in the number of employees in the company. It can be connected first of all with the inconsistencies in wages to the requirements for the employee, high labor intensity and management dissatisfaction with employees. So less than a half of the employees of the company are pretty new comparing to the staff that work more than a year.

2.3. Evaluation of the current status of the employee's wellbeing that work remotely in the company

2.3.1 Statement of the goal, objectives and description of the sample

The purpose of the research: the study of psychological and sociological resources of well-being of the employees working remotely in the company.

Subject: the level of well-being of the employees working remotely in the organization.

Object: employees working remotely most of the time.

Research objectives:

1. To analyze the local documents of the company, regulating remote work in the organization
2. To evaluate the real practice of employees working remotely conducting a structured interview
3. To study the satisfaction of the employees working remotely, their psychological and sociological resources
4. To process and to interpret obtained statistical data
5. To formulate the findings of the research

Sample Description:

48 employees took part in the study, among which was a top manager of the Personnel Department and the rest of the respondents were specialists, technical performers and some others. All study participants work in various departments of the company including not only Tyumen but different Russian cities like Omsk, Chelyabinsk, Perm and some others. A total of 32 women and 16 men took part in this study.

Какой у вас пол?
48 ответов

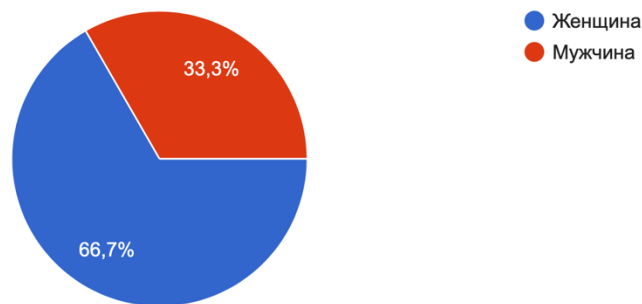


Figure 7 – Gender question (Source: own research, April 2022)

According to the survey, half of the respondents were aged till 25 y.o (50% of the sample) and a bit less of others were from 25 to 35 y.o. (41.7% of the sample).

Какой у вас возраст?
48 ответов

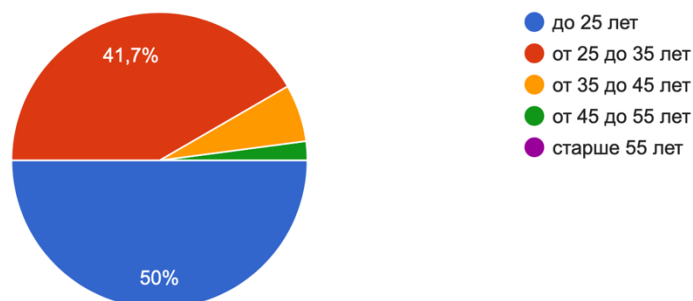


Figure 8 – Age question (Source: own research, April 2022)

Of these, 38 respondents are specialist (89.6% of the sample), 4 are technical performers (8.3% of the sample), 1 is a top manager (2.1% of the sample).

Какую должность вы занимаете в этой компании?

48 ответов

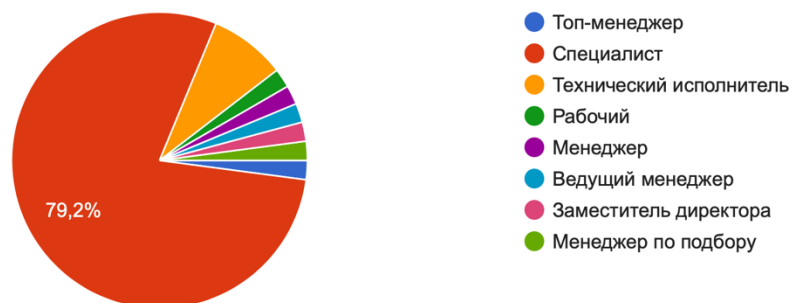


Figure 9 – Job position question (Source: own research, April 2022)

The sample also has differences in the level of education and work experience in this field. Secondary specialized education (31.3% of the sample), higher education (58.3% of the sample), incomplete higher education (8.3% of the sample).

Ваше образование?

48 ответов

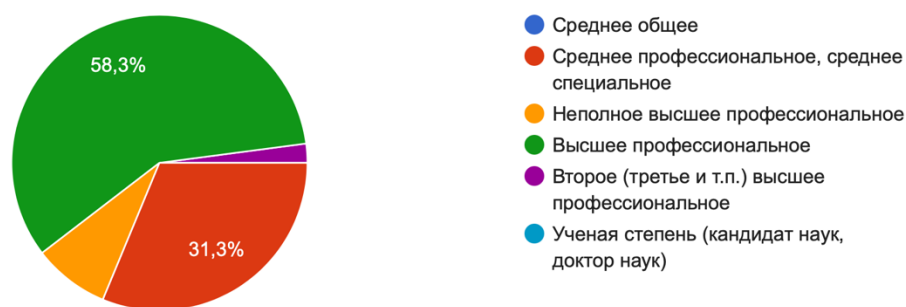


Figure 10 – Education level (Source: own research, April 2022)

The length of work experience was asked and 56.3% of the respondents appeared to be working in the company from 1 to 3 years. 20.8% of them are staying in the company from 3 to 5 years and only 16.7% of the respondents less than a year.

Ваш стаж работы в данной компании?
48 ответов

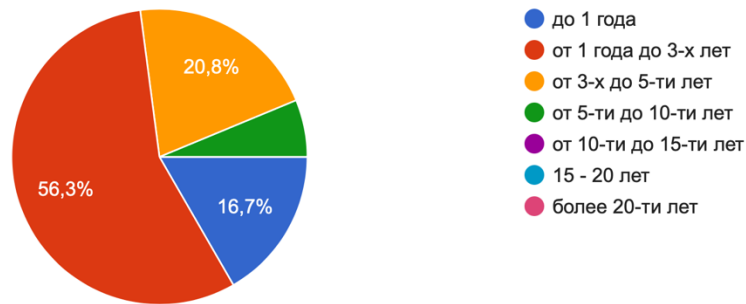


Figure 11 – Length of work (Source: own research, April 2022)

Out of the all respondents right a half of them work only remotely and more than 6% work remotely most of the time. More than 29% of interviewed employees work from home several times a month or less.

Как часто вы работаете из дома?
48 ответов



Figure 12 – Frequency of remote work (Source: own research, April 2022)

Making a conclusion, it is clear that the sample is quite accurate to study the well-being of the remote employees that are well educated, pretty experienced in the company and being middle - young age.

2.3.2. Program and Research methods

To conduct the detailed survey a long list of tasks was set up. Here is the brief research program that will be carefully observed above in the table 5.

Table 5 – Program of the research

Stage	Aim	Type	Tools	Documents/ Respondents
1	Analyses of documents, regulating remote work in the organization	cabinet	Content-analyses of documents	Local documents
2	Evaluation of the real practice of employees working remotely	field	Structured interview	HR-managers 3 persons
3	Evaluation of satisfaction of the employees working remotely	field	Psychological testing methods: 1. Methodology "Integral satisfaction with work" A.V. Batarshev 2. Methodology "Self-assessment of the mental state: well-being, general activity, mood (SAM) 3. Maslach Burnout Inventory	48 Employees

			4. Utrecht Work Engagement Testing	
			Sociological methods: 1. A personally invented Questionnaire	

First of all, to observe a regulatory framework of employees working remotely from home in this company, the cabinet type of instrumentation tools was used. So, a content-analyses of the local documents, regulating remote work in the organization was done. All the documents related to the remote employees and to the process of work from home were necessary to study. They were asked to demonstrate from a document management specialist in the HR department of the company.

Afterwards, the field type of instrumentation tools was used. To discover the way how the company's management regulates the well-being of employees who work remotely, how do they measure the level of stress of such workers, and finally if they know which challenges do employees face while working from home. In other words, the evaluation of the real practice of employees working remotely in the company was held. It was chosen to talk to 3 top managers of the Personnel Department that control main branches like the recruitment group, personnel adaptation group, assessment and training group. The 3 separate personal meetings with the top managers were set. Each of them was asked a prepared list of open-ended questions.

Based on the goals and objectives of the study, the following psychological methods were selected. To determine the degree of job satisfaction, the methodology "Integral Job Satisfaction" by A.V. Batarshva. To assess well-being, activity, mood, the questionnaire "SAN" by V.A. Doskina, N.A. Lavrentieva, V.B. Sharaya, M.P. Miroshnikov. The measurement of the risk of burnout of remote workers in the organization was carried out using the

methodology of Maslach Burnout Inventory. The level of work engagement was measured using the methodology of V. Schaufeli "Utrecht scale of work involvement". Sociological resources were assessed using a personally invented questionnaire.

To determine the degree of job satisfaction, the method "Integral Job Satisfaction" by A.V. Batarshv was applied. This technique allows assessing not only overall job satisfaction, but also its components. The method contained 18 questions, which are assessed on a 3-point Likert scale and formed 8 subscales: interest in work, satisfaction with achievements in work, satisfaction with relationships with employees, satisfaction with relationships with management, level of aspirations in professional activities, preference for work performed to high earnings, satisfaction with working conditions, professional responsibility, general satisfaction with work. To obtain a general assessment of satisfaction with one's work and its components, it is necessary to convert the answers into points. Judgment on overall and partial satisfaction with work is made on the basis of a comparison of the points obtained with the maximum indicators given in the processing key.

Average job satisfaction - 45 - 55% of the total points.

Low job satisfaction - 1 - 44% of total points.

High level of job satisfaction - above 56% of the total points.

Methodology "Self-assessment, activity, mood" also called like the SAM technique, it is a kind of state and mood questionnaires. Developed by V. A. Doskin, N. A. Lavrentyeva, V. B. Sharay, M. P. Miroshnikov in 1973. SAN is often used in assessing the mental state of people, psycho-emotional response to stress, to identify individual characteristics and biological rhythms of psychophysiological functions. The test is a table that contains 30 pairs of words that reflect the studied features of the psycho-emotional state (well-being, mood, activity). It is necessary to correlate your state with the scale 3 2 1 0 1 2 3 of each pair of signs. During processing, the received data are recoded: index 3,

corresponding to unsatisfactory health, low activity and bad mood, is taken as 1 point; index 2 following it - for 2; index 1 - for 3 points and so on until index 3 on the opposite side of the scale, which is accordingly taken as 7 points (the poles of the scale are constantly changing). Then the sum of key points is calculated. The results obtained on each scale make it possible to identify the functional state of the individual at a given point in time (less than 30 is a low score, 30-50 is an average score, more than 50 is a high score).

Maslach Burnout Inventory is a methodology to determine the risk of the professional burnout. The questionnaire MBI explores three components: "emotional exhaustion" (9 statements), "depersonalization" (5 statements), "reduction of personal achievements" (8 statements). Where the first scale is the process of exhausting the emotional, physical, energy resources showing as an indifference and coldness towards others with signs of depression and irritability. The second one is a personal distance that is manifested in a decrease in the number of contacts with others, an increase in irritability and intolerance in situations of communication, and negativism towards other people. And the last scale is a reduction of professional motivation, dissatisfaction with oneself, negative self-perception in the professional sphere. The answers of the respondents are evaluated: 0 points - "never", 1 point - "very rarely", 2 points - "rarely", 3 points - "sometimes", 4 points - "often", 5 points - "very often", 6 points - "everyday". The greater the sum of points on the first and second scales separately, the more various aspects of "burnout" an employee has. The lower the score on the third scale, the lower the professional "burnout".

The Utrecht Work Engagement Scale (UWES) developed by the Dutch scientists V. Schaufeli and A. Bakker. The questionnaire includes 17 questions and utilizes three scales to determine the level of work engagement: Vigor, dedication, and absorption. It is a test of how to measure work engagement both on an individual and on group level:

1. Vigor (6 points) refers to high level of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties, self-confidence, willingness to take risks and give all the best at work and achieve the goals.

2. Dedication (5 points) refers to the employee that experiences a feeling of cheerfulness, activity, he is full of strength and energy. Finding meaning in work, being challenged, and experiencing sense of enthusiasm, inspiration and pride, employees are completely committed to work and focused on achieving the best result.

3. Absorption (6 points) refers to the employees being immersed in their work fully concentrated, while enjoying it, losing the time frame.

The UWES Questionnaire includes 7 response options where the frequency of experience in relation to their work is assessed, where 0 - never, 6 - every day. After that, the average indicator for each scale is calculated, which is compared with statistical norms and the severity of each of the three scales is determined. The high level of expression of all three scales speaks about the formed enthusiasm for work.

The assessment of the level of sociological resources such as energy, strength, time management, stress resistance, multitasking, positive and negative emotions and moods at work, motivation was carried out using the author's questionnaire. This questionnaire includes several parts like a base information about respondents and then checking mental, physical, social and financial wellbeing of the employees. Mental well-being block was aimed to check if the employees feel nervous, anxious, depressed, overwhelmed, irritated, burned out while working remotely. To know if they make time for themselves personally.

Physical well-being block checked if the amount of work employees need to do exceed the amount of time allotted for it, how often do they feel sleepy at work, if respondents ever had chronic insomnia due to work, if they feel very tired at the end of the working day, even when working remotely.

As for the social well-being, interviewed employees were asked if their manager supports them while working remotely, if he understands or wants to understand employees. It was also aimed to check the relationships among the colleagues, if the conflicts or misunderstandings happen.

The last block of sociological testing was financial well-being. The block was dedicated to the questions about the wish of the respondents to change job, highlighting the main reason of the change, to check if the employees work extra hours and if they get paid for the extracurricular work in the organization.

The questionnaire consists of 51 questions in total for assessing each of the resources, divided for 5 blocks. Mostly all the answers are presented by the Likert scale either with the level of the frequency of actions or agreement with the statements.

2.3.3 Research procedure

The collection of empirical data was carried out on a total sample of 48 employees and employers using a questionnaire. It was carried out in four stages.

At the very first stage, a content-analysis of the local documents, regulating remote work in the organization was done. All the documents that even somehow could be related to the remote employees and to the process of work from home were kindly asked to demonstrate from a document management specialist in the HR department of the company.

At the second stage of the research process, evaluation of the real practice of employees working remotely in the company was held. It was decided to interview the 3 top managers of the Personnel Department that control main branches like the recruitment group, personnel adaptation group, assessment and training group. The 3 separate personal meetings with the top managers were set.

For the structured interview each manager was asked the same questions in the same way. A tightly structured schedule of questions was used, very much

like a questionnaire. To be able to plan the questions, contained in the questionnaire, in advance a pilot small study was held, using the results from the first stage mostly. All the 15 questions in a structured interview were phrased in such a way that an unlimited range of responses was possible, so all of them were open-ended questions.

Afterwards, at the third stage a questionnaire was sent to each employee-respondent, who works remotely, in an electronic version, the Google form was helpful there. It was containing instructions, socio-demographic questions like a base information about respondents (sex, age, education, etc.), and then providing 4 blocks evaluating mental, physical, social and financial wellbeing of the employees.

The fourth stage consisted in filling in the second part of the questionnaire where all the psychological methods were used. The sequence was a Methodology «Integral satisfaction with work» A.V. Batarshev, methodology «Self-assessment of the mental state: well-being, general activity, mood» (SAM), then the «Maslach Burnout Inventory» and the «Utrecht Work Engagement Testing».

As a result of this, data were obtained on the degree of involvement of employees in the organization, their enthusiasm for work, the level of the possibility of realizing the motives of professional activity in the organization, assessments of psychological resources, well-being, activity, mood in ordinary and working days time. Also, quite important data about actions of the company management towards the remote workers was gathered.

Further, statistical data processing and interpretation of the obtained results were carried out. To process the results of the study, the method of mathematical descriptive statistics was used: mean, standard deviation, minimum values, maximum values.

2.3.4 Research findings

2.3.4.1 Findings of the analyses of the documents, regulating remote work

At this stage, a document management specialist in the HR department of the company was kindly asked to demonstrate or to describe the local documents, regulating remote work in the organization. A specialist could show a company charter, documents on the staff number, internal labor regulations, job instructions and all documents that defines the interaction between structural divisions and between individual official units of the organization. However, in none of them was described the process of interaction with the remote workers. Summing up, there was not a single document presented, that even somehow could be related to the remote employees and to the process of work from home.

2.3.4.2 Findings of the structured interview for the Top managers

To begin with, it is necessary to highlight the findings of the structured interview of the Top managers of Human Recourse Department. It was clearly expected to hear some very close answers and the ones that are different. To illustrate the results the table with the grouping answers is presented in the table 6 below.

Table 6 – Structured interview for the Top managers of Human Recourse Department

Questions	Answer of the Top manager of recruitment group	Top manager of the personnel adaptation group	Top manager of the assessment and training group
1. Do you know what Well-being programs are? If yes,	Sure, I know		Well-being programs tend to support mood of employees,

how would you describe them?	The main goal of the programs is to preserve the health and improve the well-being of employees at all levels, prevent diseases and disability	increased resilience, general pleasure and joy in life
2. Did the company have well-being programs before the COVID-19 pandemic?	Yes, we had	
3. Has COVID-19 impacted company Well-Being programs and how?	No, not really Nothing changed in COVID times, we did not provide well-being programs due to the restrictions	
4. When did the company think about introducing special programs aimed to improve the well-being of employees?	It was an idea of one of the CEO of the company back 29 years ago, when he knew that only treating employees well the company will be productive	
5. Who is responsible for implementing well-being programs in the company?	The directors of the departments should follow the politics of the company brand, they can also offer new things to implement	
6. What well-being programs does your company have? Are they different from programs for those who work remotely?	Mostly we have programs for the offline workers, but the online ones can join them if they want to. For example, twice a year we organize hiking, running and things like stand ups and concerts	
7. What are the main goals of introducing well-being programs in the company?	Increasing employee loyalty to the company, strengthening the brand, increasing employee productivity, non-material motivation, increasing company profits	

8. What benefits does your company have?	Good corporate culture, corporate cafeterias, corporate events, celebrating birthdays, compensation of the kindergarten and new year's gifts for kids		
9. Which of the listed well-being blocks is given the most attention in the company?	Definitely physical and social well-being		
10. Factors that influence the condition of employees?	Family situation, economic downturn, the way of thinking, mental abilities	Economic situation in the country, pandemic, level of earnings	Family situation and relationships with them
11. Are surveys being conducted to measure the well-being of employees who work remotely? If yes, how often?	There are no surveys for the employees working remotely		
12. What challenges do employees face when working remotely?	They are lonely and thus they feel free to perform personal tasks	Besides feeling lonely and not supported they can feel lack of control, also they face troubles with the internet connection and technical problems	They feel like not being a part of a team but something separate from the company in general, it can reduce their productivity and creativity
13. Have you noticed that constant overwork, time management issues become the cause of numerous stresses for remote employees? If yes, how do you work with it?	We do not control separately the well-being of the employees; we just try to notice troubles through their performance		

14. How do you work with those whose condition and mood worsens when working remotely?	Every manager of a department controls the efficiency indicators and it can help to see someone who has troubles	If it is an obligatory way of working and an employee cannot handle it then it is a big question	It is possible to cheer them up calling for example or texting
15. How does your company regulate the well-being of employees who work remotely?	Unfortunately, there are no special programs for the remote workers		

From the highlighted answers it is easy to notice that 3 top managers mostly think alike and provide the same politics to their department, branches and the company in general. Thus, here are the diagram showing how the answers of the managers differentiate:

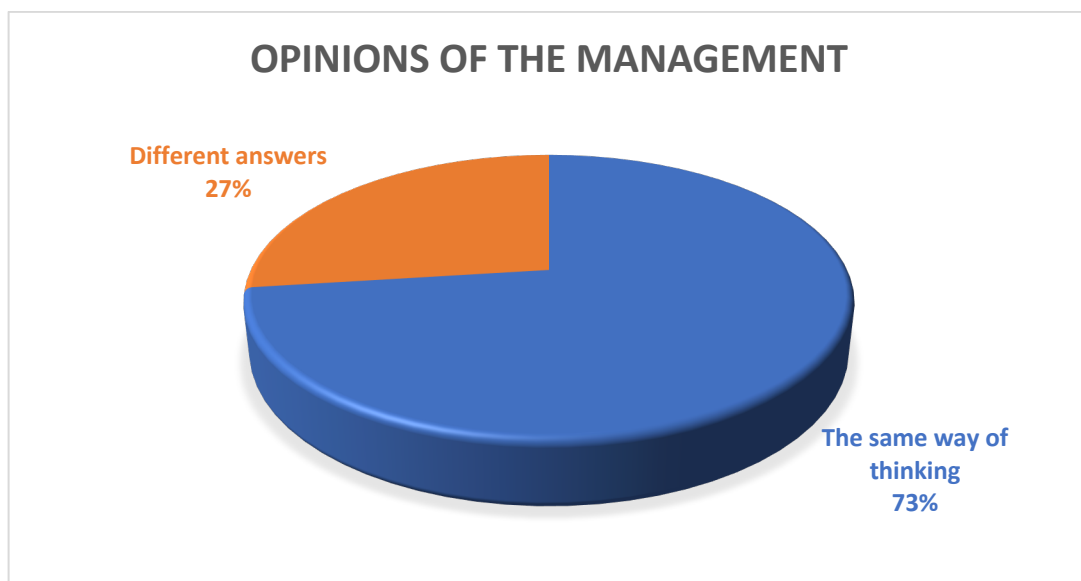


Figure 13 – Opinions of the management (Source: own research, April 2022)

2.3.4.3 Findings of the sociological evaluation of satisfaction of the employees working remotely

To evaluate the sociological methods findings, from a personally invented questionnaire, first of all it is fair to see the answers of the respondents on such simple questions about general thoughts about efficient working conditions in an organization. The answers provide already a clear understanding of the ahead findings. Thus, more than 70% of the respondents are confident that companies have to give good working conditions for the employees.

Считаете ли вы, что организация должна обеспечивать эффективные условия труда при работе из дома?
48 ответов

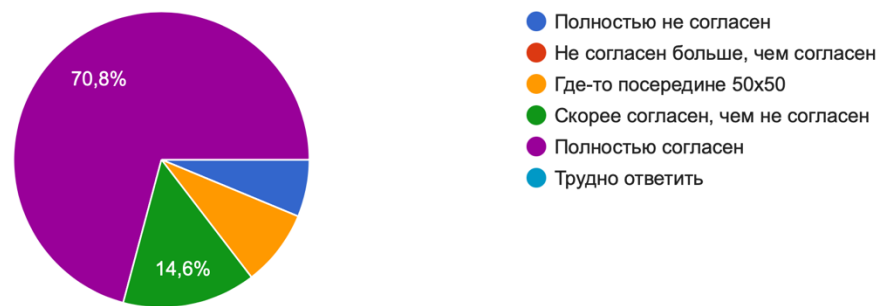


Figure 14 – Opinion about company’s duty providing good working conditions (Source: own research, April 2022)

But then, on the contrary, we see that more than 66% of the respondents are not agree with the statement that the company they work in provide them with the good working conditions.

Обеспечивает ли ваша организация хорошие условия труда для сотрудников, работающих удаленно?

48 ответов

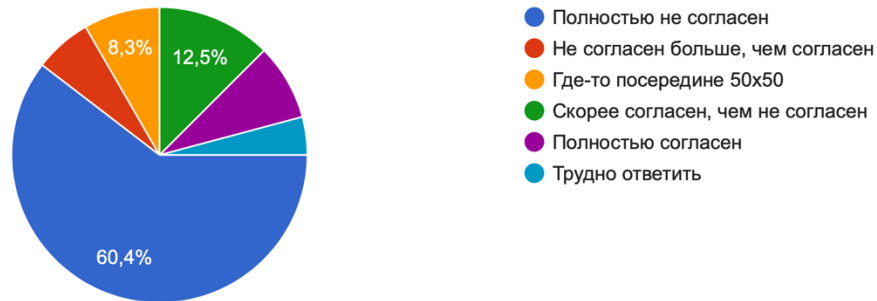


Figure 15 – Company providing good working conditions (Source: own research, April 2022)

After the part of general information questions, the block of mental well-being got started. It was very nice to see that around 74% of the employees find their work interesting.

Вы находите свою работу интересной?

49 ответов

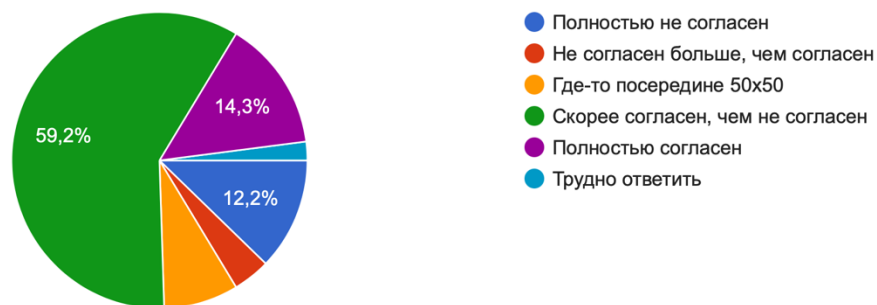


Figure 16 – Opinion about work being interesting (Source: own research, April 2022)

But right after that was found out that more than 64% of the employees have negative thoughts about their work.

Есть ли у вас негативные мысли о вашей работе?
48 ответов



Figure 17 – Evaluating negative thoughts about work (Source: own research, April 2022)

Meanwhile 41.7% of the respondents almost never and 27.1% never wait for the moment they start working in the morning.

Ждете ли вы момента по утрам, когда начнете работать?
48 ответов



Figure 18 – Evaluating of the desire to start working (Source: own research, April 2022)

Less than a half of the respondents often and quite often feel bored working remotely.

Вам скучно работать удаленно?
48 ответов



Figure 19 – Opinion about feeling bored working remotely (Source: own research, April 2022)

A big amount, more than 52% of the interviewed feel burnout working only remotely, 8.3% of them often and 10.4% sometimes feel the same while working under remote conditions.

Чувствуете моральное выгорание, работая только удаленно?
48 ответов



Figure 20 – Evaluation of the feeling of moral burnout while remote work (Source: own research, April 2022)

A few times a week 56.3%, sometimes 12.5%, 4.2% often and 4.2% of the employees always feel that the demands of their job interfere with their personal life.

Как часто требования вашей работы мешают вашей личной жизни?
48 ответов



Figure 21 – Frequency of work interfering with personal life (Source: own research, April 2022)

Only 12.5% often balance work with rest and other aspects of their life, when 56.3% of the respondents rarely do it.

Совмещаете ли вы работу с отдыхом и другими аспектами своей жизни?
48 ответов

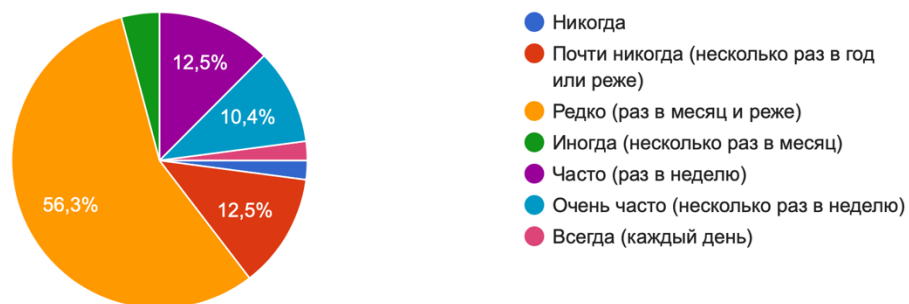


Figure 22 – Evaluation of the compatibility of work and rest (Source: own research, April 2022)

A very serious problem showed up during the question about performing work tasks during personal time or while on vacation: 56.3% of the respondents always do it, 16.7% very often and 12.5% often keep on doing it.

Вы продолжаете выполнять рабочие задачи в свободное время или во время отпуска?
48 ответов



Figure 23 – Frequency of working while vacation and personal free time
(Source: own research, April 2022)

Then the respondents were asked if during a typical week they feel overwhelmed or stressed, 47.9% said «Very often», 25% «Often» and 12.5% said «Sometimes».

Как часто в течение обычной недели вы чувствуете себя подавленным или напряженным?
48 ответов

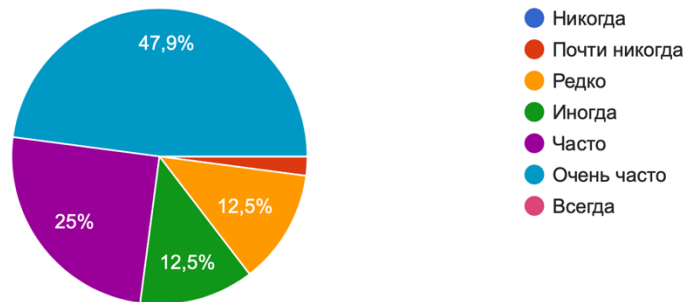


Figure 24 – Frequency of feeling overwhelmed or stressed (Source: own research, April 2022)

The final question of this block the employees were asked if they think the productivity suffers while working from home - 47.9% very often, 10.4% often and 6.3% of the employees sometimes think it happens.

Как вы думаете, страдает ли производительность при работе из дома?
48 ответов

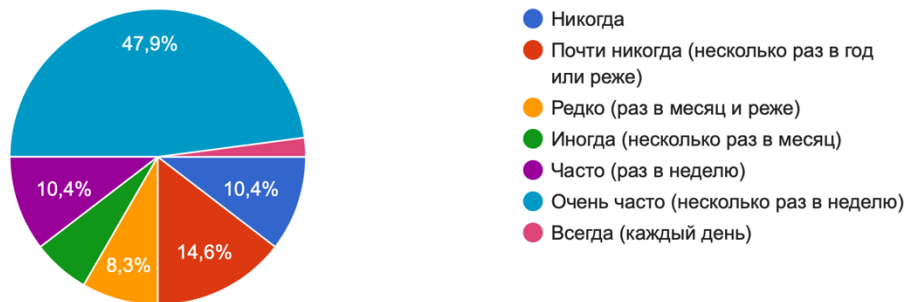


Figure 25 – Opinion about productivity suffering while working from home (Source: own research, April 2022)

After the part of mental well-being block, the block of physical well-being got started. Employees were asked if the amount of work they need to do exceed the amount of time allotted for it and more than 62% of respondents said always, 12.5% very often and another 12.5% said often the amount of work is bigger.

Превышает ли объем работы, которую вам необходимо выполнить, количество времени, отведенное на нее?
48 ответов

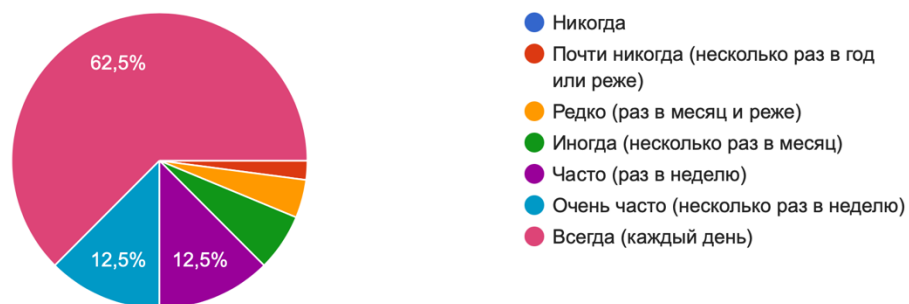


Figure 26 – The ratio of the amount of work to the amount of time allotted for it (Source: own research, April 2022)

Then, there is a result of the question related to the employees feeling sleepy while working. 43.8% feel sleepy very often, 20.8% - always and 18.7% of the employees often feel sleepy at work.

Как часто вы чувствуете сонливость на работе?
48 ответов



Figure 27 – Frequency of feeling sleepy while working (Source: own research, April 2022)

The logical question after the previous one is about how many hours the employees normally sleep. More than 70% of the respondents sleep 6 or less hours and that's a clear trend.

Сколько часов вы обычно спите ночью? Если вы работаете посменно, сколько часов вы спите в день?
48 ответов

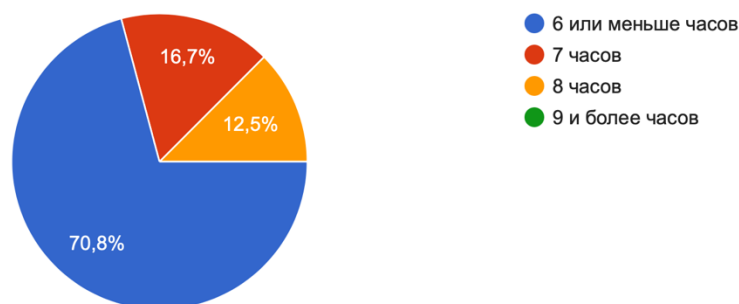


Figure 28 – Question about the amount of sleeping hours (Source: own research, April 2022)

A very important question was asked in the physical well-being block, it is about employees feeling very tired at the end of a working day even working remotely. Thus, 41.7% feel it very often, 18.8% - always, 10.4% - often and 12.5% sometimes feel tired.

Чувствуете ли вы сильную усталость в конце рабочего дня, даже работая удаленно?
48 ответов



Figure 29 – Frequency of feeling very tired at the end of a working day even working remotely (Source: own research, April 2022)

The fourth block of the questionnaire is about social well-being. One of the questions is about employees feeling misunderstood or unappreciated by the co-workers while working remotely. The findings show that 33.3% often feel it, 29.2% - sometimes and 12.5% rarely feel misunderstood by the co-workers while remote work.

Чувствуете ли вы, что коллеги, работающие удаленно, неправильно вас понимают или не ценят?
48 ответов



Figure 30 – Frequency of feeling misunderstood or unappreciated by the co-workers while working remotely (Source: own research, April 2022)

A bit less than a half of the respondents, precisely 41.7%, often get easily irritated by small problems, or by the co-workers working remotely. 12.5% - very often and 8.3% of the employees feel it sometimes.

Вас легко раздражают мелкие проблемы или коллеги / команда, работающие удаленно?
48 ответов



Figure 31 – Frequency of getting easily irritated by small problems, or by the co-workers working remotely (Source: own research, April 2022)

A very clear opinion of the respondents was identified while asking how supportive their manager is while them working remotely. More that 58% of the employees said their manager is never supportive, 20.8% said a manager almost never supportive.

Насколько ваш руководитель поддерживает вас во время удаленной работы?
48 ответов



Figure 32 – Evaluation of how supportive the manager is while employees working remotely (Source: own research, April 2022)

More than 54% of the employees think that the social protection of employees in the organization way worse compared to employees of most other organizations.

На ваш взгляд, выше ли социальная защищенность работников вашей организации по сравнению с работниками большинства других организаций?

48 ответов

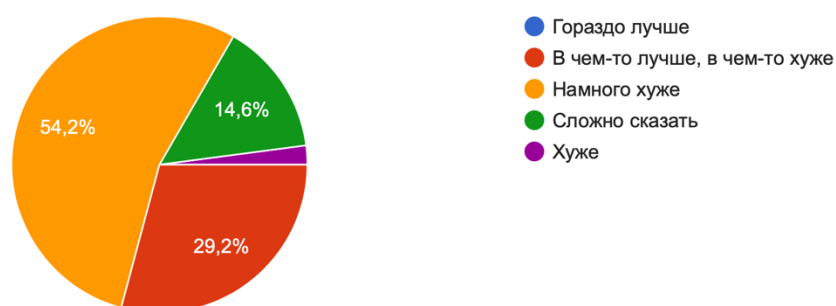


Figure 33 – Evaluation of the social protection of employees in the organization (Source: own research, April 2022)

70.8% of the respondents think that social programs and social events that are held in the organization help to keep employees in the organization. And a bit less than 21% thinks that it is one of the factors to stimulate labor.

Какую роль играют социальные программы и общественные мероприятия, проводимые в вашей организации?

48 ответов

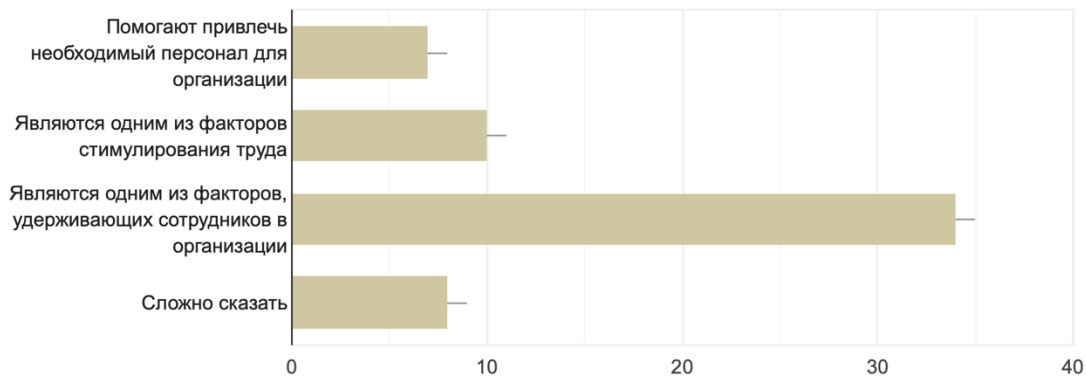


Figure 34 – Evaluation of the role of the social programs and social events that are held in the organization (Source: own research, April 2022)

A positive mood is detected when asking about satisfaction with the social policy, social programs and events in the organization. 45.8% think about it like somewhere in the middle 50x50, 22.9% of the employees more agree than disagree and 10.4% completely agree on that.

Удовлетворены ли вы социальной политикой, социальными программами и мероприятиями в организации?

48 ответов



Figure 35 – Evaluation of the satisfaction with the social policy, social programs and events in the organization. (Source: own research, April 2022)

The next fifth block is devoted to the financial well-being of the employees. Thus, more than 79% like their job but the level of salary is too low. And only 8.3% say that they like their job and the level of salary is fine.

Как вы оцениваете свою работу?
48 ответов

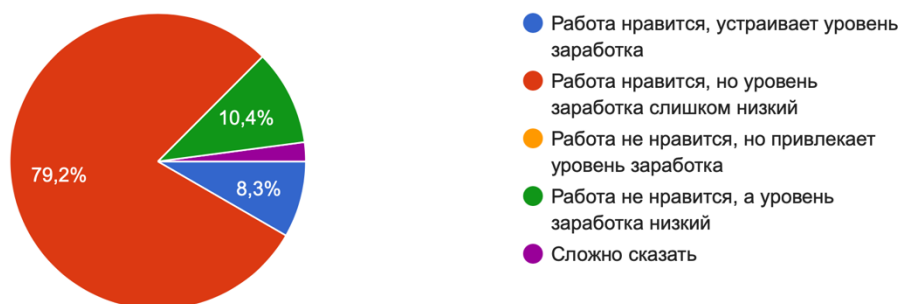


Figure 36 – Evaluation of the job compared to the salary level (Source: own research, April 2022)

The opinion about the possibility to change the job in the nearest time was asked further. 43.8% of the respondents completely agree with the statement, 16.7% more agree than disagree on this fact.

Собираетесь ли вы сменить место работы в ближайшее время?
48 ответов

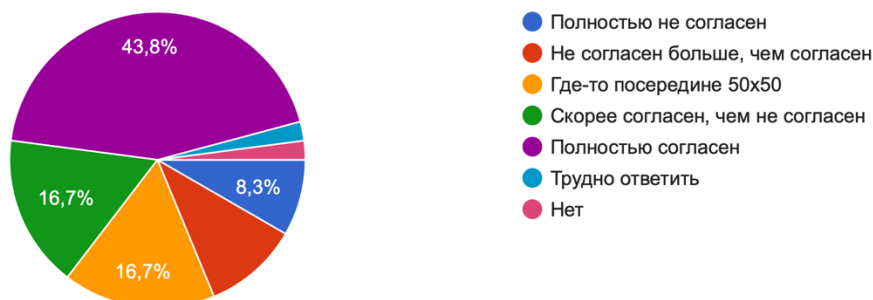


Figure 37 – Opinion about the possibility to change the job in the nearest time (Source: own research, April 2022)

The reasons for the possibility of changing job described afterwards. So, 79.2% would change it because of the increasing the salary in a new company. 29.2% of the respondents would go for more interesting job. And 27.1% of the employees would like to get a better working conditions and organization.

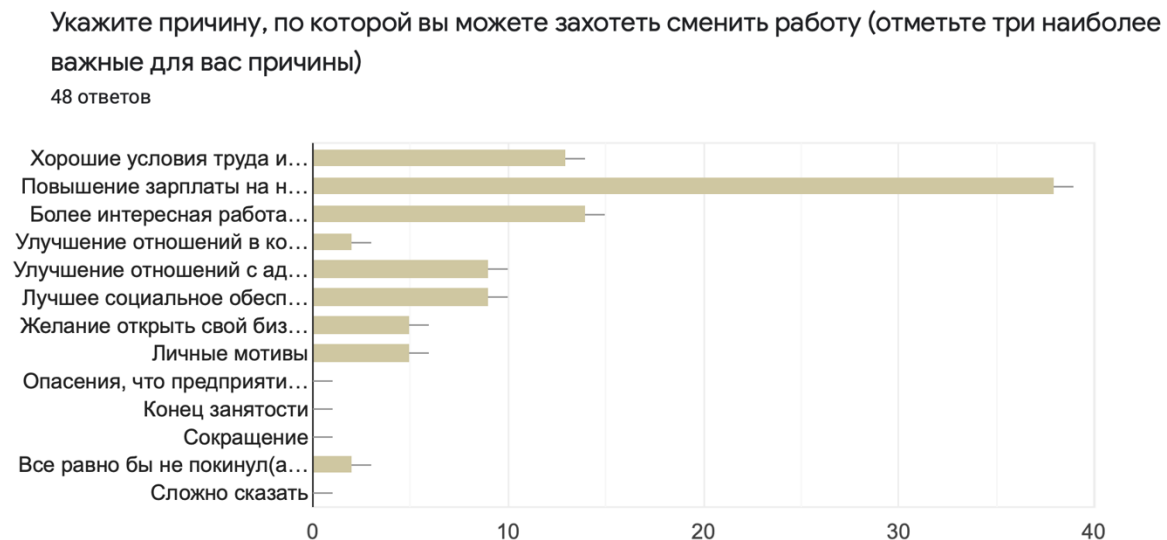


Figure 38 – Evaluating reasons for the possibility of changing job
(Source: own research, April 2022)

A strong trend was highlighted while asking if employees normally work once the official working hours are over. And more than 60% of the respondents always work after finishing working hours, 16.7% of the employees said they do it often.

Работая удаленно, вы обычно работаете после окончания официального рабочего времени?
48 ответов



Figure 39 – Frequency of working once the official working hours are over (Source: own research, April 2022)

75% of the employees have a negative reaction on that fact of working once the official working hours are over.

Как вы к этому относитесь?
48 ответов

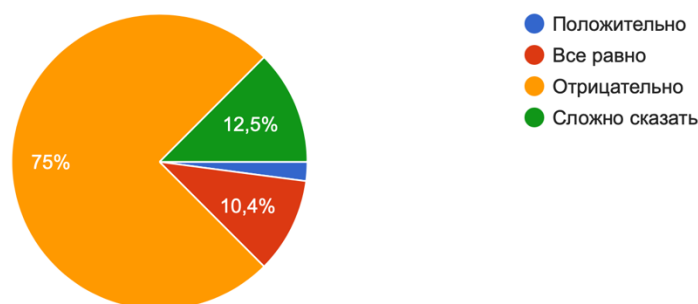


Figure 40 – Opinion about working once the official working hours are over (Source: own research, April 2022)

A very clear point of view expressed 95.8% of the respondents saying that they never get paid for working extra hours.

Оплачивается ли вам ваша внеурочная работа в организации?
48 ответов



Figure 41 – Evaluation of getting paid for working extra hours (Source: own research, April 2022)

Almost with one voice 83.3% of the respondents would like to get paid for working extra hours rather than to get extra days off for that.

Что бы вы предпочли?
48 ответов

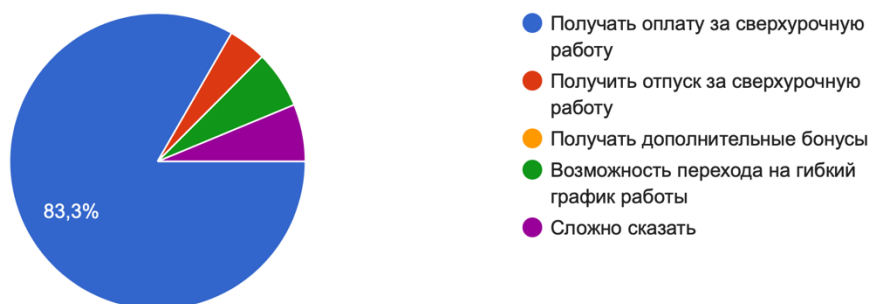


Figure 42 – Opinion about getting paid for working extra hours (Source: own research, April 2022)

Then all the respondents got a chance to express their opinion about ideas for employer to improve conditions for remote work. Here are some of the answers:

- Conduct online meetings
- Organize field events even with business trips
- To be in touch with the remote workers and take into account their contribution to the work in the same way
- Hybrid schedule
- Introduction of the motivational part of the wage
- Provision of equipment (laptops)
- Extra hours work pay will be enough

Most of the answers are a real help for understanding what the employees lack of. That is why, these statements will be observed and evaluated in the stage of creating recommendations.

2.3.4.4 Findings of the psychological evaluation of satisfaction of the employees working remotely

To evaluate the psychological methods findings, first of all the results of «Integral satisfaction with work» by A.V. Batarshv will be observed. It is well shown in the table 7 below.

Table 7 – Results of Integral satisfaction with work

Components of satisfaction	Statements	Maximum score	Results
Interest in work	1, 6, 12	6	4
Satisfaction with work achievements	2, 7	4	2
Satisfaction with relationships with colleagues	3, 8, 14	6	6
Satisfaction with relationship with management	10, 15, 17	6	0
Level of claims in professional activity	5, 11	4	4
Job preference over earnings	4, 16	4	0
Satisfaction with working conditions	13, 18	4	0
Professional responsibility	9	2	0
Overall job satisfaction	1-18	36	16

It is possible to count the overall job satisfaction, 16 out of 36 points that were gained through the research show 44% of total points that means a Low job satisfaction of the interviewed employees of the company.

Let's observe the most critical points. Thus, more than 54% of the respondents think that the official position they hold does not correspond to their abilities.

5. Занимаемое мной служебное положение не соответствует моим способностям:
48 ответов

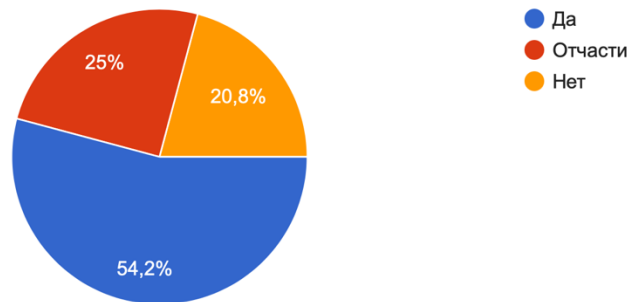


Figure 43 – Evaluation of official job position corresponding to the actual abilities (Source: own research, April 2022)

75% of the employees are confident that recently, management has not expressed satisfaction with their work.

10. В последнее время руководство не раз выражало удовлетворение по поводу моей работы:
48 ответов

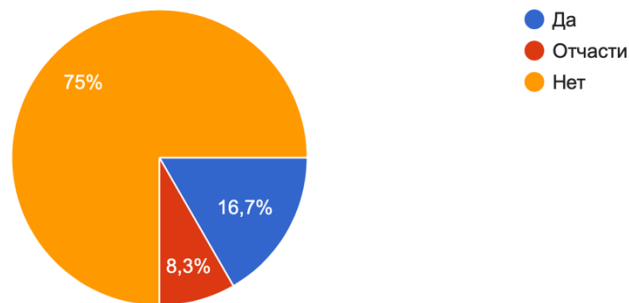


Figure 44 – Evaluation of management expressing satisfaction with employees' work (Source: own research, April 2022)

Around half of the employees which is 47.9% said that the process of work does not give them pleasure.

12. Процесс работы доставляет мне удовольствие:
48 ответов

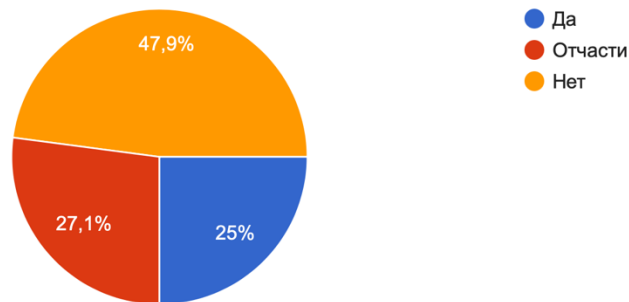


Figure 45 – Evaluation of the process of work giving pleasure (Source: own research, April 2022)

More than 60% of the respondents are not satisfied with the organization of work in their team.

13. Меня не устраивает организация труда в нашем коллективе:
48 ответов

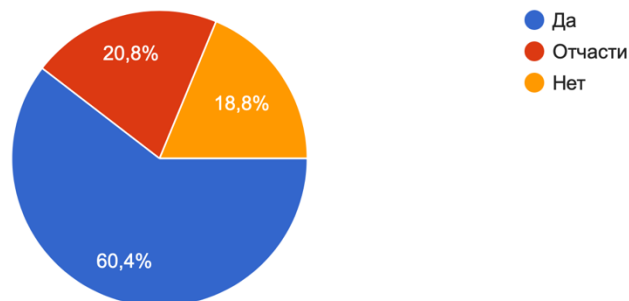


Figure 46 – Satisfaction with the organization of work in the team (Source: own research, April 2022)

But at the same time 79.2% of the interviewed said that they often do not have disagreements with work colleagues.

14. У меня часто бывают разногласия с коллегами по работе:
48 ответов

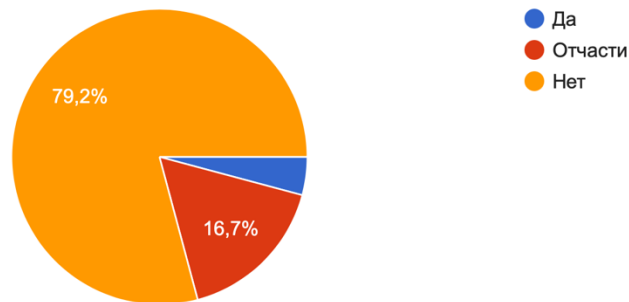


Figure 47 – Evaluation of having disagreements with colleagues (Source: own research, April 2022)

A record number of respondents, more than 77% said they rarely get rewarded for their work.

15. Меня редко поощряют за работу:
48 ответов

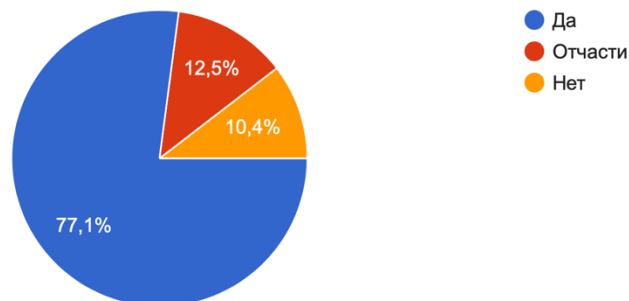


Figure 48 – Evaluation of getting rewarded for work (Source: own research, April 2022)

Also, a big number of respondents, more than 72% would change job if they were offered a higher salary.

16. Даже если бы мне предложили более высокий заработок, я не сменил бы место работы:
48 ответов

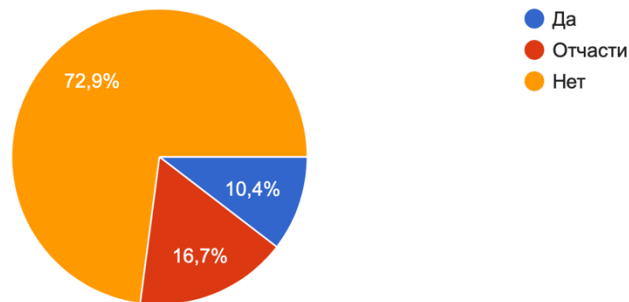


Figure 49 – Evaluating of the possibility of changing job if a higher salary would be offered (Source: own research, April 2022)

And then, 58.3% of the employees said their supervisor often does not understand or does not want to understand them.

17. Мой непосредственный руководитель часто не понимает или не хочет понять меня:
48 ответов

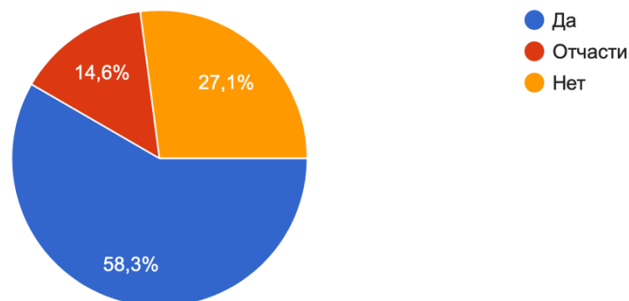


Figure 50 – Opinion about supervisor understanding employees (Source: own research, April 2022)

Methodology «Self-assessment of the mental state: well-being, general activity, mood (SAM)» was observed afterwards. The results will be shown in the tabular form in table 8 below.

Table 8 – Results of Self-assessment of the mental state: well-being, general activity, mood (SAM)

Components of assessment	Statements	The received points	Total sum of points	The average score	Results
Well-being	1, 2, 7, 8, 13, 14, 19, 20, 25, 26	2, 2, 2, 2, 3, 4, 2, 2, 2, 2	23	4	2.3
Activity	3, 4, 9, 10, 15, 16, 21, 22, 27, 28	2, 1, 2, 2, 2, 2, 2, 2, 2, 3	20	4	2.0
Mood	5, 6, 11, 12, 17, 18, 23, 24, 29, 30	3, 3, 2, 2, 2, 2, 2, 3, 2, 2	23	4	2.3

After counting the summary of points for each category, they were divided by ten. The average score on each scale is four. Indicators that are below 4, show an unfavorable condition of the person who passed the test. The obtained score is about 2.3 which means, that the condition of the interviewed employees is not favorable.

Here are some points that take the most of attention. First of all, more than 60% of the respondents reported about sedentary way of working.

Малоподвижный Подвижный
48 ответов

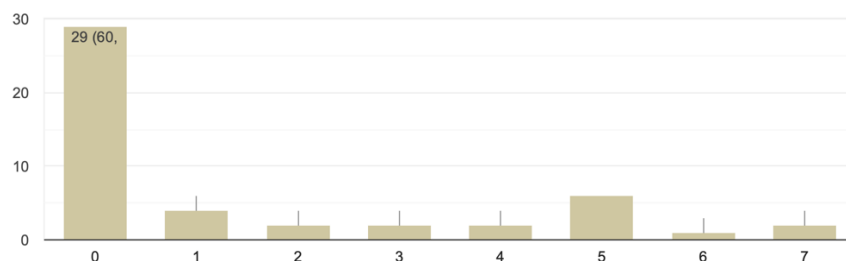


Figure 51 – Opinion about sedentary or active way of working (Source: own research, April 2022)

More than 55% of the employees feel sad working remotely.

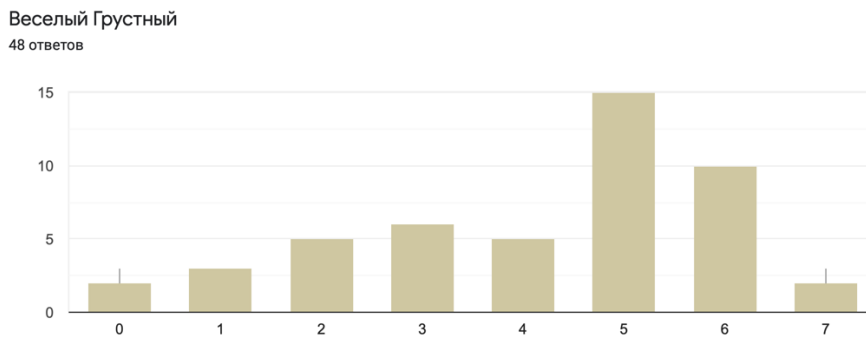


Figure 52 – Opinion about feeling sad or cheerful working remotely (Source: own research, April 2022)

About the tense feelings reported as well more than 60% of the employees.

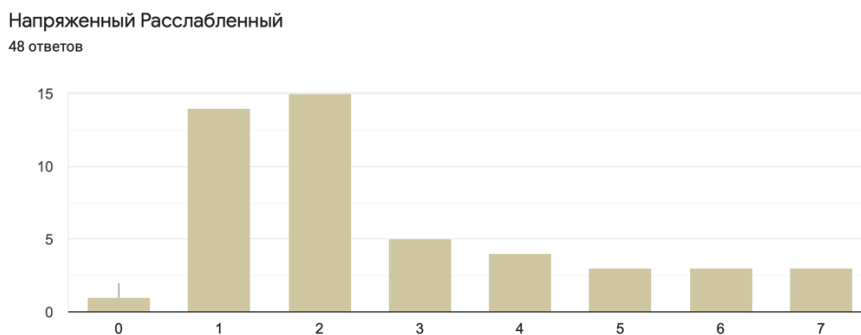


Figure 53 – Opinion about feeling tense or relaxed working remotely (Source: own research, April 2022)

A big number of respondents, more than 50% evaluated their remote work as disinterested.

Безучастный Увлеченный
48 ответов

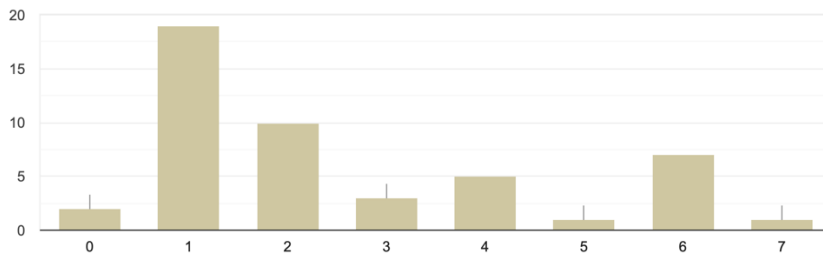


Figure 54 – Opinion about feeling disinterested or involved working remotely (Source: own research, April 2022)

More than 66% of the employees feel tiredness.

Отдохнувший Усталый
48 ответов

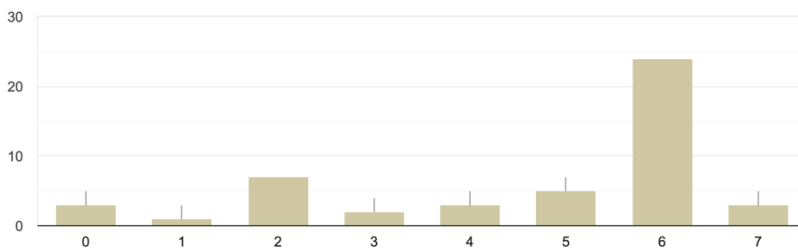


Figure 55 – Opinion about feeling rested or tired working remotely (Source: own research, April 2022)

A record amount of the respondents 69% said they feel sleepy while working remotely.

Сонливый Возбужденный
48 ответов

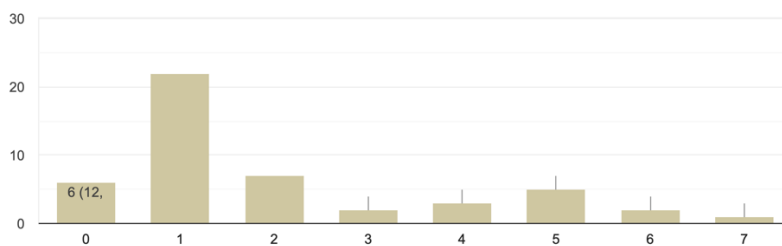


Figure 56 – Opinion about feeling sleepy or excited working remotely
(Source: own research, April 2022)

Meanwhile let's evaluate the results of another psychological testing method - Maslach Burnout Inventory. The table with all the data is presented in the table 8 below.

Table 9 – Results of Maslach Burnout Inventory

Scales	Statements	The received points	The maximum score	The average score	Total sum of points
Emotional exhaustion	1, 2, 3, 8, 13, 14, 16, 20	5, 5, 5, 5, 5, 5, 5, 5	54	19.73	40
Depersonalization	5, 10, 11, 15, 22	3, 3, 3, 3, 3	30	7.78	21
Reduction of professionalism	4, 7, 9, 12, 17, 18, 19, 21	4, 4, 4, 4, 4, 1, 3, 3	48	32.93	27

From all these numbers the integral index of burnout can be counted. The following formula 1 by NIPNI named after Bekhterev was used.

Formula (1):

$$\text{Integral Index of Burnout} = \sqrt{\frac{\left(\frac{40}{54}\right)^2 + \left(\frac{21}{30}\right)^2 + \left(1 - \frac{27}{48}\right)^2}{3}} = 0,75$$

The final value can be from 0 which is a sign of no burnout to 1 that is a maximum burnout level. So, in the above result a very clear quantity shows that the interviewed employees have a high level of burnout.

The last psychological testing method that was used in the conducted research was Utrecht Work Engagement Testing. The summary of the results of this methodology is presented in the following table.

Table 10 – Results of Utrecht Work Engagement Testing

The scales	Number of statements	The received points	The maximum score	Total sum of points
Vigor	1, 2, 3, 4, 5, 6	1, 1, 1, 1, 3, 4	36	11
Dedication	7, 8, 9, 10, 11	3, 1, 1, 1, 1	30	7
Absorption	12, 13, 14, 15, 16, 17	1, 1, 1, 1, 1, 1	36	6
			112	24

With the help of this methodology it was supposed to check a sense of energetic and effective connection with work activities and to evaluate if the employees deal with the demands of their job well. The more is the final score the more is the level of work engagement. But on the contrary, the results of the conducted survey show the minimum score - 24, which report that the interviewed employees have a low level of work engagement.

There are some points that took the most of attention. First of all, around 60% of the respondents reported that very rare they are glad to start working in the morning.

Проснувшись утром, я радуюсь тому, что пойду на работу
48 ответов

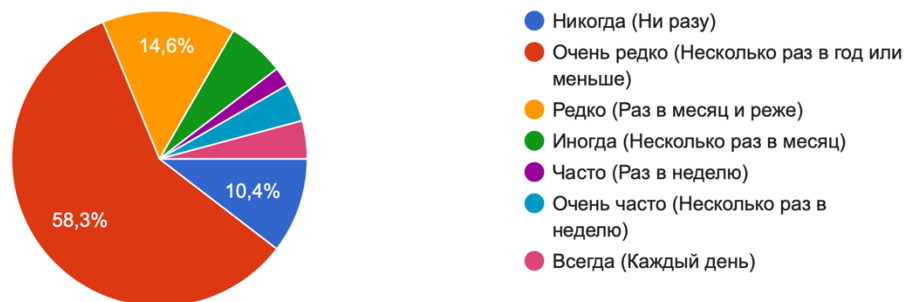


Figure 57 – Evaluation of excitement to start working in the morning
(Source: own research, April 2022)

Being proud of their work very rare reported 52.1%, rarely – 8.4% and sometimes – 10.4% of the respondents.

Я горжусь своей работой
48 ответов

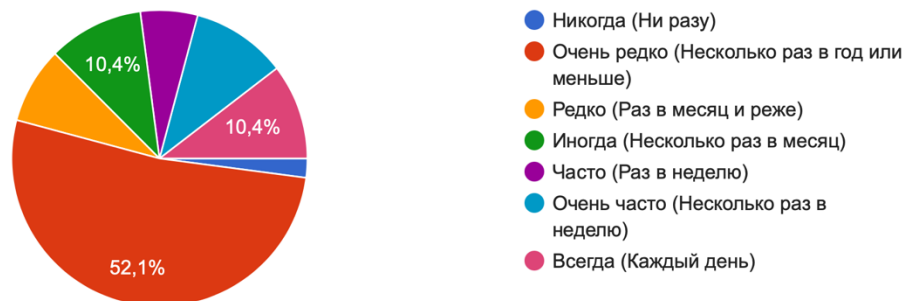


Figure 58 – Evaluation of feeling proud of the work (Source: own research, April 2022)

More than 55% of the employees very rare and 10.6% of them rarely feel happiness while intense work.

Я счастлив, когда интенсивно работаю
47 ответов

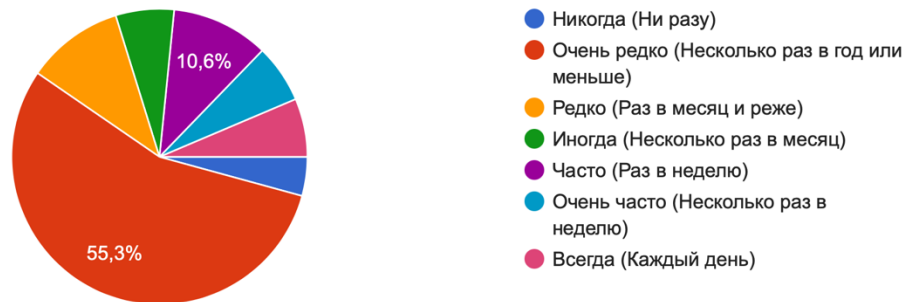


Figure 59 – Evaluation of feeling happy while intense work (Source: own research, April 2022)

To make a conclusion, let's see all the gained results from the conducted research presented in the table 11 that will describe advantages and disadvantages of the system of remote work in the company.

Table 11 – Advantages and disadvantages of the system of remote work in the company

Strengths	Weaknesses
Stage 1 Analyses of documents, regulating remote work in the organization	
Opportunity to create a modern set of documentation regulating the process of interaction with the remote workers when there is a lot of experience have already gained.	There is not a single document that even somehow could be related to the remote employees and to the process of work from home.
Stage 2 Evaluation of the real practice of employees working remotely	
The kind wish of the management of the company to	A different understanding of the core terms of well-being of the remote workers

<p>change the situation to a better side to help their employees to provide a well-being while remote work to perform more efficient.</p>	<p>due to the lack of documents that could control this process.</p> <p>The lack of the instruments that the company management uses for maintaining a high level of well-being of remote workers.</p>
<p>Stage 3 Evaluation of satisfaction of the employees working remotely</p>	
<p>The most important advantage that was studied during the conducted research was that all the interviewed employees have built strong relationships with their colleagues. There is a respect and understanding between the employees and almost no fights and conflicts.</p> <p>It was studied that employees have many plans for the future, and they believe in their implementation.</p>	<p>A low overall job satisfaction of the interviewed employees of the company.</p> <p>Regarding the mental well-being was found out that most of the employees feel nervousness, anxiety, boringness, depression and irritation while working remotely. They have negative thoughts about their job.</p> <p>Physical well-being is not going great as well. Employees continue to perform work tasks once the working hours finish, in their free time and during vacations. The amount of work they need to do exceed the amount of time allotted for it. Normally they feel very tired and sleepy at the end of the remote working day.</p> <p>As for the social well-being, interviewed employees reported that their manager never supports them while working remotely. Their supervisor does not understand or does not want to</p>

	<p>understand employees. They can get easily annoyed by small issues or colleagues working remotely.</p> <p>According to the interviewed employees, financial well-being is very poor. Most of them think about changing job to increase salary, to get better working conditions and to improve relationships with the management. They never get paid for the extracurricular work in the organization.</p> <p>The condition of the interviewed employees regarding their well-being, activity and mood is not favorable.</p> <p>Also, the interviewed employees have a high level of burnout and thus, a low level of work engagement.</p>
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As it is shown in the table, the list of disadvantages is way bigger than the one with the positive aspects. First of all, there is no legal normative documents that could regulate remote employees and the process of work from home. Thus, a different understanding from the top management of the core terms of well-being of the remote workers due to the lack of documents that could control this process. In addition, the lack of the instruments that the company management uses for promoting a decent level of well-being of remote workers. As a result, a low overall job satisfaction of the interviewed employees of the company and also, employees have a high level of burnout and thus, a low level of work engagement.

From the positive point of view, it is possible to highlight the level of unity of employees of the company. The fact is that all the interviewed employees have built strong relationships with their colleagues. There is a respect and understanding between the employees and almost no fights and conflicts. Moreover, it was observed that employees have many plans for the future, and they believe in their implementation.

3. Recommendations for improvement of well-being of employees under conditions of remote work

3.1. Improvement measures of well-being of employees under conditions of remote work

Human resource managers should play a significant role to provide a set of rules, advice, guidance, and sufficient support the team members that work remotely. In that sense communicating regularly helps, not only on work matters but also on psychological issues that are related to how they manage work remotely, work over-load, their level of stress, home boundaries, and finally evaluating their ability and productivity while working from home. So, based on the research findings, a set of recommendations can be applied to help with the challenges of remote working.

It will be easier to create a separate set of tools for each of the observed stages of maintaining the well-being of employees under conditions of remote work in the company. To briefly highlight, the first stage was an analysis of documents, regulating remote work in the organization. The second one was the evaluation of the real practice of employees working remotely. And the last third one was the evaluation of satisfaction of the employees working remotely.

First of all, starting with the research findings of the first stage it was found out that there is not a single document that is related to the remote employees and to the process of work from home. Thus, there are different answers of the top managers during the personal interview. So, management needs to create a clear and transparent system, a legal document that controls the way of communication and feedbacks. The organization must create an easily defined and understandable to all employees rules for remote communication, which can be referred to.

The way this document will be officially set starting from the step when the employer issues an order, on the basis of which a group of competent

specialists is formed and a responsible person is appointed. Then, a procedure is being carried out to coordinate the draft document with interested officials, heads of company departments in which the remote work will be provided. The next step is when the head manager approves the local normative act. And finally all remote workers are introduced to the document with their signature: this can be done in writing, by exchanging electronic documents or in another way provided by an employment contract or other local act of the company (paragraph 10, part 2, article 22, part 5, article 312.3 of the Labor Code RF).

An official guidance is proposed below.

LOCAL NORMATIVE ACT REGULATING REMOTE WORK

Table of content:

1. Introductory section
 - 1.1 The purpose of the document
 - 1.2 The main terms and types of remote work
 - 1.3 The reasons to transfer to a remote work
2. Section 2. Organization of the work of remote workers
 - 2.1 The mode of work
 - 2.2 Calling an employee to the office
 - 2.3 The way of payment
 - 2.4 The procedure of applying for a sick or vocational leave
 - 2.5 The features of business trips
3. Section3. Procedure of interaction with the employer
 - 3.1 Employees duties
 - 3.2 Document exchange
 - 3.3 The way of communication
 - 3.4 The equipment for work
 - 3.5 The procedure to protect the workplace of the remote worker
4. Section4. Termination of an employment contract with a remote worker

4.1 The procedure of firing of a remote worker

5. Final section

Introductory section

1.1 The purpose of the document.

This act is aimed to highlight an improved mechanism for the legal registration of remote work in the company. As well describing the procedure for providing remote workers with the necessary equipment and software and hardware, the procedure for familiarizing them with the requirements of labor protection when working remotely, paying compensation for the use of their own property, the employee's working hours and the specifics of the employer's interaction with remote workers, indicating the ways of exchanging documents and information.

The composition and structure of the act on remote work is determined by the employer himself. There are no special requirements in the legislation on these issues.

1.2 The main terms and types of remote work

Remote work is when an employee performs his labor functions outside the location of the employer or a stationary workplace. All communications and the execution of the work itself - by phone or via the Internet. These terms are provided for by the Federal Law No. 407-FZ of December 8, 2020.

There are three types of remote work:

Permanent - when during the entire term of the employment contract the employee performs his duties remotely. That is, when an official labor contract was originally designed this way and an employee agrees to work outside the office;

Temporary - when employees switch to a remote mode for some continuous, but limited period, no more than six months;

Periodic is a variant of temporary remote work with a combination of remote mode and work at a stationary place. There is no six-month limit for it.

1.3 The reasons to transfer to a remote work

From 2021, employees can be transferred to remote work even without their agreement. In general, full time or temporary remote work can be formalized in three documents:

- Employment contract;
- An additional agreement to the employment contract;
- Local act of the employer, regulations or internal regulations.

From 2021, it is possible to transfer employees to remote work forcibly - without their agreement. Here are the cases in which it is allowed:

- Disaster of a natural or man-made nature;
- Accident or accident at work;
- Fire, flood, earthquake, epidemic;
- Any threat to life or normal living conditions;
- The decision of the authorities.

In such conditions, remote work lasts as long as the circumstances themselves.

For a temporary transfer to remote work, the employer needs to issue an order and familiarize employees with it. The employer does not have to make changes to the employment contract.

Section 2. Organization of the work of remote workers

2.1 The mode of work

The mode of work is established by the employment contract, additional agreement or other documents. But if nothing is officially said about this, the employee can choose. He decides when to start and when to take breaks. Provided that all duties are performed and the required number of hours or shifts are worked. According to the rules, the time of interaction between a remote worker and an employer (for example, negotiations, phone calls, video conferences) is

included in the worker's working time That is, correspondence in Telegram and calls in Zoom should take place from 9 to 18 o'clock , as prescribed by working hours, and not at night.

2.2 Calling an employee to the office

By the call of the employer or by the request of the employee himself.in the official documents can be established the procedure for going to work in the office.

2.3 The way of payment

Art. 312.5 of the Labor Code of the Russian Federation, as amended from 01.01.2021, establishes the following rule: transfer to a remote mode of work is not a basis for reducing wages. In other words, if an employee remotely performs work in the amount stipulated by the employment contract, the employer is not entitled to reduce the amount of payment.

But if, for example, the volume of work decreases, it is possible to reduce the amount of payment, but only according to the general rules established by labor legislation. So, by virtue of Art. 72 of the Labor Code of the Russian Federation, changing the terms of an employment contract is possible by agreement of the parties. In other words, it will be necessary to conclude an additional agreement to the employment contract, which will indicate a different salary, as well as other changed conditions. Of course, signing such a document is possible only with the consent of the employee.

Not every employee can be transferred to remote work. For example, a storekeeper cannot pick up goods from home - he needs to be in the warehouse. In the presence of circumstances that make it impossible to go to work, it is necessary to pay such employees downtime for reasons beyond their control - in the amount of $\frac{2}{3}$ of the rate or salary.

2.4 The procedure of applying for a sick or vocational leave

If a remote worker falls ill, there are two ways to report it to the employer:

- send the original certificate of incapacity for work by registered mail;
- provide the number of the electronic certificate of incapacity for work.

Then the employer will arrange everything as usual.

Vacation leave is granted as usual. So, remote workers have the same right to rest as those who work stationary: at least 28 calendar days for each year of work. And all rights during the holidays must also be respected.

2.5 The features of business trips

If a remote worker travels to perform an official assignment to a different territory than the one where he usually performs work, the employer needs to apply the rules established for business trips. That is, to reimburse expenses and maintain average earnings.

Section 3. Procedure of interaction with the employer

3.1 Employee duties

The employee must be available to the employer and have access to the Internet and other means of communication during working hours, the regime of which is specified in the employment contract, including:

- check the content of e-mail;
- receive and consider electronic documents received from the employer;
- send the employer electronic responses, electronic documents;
- carry out electronic correspondence with the employer, employees of the employer;
- perform other reasonable and dependent on the employee actions aimed at observing the procedure for interaction between the parties.

3.2 Document exchange

Employer and employee exchange documents electronically. At the written request of the employee, paper versions must be sent to him within three days.

This can be done not only by mail, but also by courier. Or personally hand over the documents in the office.

An employee can also send his documents for registration in electronic form. But if the employer asks, an employee needs to submit certified by a notary on paper documents.

3.3 The way of communication

By every department clear rules should be established on which days and at what time employees will communicate with each other and managers. For example, arrange video meetings 2 times a week, discuss progress and feedback, stages of work and remind deadlines for completing assignments, share tips.

Here is a list of practices that are universal for using in any department while employees working remotely:

- Meeting 1:1. Suitable online meetings for discussing current projects and tasks, coordinating plans, providing feedback and evaluating the work of employees.
- Fast communication. For short questions, use instant messengers, and for urgent questions, use calls.
- Team coordination. The online face-to-face meeting of the whole team can take place both in the format of daily short stand-ups at the beginning of the day, or once a week, but for an hour, so that there is no feeling of isolation from the team.
- Maintaining the information flow. All employees must be aware of all events. An internal newsletter, podcast, corporate forum or chat can be started.
- Knowledge Exchange. Employees should have a space where they can share their knowledge, discoveries, experiences with each other and discuss work issues that concern them.
- Informal communication. An online place to socialize and exchange jokes, news, music and any other non-work-related things.

3.4 The equipment for work

The employer must provide everything necessary for work: a computer, a printer, the necessary programs, headphones, an antivirus.

The employee can use his own equipment or rent it. But then he is entitled to monetary compensation. The employee must both be paid for the use of the equipment and reimbursed for the costs. For example, if a personal laptop is used for work, the employer pays for its use, an antivirus for it, and Internet access.

The specific amounts and procedure for compensation should be described in the employment contract or other official documents.

3.5 The procedure to protect the workplace of the remote worker

For the labor protection of remote workers, the employer must:

Familiarize them with the requirements of labor protection when working with the provided equipment;

Investigate and record work accidents and occupational diseases;

Comply with labor law regulations;

Pay insurance premiums to the FSS for injuries.

The employer does not have to fulfill other labor protection obligations. For example, there is no requirement to provide sanitary services, provide first aid and monitor rest. The employer does not have to equip remote workers with places to eat, a toilet, buy a first-aid kit for them and control the temperature in the room. But such conditions may be provided for by internal documents.

Section4. Termination of an employment contract with a remote worker

4.1 The procedure of firing of a remote worker

For remote workers, the same grounds for firing as for ordinary workers. An employee may be fired at his own request, for absenteeism or by agreement of the parties. But there are additional reasons for dismissal at the initiative of the employer:

During the period of remote work, the employee, without a good reason, does not get in touch for more than 2 working days in a row. Unless such assumptions are not in the employment contract.

A permanent employee has moved and can no longer perform duties on the same terms. For example, outside the city there is no Internet.

The employer cannot establish its conditions for firing. Even if he does, such conditions will not apply. A copy of the dismissal order must be sent to the employee within three working days, and not on the same day.

Final section

This regulation on remote work comes into force from the date of its adoption or from the date specified in the document itself. As well as an indication of the responsible person who monitors compliance with its conditions is written.

To conclude, after observing the results of the conducted research it was found out that there are no documents controlling remote employees and the process of work from home. So, it was recommended to the employer to create a code of procedures on how business should regulate the employees during working from home. It was created a clear guideline about what employees are expected to deliver, covering the remote working expenses, setting realistic working objectives, respecting normal working hours and adjust workload accordingly to reduce stress and adapt quickly to the remote work settings.

3.2. Elements of digitalization for improving well-being of employees under conditions of remote work

According to the findings of the second stage of the conducted research, when the real practice of employees working remotely was observed, it was found out that the company management has lack of the instruments for maintaining a high level of well-being of remote workers. And thus, the workers do not get enough of attention.

So, on the first sight, it is recommended to the employer to create an accurate wellbeing strategy to measure what matters for the effective

performance and to highlight different areas that employees need support in. A weekly data survey can help here to check on employee's well-being and understand how each team, branch and department are doing. This also keeps employees feeling cared for, sends signals that employer values their insights, takes actions to help improve employees experiences during remote work.

In addition, to provide employees with different mindfulness techniques on how to meditate for better mental focus and psychological balance is necessary. Along with providing a recorded or live video from top management or leaders that show empathy and talk personally to workers about the challenges they are going through.

Let's create a plan of actions, a well-being program for the remote employees conducting by the company management setting a protocol for running virtual meetings, teambuilding, giving emotional support, being empathetic, showing respect to the effort exerted. It would be fair to divide a program of action by time measure, firstly things that can be performed every day, a few times a week, then a once a week, a few times a month, once a month or less and a few times a year or less.

Every day methods maintaining employee's well-being:

Corporate chats in Telegram. They have become a symbol of unity. Employer can use one more chat to share the latest news and verified information about the financial situation in the company, region, country. There could be topics like a minor victory for a single team, a successful completion of the experiment, a development of an idea by an employee and his responsible attitude to work, an important date or anniversary for the team, a pleasant event as a reason to celebrate. To do regular newsletters: how to equip the workplace so that nothing distracts, what to watch, read, cook. Informal communication, funny memes and discussion of the internal movement remained in the team chat.

Pulse questionnaires. Every day in chats an employer receives a prescribed feedback about the state of health and 2 times a week - about the mental attitude.

If it turns out that a person is morally difficult in isolation, the company organizes a personal online consultation with a psychologist at the half expense of the company and another half of an employee.

A few times a week methods maintaining employees well-being:

Conditions questionnaires. During the period of remote work, surveys for the needs of employees show high efficiency. Data is collected from the company's employees about the convenience of work, the needs for technology and equipment and the quality of remote interaction. Analyzing survey results helps improve communication with remote teams and with a company management.

Collective online morning trainings. Even those who are far from a sports lifestyle notice very quickly that working from home leads to a decrease in mobility. Therefore, more than half of the employees picked up the idea of morning workouts via video link. Such a breaks are conducted 3 times a week by an influencer or someone who is used to go to the gym. An average of 20-35 people participates, since morning exercises, especially collective ones, are very invigorating and energizing for the whole day.

Once a week method maintaining employees well-being:

Praise. It is one of the key factors in staff motivation. People want their efforts to be noticed and appreciated. Feeling the own worth is a basic human need. When an employee believes that his work is meaningful, that it affects the world around him, he performs his duties with greater dedication. Feedback to an employee is a review of the tasks performed by him, his role in a project or team. A feedback culture means that the employee is regularly given feedback in the appropriate form and conditions via email, by calling or in the chat both publicly and privately.

A call from the manager. During remote work, the manager has an additional responsibility: he must unite the team. When working in an office, people can express their approval with a gesture, a pat on the shoulder, a smile.

Online, this is more difficult, so the manager should stimulate his employees in other ways, for example, by additional calls. Making time for your colleagues is important to make them feel up to date, productive and supported.

Once a month methods maintaining employees well-being:

Challenges and contests of photos, memes. It is very entertaining to launch such tournaments on a monthly basis, to hold a competition for the funniest photo «I'm working remotely», as well as a corporate #challenge, on the latest trend in social networks. An example is launching a photo contest, on which you need to continue the inscription «Love is ...» with humor. Active participation, as well as the most original photos, are awarded prizes – pizza delivery, sushi and rolls.

Online bar on Friday night. An important point is that it's not enough just to create a platform for communication, an employer has to prepare a topic in advance, plan the course of the conversation and give everyone the chance to speak. Otherwise, everything ends with an awkward silence, or everyone, on the contrary, begins to interrupt each other, and communication comes to a standstill. Just someone from management would set the tone for the conversation, and employees would ask what they were interested to know. An easy way would be creating a Google form where questions are entered in advance to the main person at the online party. This format of team building is paying off. Employees feel less isolated and more connected to the company, team spirit and work spirit are enhanced, and a sense of comfort and security is strengthened. This can be confirmed by the results of the pulse surveys, which was mentioned above.

Webinars and orientation training. It is important for employees to know how to avoid conflict situations and minimize stress. Training is practiced among managers and also ordinary employees via webinars. Psychoeducation is an important foundation in order to begin to better understand yourself and what is happening to you and why. But education is only part of mental health care and cannot replace psychotherapy. So, a speaker get invited to provide any significant topic related to well-being, job capacity, mental health, results and motivation.

Several times a year methods maintaining employees well-being:

Quiz dating. Here the goal is not in an intellectual or creative competition, but in the recognition of each other by the participants. An example of team building for employees in this genre is the Discovery game. The host takes participants on the private chat and ask questions, while the other participants try to guess how the hero will answer. The quiz is aimed at ensuring that employees get to know each other not only from the working side, get inspired by each other and build closer informal ties.

Quick teambuilding. A great option if an employer needs to strengthen communication between employees, even between those who are not yet familiar with or have never encountered in joint projects. In just an hour of such a game, colleagues will know each other more than in years of work. All the participants will be divided into teams and give each of them an express task for 5-10 minutes. When it's done, the teams will be mixed. And so on every time. Conducted on the Zoom or Skype platform. As a result, each player will go through the entire game, changing teams and colleagues through each task. The players with the most points at the end will receive special gifts.

Once a year methods maintaining employees well-being:

Online events for March 8 and February 23 where collectively men and women working remotely will provide a congratulation for each other via Zoom platforms using songs, music and performances. That will help to feel unity with the colleagues and to support a corporate culture spirit.

An offline meeting with remote employees

Employees feel represented more fairly when they see everyone face-to-face and professionalism is more strongly emphasized when everyone is together in person. Thus, a huge meeting for all the remote employees should be held at least once or twice a year. It will help to increase a corporate culture spirit, sharing and feeling common values, getting to know each other better and improving productivity. The reason of the meeting could be announcing the results of the

financial year, congratulating the most efficient employees, sharing different news and surveys, giving away some gifts and souvenirs with the symbols of the company. And then, the ceremonial part is replaced by a concert part with invited artists, music and a buffet table.

Concluding this part, the company should provide more transparent information to create more confidence and motivation among employees and share news in an honest manner among all the remote employees. All the concerns, uncertainty, challenges and worries that employees are experiencing should be discussed openly. So, an employer should conduct virtual meetings with employees just to share feelings or concerns. Line managers should encourage employees to improve their skills with new learning opportunities and online trainings.

3.3. Personal development activities for increasing the well-being of employees working remotely

Analyzing the research findings of the stage that evaluates the satisfaction of the employees working remotely was found out that employees continue to perform work tasks once the working hours finish, in their free time and during vacations. The amount of work they need to do exceed the amount of time allotted for it and thus, they feel very tired and sleepy at the end of the remote working day.

No doubts that during remote work employees should take the initiative in maintaining their own wellbeing. This could be done by having a private and comfortable place at home dedicated to work only and incorporate exercise as was discussed before could be added to a daily routine. Finally, before and after working hours, it is essential to switch off an email, work calls, and maintain a normal sleep to get normal rest. Therefore, it is recommended to the employer to implement the course that helps to develop competences and ability to plan the

working schedule, to teach self-organization management especially working from home.

THE PROGRAM OF TIME MANAGEMENT AND SELF- ORGANIZATION COURSE

Foreword

The main complaint of employees and managers: "Time is sorely lacking!". There are more and more problems, but there are still the same 24 hours in a day. And the worst news is that the pace will only increase. In such conditions, the maximum results are achieved not by the one who works the most, but by the one who is able to concentrate on the main thing. This course is dedicated to technologies that allow coping with the main problem of modern man - lack of time.

The intensity of work is constantly increasing. How to correspond to this, if you do not have a magic wand, and you are not ready to constantly work at the limit of possibilities? What should be taught to managers and ordinary employees? In a situation of constant lack of time, it is necessary to develop self-organization skills:

Proper planning of your actions;

Implementation of the planned.

An extensive study has recently been carried out. Its goal was to identify differences in the behavior patterns of successful and less successful people. Research has shown that successful people are not smarter, more resilient, or luckier. It's all about the speed of implementation of the planned ideas and plans [33]!

In other words, when a successful person comes up with an idea, he immediately proceeds to implement it. For the less successful, whose heads have worthy ideas at least as often, there is a long period of delay after the idea appears.

At this time, the lack of action is justified by excuses: «now is not the right time», «better later» and so on until it's too late.

The training «Time management and self-organization» is aimed at developing skills and attitudes that help to implement plans in a timely manner and with maximum results, through prioritization and competent self-management.

The target audience – top managers, middle managers, employees working remotely.

Working methods – lectures, role-playing games, exercises, discussions, visualization methods – slides and films.

Materials – each participant receives practical manuals and a certificate.

Purpose of the training is to provide participants with techniques and tools that allow them to analyze, correct, control and effectively use working time.

Training results:

- formation of ideas about the basic principles of time management;
- development of current planning skills;
- mastering ways to optimize the time resource;
- mastering the rules for organizing effective recreation;
- formation of ideas about the level of professional and personal effectiveness;
- mastering the ways of effective communicative interaction.

Training duration – 7 hours a day, 3 trainings per month, 6 months totally

Time for each day – starting at 10:00, ending at 17:00, breaks:

11:30-11:45 – coffee break,

13:30-14:15 - lunch

15:30-15-45 - coffee break.

Training program of the time management and self-organization course is presented in the table 12 below.

Table 12 – Training program

№	Form of classes	Theme and content	Goals and results
The first module "Introduction to time management"			
1.1	Introductory informational part	Time management: features, principles	Getting to know the features and basic terms of time management
1.1	Visual content Watching a film	The psychology of self-organization	Understanding why there are trainings on time management, but there is no time management
2.1	Express survey	"My work motive"	Analysis of work motives
2.1	Mini lecture	Motivating goal	Typical mistakes, creation technology, description tools
2.1	Mini lecture Answers on questions	Adaptation to online activities	Identification of the main problem areas of personality adaptation
3.1	Interactive presentation	Why does our thinking resist planning	Covering the ways to succeed in the information world
3.1	Work in micro groups	"My self-management"	Self-assessment of the level of formation of self-organization skills. Updating the skills of self-organization and effective management of the life process

3.2	Training game	Communication during remote work	Establishing communication links within the team
3.2	Mini lecture	How to negotiate with others	Practical tools for structuring clients, colleagues, subordinates and management
1.4	Discussion	"Interview", "Image of a remote worker"	Combining expectations and reality on the image of a remote worker
1.4	Mini lecture	Time wasters: individual and collective. Top 10 mistakes when trying to change your behavior	Learn to identify and painlessly change those habits that prevent from achieving more
1.4	Task-exercise	Making sense of activity	Learning practical tools to start managing the surrounding chaos
1.4	Reflection	Analysis of the information received, problem areas	
1.4	Homework	Essay "Self-organization, my strengths and weaknesses"	Based on the information received, the analysis of personal characteristics in the organization of personal life
The second module "Time management"			

1.5	Introductory lecture	Personal and business basics of time management: personal attitudes towards planning	Necessity to link time management with other competencies
2.5	Mini lecture	Principles of goal setting and planning	Mastering the basic principles and stages of building a goal, planning work
3.5	Task-exercise	"My main goal"	Analysis and construction of life goals
1.6	Training game	My perception of time	Actualization of the need to organize one's time, development of a sense of time
2.6	Discussion	Avrals, fires and feats: what attracts us so much?	Definition of the most common situations that interfere with time management
3.6	Task - exercise	"My time capital"	Calculation of existing time capital for a given age
1.7	Mini lecture Answers on questions	Methods and techniques of time management	Acquaintance with modern methods of organizing time
2.7	Individual task	Time inventory according to Gastev, Kerzhentsev, etc.	Inventory of personal and working time according to the chosen method

3.7	Mini lecture Answers on questions	"Planning"	Definition of planning principles
1.8	Task-exercise	"Analysis of my day"	Time planning using the control algorithm and individual style. Assessment of life priorities according to the Eisenhower matrix
2.8	Discussion	Prioritization	Aspects of how to make focus a breakthrough tool or what it takes to make the Eisenhower matrix work
1.9	Interactive questionnaire	Do you work hard or smart? Typical delusions of a responsible person	Learning how to ensure a balance between the time spent and the results obtained
2.9	Mini lecture Discussion	Technical support tools	Highlighting standard software products for optimal planning, operational management and control of subordinates
1.10	Business game	"Thieves of Time"	Analysis of individual time interference and ways to minimize it
2.10	Analysis of the received information.	"My plans"	Analysis of the material covered. Make a work plan

	Homework		
3.10	Final reflection Suggestions and recommendations	Obtaining feedback	Identification of the main trends in the development of time management skills.

After completing the whole training and its separate parts, it is necessary to discuss the training with the head of the unit and the HR manager, during which it becomes clear what goals were achieved, what difficulties the trainer faced, what conclusions were made during the training and what prospects the group has.

Summing up, the course helps to examine ways to increase professional productivity, as well as aspects of managing free time and effective rest. The result of mastering the course program is not only an improvement in the ability to perform work tasks, but also the normalization of the emotional and psychological state of the participated employees. The management of the company using time management techniques and exactly this course will allow remote employees to fully cope with professional duties and reduce stress levels.

3.4. Evaluation of the effectiveness of the proposed activities

Based on the plan of the proposed measures, it is necessary to calculate their effectiveness. Evaluation of the effectiveness of the proposed measures requires determining the economic and social consequences of their implementation.

The social effectiveness of the proposed measures to improve the personnel management system is primarily manifested in the form of the possibility of achieving positive, as well as avoiding socially negative changes in company. The positive aspects of the implementation of the proposed activities should be the following:

- Reducing stress and adapting quickly to the remote work settings with the help of a clear guideline about remote work
- Keeping employees feeling cared for, sending signals that employer value their insights, improving employees' experiences during remote work with the help of digital tools, virtual meetings and events
- Improving employees' skills with the new learning opportunities and online trainings such as Time management and self-organization course

However, even social effectiveness should be proved and presented in a visual form with some results and calculations. That's why without HR metrics, it is almost impossible to prove to management that some indicators are normal and some of them are in a critical level. HR metrics are designed to understand the relevance of what is happening in the company and how certain actions of the HR department affect the implementation of the personnel management policy and the company's business processes.

In addition, analyzing the obtained data to predetermine the trends in the development of the prevailing conditions several metrics are proposed. Two types of metrics can be used: HR-efficiency metrics – indicators that evaluate the quality of human resources and the effectiveness of their use, evaluating the performance of individual employees and HR metrics for training and staff assessment.

First of all, to check the level of employee engagement which is the strength of the mental and emotional connection that employees feel towards the company the metric Gallup Q12 is helpful. Thus, the Gallup research group proposed a small questionnaire consisting of only 12 questions so-called Q12. The more affirmative answers the employee gives to them, the higher the level of involvement he is characterized. The questionnaire is completed anonymously, maximum 15 minutes can be spent. The questions go in a continuous list, but conditionally they can be divided into four groups according to areas of work such as career and development, mission and purpose of the organization,

questions about recognition and values, questions about interpersonal relationships. Employer can talk about a high level of involvement when the percentage exceeds 70%. But in general, 50+ percent is a satisfactory result, but there is work to be done. On the contrast, employer should be seriously concerned if the engagement rate is less than 50%. The list of questions is presented in the Appendix C.

Then, HR metric for training and staff assessment checking Human capital development coefficient can be used. Development Rate is the ratio of the number of employees trained to the average number of employees over the period. The greater number of the trained employees, the higher the rate of development and thus the higher the number of qualified employees in the company. The way of calculation is presented in the formula 2.

Formula (2):

$$\textit{Development rate} = \frac{\textit{Number of trained employees}}{\textit{Avrage number of employees}} \times 100\%$$

Also, the metric of Satisfaction with the learning experience can be used. It is used to assess the degree of employee's satisfaction with the received training and can be found in a post-training survey. HR manager can use the Net Promoter Score (from 1 to 10) with the question «How likely are you to recommend this training session to a colleague? » to gather feedback and measure satisfaction with the learning experience. The answers from 8 to 10 will highlight the success of the provided training, lower score will be a signal for changing something.

However, in addition to the social effect of holding events, there is also a completely economic effect that should be calculated as well. Attention should be paid to all the costs that might appear during implementing any of the recommendations. Solutions and costs for the implementation of the system for

improving of well-being of employees under conditions of remote work are presented in table 13.

Table 13 – Implementation costs of improving of well-being of employees under conditions of remote work

№	List of recommendations	Solutions for the implementation of events	Costs, thousand rubles
1	Local normative act regulating remote work	Creating a clear and transparent legal document that controls the way of communication and feedbacks	Included in the salary of a responsible HR specialist
2	A plan of actions – a well-being program for the remote employees	Setting a protocol for running virtual meetings, teambuilding, giving emotional support, being empathetic, showing respect to the effort exerted	Also included in the salary of a responsible HR specialist or a tutor
3	Time management and self-organization course	Helping to develop competences and ability to plan the working schedule, to teach self-organization management working from home Training costs	450500 rubles
	TOTAL:		450450

The table is compiled according to the data obtained during the study.

From the data in Table 13 the costs of improving of well-being of employees under conditions of remote work highlighted in the total amount of 450500 rubles. There is no additional payment for implementing Local normative act and a well-being program for the remote employees due to all the costs being included in the salary of a responsible HR specialists who will create it. Time management and self-organization course cost is calculated taking into account training duration – 7 hours a day, 3 trainings per month, 6 months totally and the average cost of the professional coach conducting trainings online. After comparing and observing several training resources the average cost for time management training for 10 online hours of interaction was set at the level of 35750 rubles. Thus, for conducting 126 hours course the coach will approximately charge 450450 rubles.

Thus, the obtained economic and social effects are good indicators of the feasibility of implementing the project of the proposed activities. The economic and social efficiency of the measures was fully confirmed.

After all, analyzing the research findings of the stage that evaluates the satisfaction of the employees working remotely a clear program of time management and self-organization course was proposed for implementing. It will help employees to stop performing work tasks once the working hours finish, providing them with techniques and tools that allow to analyze, correct, control and effectively use working time. The course will help to develop competences and ability to plan the working schedule, to master self-organization management especially working from home.

Summing up all the observed issues, the recommendations on improving the well-being of the remote employees were proposed. First of all, an official guideline was created, it is about what are the main terms of the remote work in the company, setting normal working hours, covering the topic of remote working expenses and a list of the remote work settings. Then, a well-being program of

actions for the remote employees was provided. It is a list of activities such as virtual meetings, teambuilding, supportive calls and messages that the company management can use constantly for maintaining the satisfaction with work. And finally, it was recommended to implement the prepared course for developing competences of self-management and planning the remote working schedule.

The only missed recommendation according to the research findings is the implementing a monetary compensation for the employees working extra hours or performing well for example. However, it cannot be recommended as long as the salary system of the company was not studied and the respondents that took part in the conducted survey represent different departments and all of them work with different conditions regarding a reward system. So, it is impossible on this stage of the research to influence a monetary compensation in the company.

CONCLUSION

Summing up, in the course of a theoretical analysis on the research problem, the following concepts such as employee well-being, subjective well-being, and life satisfaction were analyzed. Trying to highlight the term of employee well-being it should be said that it lacks a clear definition. Thus, one definition of employee well-being is given by the World Health Organization. It is described as the state of each employee in which they understand their capabilities, cope with life stresses, work productively, and contribute to their community.

It was discovered that the basic components of an employee's well-being are physical well-being (physical and mental health), psychological well-being, social well-being (involvement in society), and financial well-being. It should be said, that nowadays the influence of virtual reality and remote work on the level of well-being of employees has not been practically studied.

The transition to remote work in the field of labor relations was studied. Mostly with the spread of a new coronavirus infection, the government developed new mechanisms for regulating labor relations, developed terms of remote work format for employees and employers. The main document controlling the sphere of remote work in Russia is the Federal Law of December 8, 2020 № 407-FZ «On Amendments to the Labor Code of Russian Federation in terms of regulating remote work and temporary transfer of an employee to remote work at the initiative of the employer in exceptional cases». The legislator has been equated remote work to distance employment, differentiated possible types of remote work.

Also, new articles of Labor Code of the Russian Federation with regulate the features of organizing the work of remote workers, the features of their labor protection, additional grounds for terminating an employment contract with

remote work, the procedure for temporarily transferring an employee to remote work at the initiative of the employer in exceptional cases.

Having observed examples of Russian and foreign companies, it is possible to see that wellbeing of remote workers is a strategic direction that moved from non-priority to mandatory tasks, became part of the culture of many modern companies. The examples of the companies that operate in Russia in the field of retail, especially DIY segment were observed. The experience of companies like Leroy Merlin Russia, Magnit, Lenta dealing with people working remotely during isolation and afterwards was presented.

Characteristics of the organization as an object of management has been examined. Stroitelny Dvor presents a linear-functional type of organizational structure and being managed by the General Director. The SWOT analysis to highlight the main strengths and weaknesses of the company from an internal environment perspective and also opportunities and threats from an external point of view was prepared.

While studying the company, it was found out that the personnel structure of the company is presented by core activities personnel (67%) and non-core activities ones (Managers, specialists 33%). Where from the core activities staff it is possible to highlight Workers (35%), that are divided by Core workers (31%) and Auxiliary workers (4%).

In the stage of conducting research, firstly the goal, objectives and description of the sample were clarified. The purpose of the research was to study psychological and sociological state of well-being of the employees working remotely in the company. A total amount of 32 women and 16 men took part in this study. Based on the goals and objectives of the study, psychological methods such as Integral Job Satisfaction by A.V. Batarshchikov, the questionnaire «SAN» by V.A. Doskina and others, Maslach Burnout Inventory and Utrecht scale of work involvement were selected. Sociological resources were assessed using a personally invented questionnaire.

Moving to the findings of the practical part of the study, it was found out that the company do not have documents, acts, regulations codes that even somehow could be related to the remote employees and to the process of work from home.

Analyzing the structured interview of the Top managers of HR Department it was easy to notice that 3 top managers mostly think alike and provide the same politics to their department, branches and to the company in general. However, there is a different understanding of the core terms of well-being of the remote workers due to the lack of documents that could control this process. Moreover, the lack of the instruments that the company management uses for maintaining a high level of well-being of remote workers was reviewed.

When using psychological and sociological methods it was acknowledged that overall job satisfaction of the interviewed employees of the company is low. In particular, most of the employees feel nervousness, anxiety, boringness, depression and irritation while working remotely. They have negative thoughts about their job. They perform work tasks once the working hours finish, in their free time and during vacations. The amount of work they need to do exceed the amount of time allotted for it. Normally they feel very tired and sleepy at the end of the remote working day.

According to the interviewed employees, their manager never supports them while working remotely, as well as a supervisor does not understand or does not want to understand employees. Remote employees can get easily annoyed by small issues or colleagues working remotely. In addition, respondents' financial well-being is very poor. Most of them think about changing job to increase salary, to get better working conditions and to improve relationships with the management. Employees never get paid for the extracurricular work in the organization.

By the way, the condition of the interviewed employees regarding their well-being, activity and mood is not favorable. Also, the interviewed employees

have a high level of burnout and thus, a low level of work engagement. So, based on the research findings, a very precise set of recommendations for helping with the challenges of remote working in the company was created.

So, it was recommended to the employer to create a code of procedures on how business should regulate the employees during working from home. The local normative act regulating remote work was created. It is a clear and transparent system, a legal document that controls the way of remote communication and feedbacks, which can be referred to.

Following the main idea, a plan of actions, a well-being program for the remote employees conducted by the company management was invented. It is a protocol for running virtual meetings, teambuilding, giving emotional support, being empathetic, showing respect to the effort exerted. The program of actions is divided by time measure, firstly events that can be performed every day, a few times a week and so on till a few times a year or less.

Afterwards, it was recommended to the employer to implement the course that helps to develop competences and ability to plan the working schedule, to teach self-organization management especially working from home. Therefore, the program of time management and self-organization course was presented in detail with the description of the purpose of the training, target audience, working methods, materials that are used, training duration, training program with the expected results achieving by the completing of the course.

Then, evaluating the effectiveness of the proposed activities it was decided to determine the economic and social consequences of recommended measures implementation. Observing social effectiveness, the use of HR metrics was required. Two types of metrics can be used: HR-efficiency metrics, evaluating the performance of individual employees and HR metrics for training and staff assessment.

Counting economic costs of improving of well-being of employees under conditions of remote work was highlighted in the total amount of 450500 rubles.

There is no additional payment for implementing Local normative act and a well-being program for the remote employees due to all the costs being included in the salary of a responsible HR specialists who will create it. Time management and self-organization course cost is calculated taking into account training duration – 7 hours a day, 3 trainings per month, 6 months totally and the average cost of the professional coach conducting trainings online. Thus, for conducting 126 hours course the coach will approximately charge 450450 rubles. So, the obtained economic and social effects are good indicators of the feasibility of implementing the project of the proposed activities. The economic and social efficiency of the measures was fully confirmed. Making a conclusion, all the tasks set at the beginning of the research were completed and the goals were achieved.

To make a suggestion for future research it could require checking whether there is a significant difference between males and females on how they perceive remote working. In addition, a preliminary study is proposed to explore different ways to track and measure employee performance while working remotely. Finally, it is suggested to conduct further research comparing competencies, coping strategies, productivity, and resilience of the remote and offline workers.

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APPLICATIONS

APPENDIX A

Structured interview for the top managers of Human Recourse Department

1. Do you know what Well-being programs are? If yes, how would you describe them?
2. Did the company have well-being programs before the COVID-19 pandemic?
3. Has COVID-19 impacted company Well-Being programs and how?
4. When did the company think about introducing special programs aimed to improve the well-being of employees?
5. Who is responsible for implementing well-being programs in the company? (HR department, line managers, on the agenda of top officials)
6. What well-being programs does your company have? Are they different from programs for those who work remotely? (Creating a balance between work and leisure, participation in social projects, continuous development, sports, style of interaction with people, the quality of the environment, a prosperous lifestyle, the absence of bad habits)
7. What are the main goals of introducing well-being programs in the company? (Increasing engagement, increasing employee loyalty to the company, maintaining work-life balance, employee retention, increasing motivation, strengthening the brand, increasing employee productivity, non-material motivation, improving the quality of life, reducing staff turnover, increasing company profits)
8. What benefits does your company have?
9. Which of the listed well-being blocks is given the most attention in the company? (Emotional, physical, social and financial well-being)
10. Factors that influence the condition of employees? (Pandemic, economic downturn, remote work, self-isolation period)

11. Are surveys being conducted to measure the well-being of employees who work remotely? If yes, how often?

12. What challenges do employees face when working remotely?

13. Have you noticed that constant overwork, time management issues become the cause of numerous stresses for remote employees? If yes, how do you work with it?

14. How do you work with those whose condition and mood worsens when working remotely?

15. How does your company regulate the well-being of employees who work remotely?

APPENDIX B

Questionnaire «Study of well-being of employees under conditions of remote work

We kindly ask you to read the questions and choose the answer that you think is the most correct, answer all questions of the questionnaire. Please don't embellish reality. It is important for us to know the real state of things in the company. This is the only way we can identify the problems of the company and ways to solve them. Please, while answering the questions, focus on your mood and emotions that you experience mostly working remotely. This questionnaire is totally anonymous.

1st block general info

1. What is your sex?

female

male

2. What is your age?

up to 25 years

from 25 to 35 years

from 35 to 45 years

from 45 to 55 years

over 55 years old

3. What position do you hold in this organization?

top manager

specialist

technical performer

worker

other

4. Do you have the freedom to vary your work schedule?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

5. Do you have the freedom to work either from home or from the organization?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

6. Do you normally work from home?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

7. Did you have an experience of working from home before the coronavirus pandemic of 2019?

yes

not really

no

hard to answer

your variant

8. Were you forced to change the way of working to the remote one when the COVID-19 lockdown happened?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

9. Do you think that organization has to provide efficient working conditions while working from home?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

10. Does your organization provide good working conditions for the employees that work from home?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

2nd block mental wellbeing

1. Do you find your work interesting?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

2. Do you have negative thoughts about your job?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

3. Do you feel you are not getting what you want out of your job?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

4. Do you look forward to the moment you start working in the morning?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

5. Are you bored while working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

6. Do you feel burned out working only remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

7. Do you feel nervous, anxious, depressed or on edge while working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

8. Do you feel emotionally drained working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

9. How often do the demands of your job interfere with your personal life?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

10. Do you balance work with rest and other aspects of your life?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

11. Do you take time for yourself personally?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

12. How often during a typical week do you feel overwhelmed or stressed?

Never

Almost never

Rarely

Sometimes

Often

Very often

Always/every day

13. Over the last month, how often have you been bothered by feeling down, depressed, or hopeless?

Never

Almost never

Rarely

Sometimes

Often

Very often

Always/every day

14. Do you think that the productivity suffers while working from home?

Never

Almost never

Rarely

Sometimes

Often

Very often

Always/every day

15. Do you continue to perform work tasks during your personal time or while on vacation?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

3rd block physical wellbeing

1. Does the amount of work you need to do exceed the amount of time allotted for it?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

2. How often have you felt sleepy while at work?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

3. How many hours of sleep do you usually get at night? If you are a shift worker, how many hours of sleep do you get a day?

6 or fewer hours

7 hours

8 hours

9 or more hours

4. Have you ever had chronic insomnia because of work?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

5. Do you feel very tired at the end of working day even working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

6. How often have you been bothered by not being able to stop or control worrying?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

4th block social wellbeing

1. Does the atmosphere and relationships in the team encourage effective cooperation?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

2. Do you feel misunderstood or unappreciated by the co-workers working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

3. Are you easily irritated by small problems, or by the co-workers and team working remotely?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

4. How supportive is your manager in your remote work?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

5. Do you know about the types of social incentives that exist in your organization?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

if yes, what

6. In your opinion, is the social protection of employees of your organization higher compared to employees of most other organizations?

is much better

is better in some ways, worse in some

is much worse

hard to say

your variant

7. What role do social programs and social events held in the organization play?

Help attract the necessary staff for the organization

Is one of the factors to stimulate labor

Is one of the factors that keep employees in the organization

Hard to say

Your variant

8. Are you satisfied with the social policy, social programs and events in the organization?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

9. What social benefits do you receive from the organization?
-

5th block financial wellbeing

1. How do you rate your job?

I like the job, satisfies the level of earnings

I like the job, but the level of earnings is too low

I don't like the job, but it attracts the level of earnings

I do not like the job, and the level of earnings is low

Hard to say

Your variant

2. Do you intend to change jobs in the nearest future?

Completely disagree

Disagree more than agree

Somewhere in the middle 50x50

More agree than disagree

Completely agree

Hard to answer

Your variant _____

3. Give a reason why you might want to change jobs (check the top three reasons that are most important to you):

Good working conditions and organization in the new place

Higher salary in a new job

More interesting work in the specialty

Better relations in the team

Better relations with the administration

Best social security

Desire to open your own business

Personal motives

Wouldn't leave anyway

Fears that the enterprise will close

End of employment

Downsizing

Hard to say

Your variant

4. Do you normally work once the official working hours are over?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

5. How do you feel about this?

Positive

Don't care

Negative

Hard to say

Your variant

6. Are you paid for your extracurricular work in the organization?

Never

Almost never (a few times a year or less)

Rarely (once a month or less)

Sometimes (a few times a month)

Often (once a week)

Very often (a few times a week)

Always (every day)

7. What would you prefer? (mark selected alternative)

Get paid for overtime work

Receive time off for overtime work

Be able to switch to flexible working hours

Use other types of incentives (please specify)

Hard to say

Your variant _____

8. Do you have ideas for improving remote working conditions?

Integral Job Satisfaction" by A.V. Batarшева.

Instructions: read each statement carefully and rate how true it is for you. Choose one of the suggested answer options (a, b, c).

1. What I do at work, I'm interested in:

a) yes, b) in part, c) no

2. In recent years, I have achieved success in my profession:

a) yes, b) in part, c) no

3. I have a good relationship with our team members:

a) yes, b) not with everyone, c) no

4. Job satisfaction is more important than high income:

a) yes, b) not always, c) no

5. The official position I occupy does not correspond to my abilities:

a) yes, b) in part, c) no

6. In my work, I am primarily attracted by the opportunity to learn something new:

a) yes, b) in part, c) no

7. Every year I feel my professional knowledge grow:

a) yes, b) not sure, c) no

8. The people I work with respect me:

a) yes, b) something in between, c) no

9. In life, there are often situations when you cannot complete all the work entrusted to you:

a) yes, b) average, c) no

10. Recently, the management has repeatedly expressed satisfaction with my work:

a) yes, b) rarely, c) no

11. The work that I am doing cannot be performed by a person with a lower qualification:

a) yes, b) average, c) no

12. The process of work gives me pleasure:

a) yes, b) from time to time, c) no

13. I am not satisfied with the organization of work in our team:

a) yes, b) not quite, c) no

14. I often have disagreements with colleagues at work:

a) yes, b) sometimes, c) no

15. I am rarely rewarded for work:

a) yes, b) sometimes, c) no

16. Even if I was offered a higher salary, I would not change my job:

a) yes, b) maybe c) no

17. My immediate supervisor often does not understand or does not want to understand me:

a) yes, b) sometimes, c) no

18. Our team has created favorable working conditions:

a) yes, b) not quite, c) no

The SAN technique by V. A. Doskin, N. A. Lavrentyeva, V. B. Sharay, M. P. Miroshnikov.

Please read each of the statements carefully and mark on the form the answer that is more correct for you and for what you feel while working.

Test material:

1	Feeling good	1	2	3	0	1	2	3	Feeling bad	1
2	Feel strong	3	2	1	0	1	2	3	I feel weak	2
3	Passive	3	2	1	0	1	2	3	Active	3
4	Sedentary	3	2	1	0	1	2	3	Mobile	4
5	Happy	3	2	1	0	1	2	3	Sad	5
6	Good mood	3	2	1	0	1	2	3	Bad mood	6
7	workable	3	2	1	0	1	2	3	Broken	7
8	Full of strength	3	2	1	0	1	2	3	Exhausted	8
9	Slow	3	2	1	0	1	2	3	Fast	9
10	Inactive	3	2	1	0	1	2	3	Active	10
11	Happy	3	2	1	0	1	2	3	Unhappy	11
12	Cheerful	3	2	1	0	1	2	3	Gloomy	12
13	Tense	3	2	1	0	1	2	3	Relaxed	13
14	Healthy	3	2	1	0	1	2	3	Sick	14
15	Indifferent	3	2	1	0	1	2	3	Hooked on	15
16	Indifferent	3	2	1	0	1	2	3	Excited	16

17	Enthusiastic	3	2	1	0	1	2	3	Sad	17
18	Glad	3	2	1	0	1	2	3	Sad	18
19	Rested	3	2	1	0	1	2	3	Tired	19
20	Fresh	3	2	1	0	1	2	3	Exhausted	20
21	Sleepy	3	2	1	0	1	2	3	Excited	21
22	Desire to rest	3	2	1	0	1	2	3	A desire to work	22
23	Calm	3	2	1	0	1	2	3	preoccupied	23
24	Optimistic	3	2	1	0	1	2	3	Pessimistic	24
25	Hardy	3	2	1	0	1	2	3	weary	25
26	Bouncy	3	2	1	0	1	2	3	Sluggish	26
27	It's hard to think	3	2	1	0	1	2	3	It's easy to think	27
28	scattered	3	2	1	0	1	2	3	Attentive	28
29	full of hope	3	2	1	0	1	2	3	Disappointed	29
30	Pleased	3	2	1	0	1	2	3	Dissatisfied	30

Maslach Burnout Inventory

Please read each of the statements carefully and indicate how frequently the following statements apply to you and to your job, add the points indicated on top of the respective box:

0 = Never

1 = At least a few times a year

2 = At least once a month

3 = Several times a month

4 = Once a week

5 = Several times a week

6 = Every day

	Never						Every day
	↓						↓
	0	1	2	3	4	5	6
01 – I feel emotionally exhausted because of my work							
02 – I feel worn out at the end of a working day							
03 – I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me							
04 – I can easily understand the actions of my colleagues/supervisors							
05 – I get the feeling that I treat some clients/colleagues impersonally, as if they were objects							
06 – Working with people the whole day is stressful for me							
07 – I deal with other people’s problems successfully							
08 – I feel burned out because of my work							
09 – I feel that I influence other people positively through my work							

10 –I have become more callous to people since I have started doing this job								
11 – I’m afraid that my work makes me emotionally harder								
12 – I feel full of energy								
13 – I feel frustrated by my work								
14 – I get the feeling that I work too hard								
15 – I’m not really interested in what is going on with many of my colleagues								
16 – Being in direct contact with people at work is too stressful								
17 – I find it easy to build a relaxed atmosphere in my working environment								
18 – I feel stimulated when I been working closely with my colleagues								
19 – I have achieved many rewarding objectives in my work								
20 – I feel as if I’m at my wits’ end								
21 – In my work I am very relaxed when dealing with emotional problems								
22 – I have the feeling that my colleagues blame me for some of their problems								

The UWES (Utrecht Work Engagement Scale)

Please read each of the statements carefully and determine if you have ever felt something similar in relation to the main job. If you have never had such an experience, write 0 on the form before the question, if you have had this or that experience, mark on the form how often it occurs, in accordance with the scale below

0 = Never

1 = At least a few times a year

2 = At least once a month

3 = Several times a month

4 = Once a week

5 = Several times a week

6 = Always Every day

VIGOR

1. At my work I feel like bursting with energy.
2. At my job I feel strong and vigorous.
3. When I get up in the morning, I feel like going to work.
4. I can continue to work for long periods of time.
5. At my job, I am mentally resilient.
6. At my job, I always persevere, even when things do not go well.

DEDICATION

1. I find the work that I do meaningful and purposeful.
2. I am enthusiastic about my job.
3. My job inspires me.
4. I am proud of the work that I do.
5. My job is challenging enough.

ABSORPTION

1. Time flies when I am at work.
2. When I work, I forget everything else around me.
3. I feel happy when I work intensively.
4. I am immersed in my work.
5. I get carried away when I work.
6. It is difficult to detach myself from my job.

APPENDIX C

Gallup's Engagement Survey Q12

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.