

Shaforenko Svyatoslav
Postgraduate Student
State Biotechnological University
ORCID: <https://orcid.org/0009-0009-6677-8548>

Шафоренко С.Ю.
аспірант
Державний біотехнологічний університет

MECHANISMS FOR MANAGING REMOTE EMPLOYMENT IN THE IT-SECTOR

МЕХАНІЗМИ УПРАВЛІННЯ ДИСТАНЦІЙНОЮ ЗАЙНЯТІСТЮ В ІТ-СЕКТОРІ

Remote employment in the field of information technology requires effective management mechanisms to ensure the proper level of productivity and communication of employees. The article analyzes the administrative, technological and motivational tools used to organize remote work. Particular attention is paid to digital platforms, automated control systems, task distribution algorithms and the use of artificial intelligence. The impact of gamification and reward systems on employee engagement is investigated. It is determined that an integrated approach based on digital technologies and effective methods of labor productivity assessment helps to increase the effectiveness of teams. Further research should focus on improving performance evaluation systems for remote employees, analyzing the long-term impact of digital tools on organizational culture, and automating management processes.

Keywords: remote employment, remote team management, digital platforms, labor productivity, management process automation, communication, IT industry, information technology.

Дистанційна зайнятість у сфері інформаційних технологій активно розвивається, що зумовлює необхідність пошуку ефективних механізмів управління. Віддалений формат роботи дозволяє залучати висококваліфікованих спеціалістів незалежно від їхнього місцезнаходження, скорочувати витрати на утримання офісів та надавати працівникам більш зручні умови виконання професійних обов'язків, але при цьому він потребує вдосконалення підходів до організації робочого процесу, підтримки продуктивності праці співробітників та забезпечення їх ефективної комунікації. У статті проаналізовано основні механізми управління дистанційною зайнятістю в ІТ-секторі, включаючи адміністративні, технологічні та мотиваційні інструменти. Визначено основні проблеми, що постають перед керівниками віддалених команд, зокрема питання оцінки продуктивності праці, організації комунікації та використання цифрових платформ для моніторингу завдань. Окрему увагу приділено автоматизованим системам контролю за робочими процесами, зокрема алгоритмам розподілу завдань, системам аналізу продуктивності та використанню штучного інтелекту для оптимізації управлінських рішень. Розглянуто ефективність застосування цифрових платформ, таких як Slack, Microsoft Teams, Zoom, Trello, Jira та Asana, у забезпеченні злагодженої взаємодії працівників. Визначено, що впровадження гейміфікаційних механізмів, внутрішніх рейтингів та систем винагород може сприяти підвищенню активності працівників та підтримці командної взаємодії у дистанційному форматі. Результати дослідження підтверджують, що комплексний підхід до управління дистанційними командами, заснований на ефективному використанні цифрових інструментів, удосконаленні методів оцінки продуктивності праці та забезпеченні якісної комунікації, дозволяє підвищити результативність працівників та створити сприятливе середовище для їхнього професійного розвитку. Визначено перспективні напрями подальших досліджень, серед яких покращення систем оцінювання ефективності роботи віддалених співробітників, аналіз довготривалого впливу цифрових інструментів на організаційну культуру в ІТ-сфері та впровадження інноваційних технологій для автоматизації управлінських процесів.

Ключові слова: дистанційна зайнятість, управління віддаленими командами, цифрові платформи, продуктивність праці, автоматизація управлінських процесів, комунікація, ІТ-сфера, інформаційні технології.

Statement of the problem. Remote employment in the IT sector has become a common practice due to the development of digital technologies, the expansion of the labor market, and the growing demand for modern work organization models. Using this format

allows you to attract qualified specialists regardless of their geographical location, reduce office maintenance costs, and create convenient conditions for performing professional duties. At the same time, this model requires effective management methods that will help maintain

productivity, coordinate projects, and preserve common corporate values.

One of the main tasks is to organize effective communication between employees who work in different time zones and are unable to interact directly. Exchanging information in a remote format can make it difficult to coordinate work processes, which affects the timely completion of tasks and teamwork. In addition, controlling the performance of work in remote employment requires the introduction of specialized tools for monitoring, performance evaluation, and management of ongoing processes.

Another task is to keep employees motivated when they work outside the office, as restrictions on social interaction can reduce interest in performing their professional duties, which affects long-term performance. To avoid such consequences, it is necessary to implement methods that help maintain a working rhythm, including individual performance indicators, regular performance discussions, the use of digital platforms for process management, and non-material incentive mechanisms.

Despite the widespread attention to the topic of remote work, the issue of its effective management in the field of information technology still requires deeper research. It is important to identify methods that allow for effective coordination of work processes, ensure quality communication, monitor task performance, and create conditions for long-term professional development of employees. Thus, our study aims to analyze the mechanisms that contribute to the efficiency of remote employment and its integration into modern models of labor organization.

Analysis of recent research and publications. Remote employment is of great interest to modern scholars. For example, the study by Jibunoh J. et al. analyzes how changes in working conditions affect the psychological state and work efficiency. The authors emphasize that the ability to work remotely has a positive effect if employees have the right level of support. At the same time, they note that the lack of personal interaction and the absence of clear working hours can lead to a decrease in concentration.

The article by Trius Y.V. and Tkachenko E.V. [19] discusses various methods of organizing the work of IT teams. Particular attention is paid to the role of digital tools that help to control the workflow and coordinate team activities. The authors emphasize the importance of using platforms such as Trello, Slack, Microsoft Teams, and Jira to help maintain the level of interaction between project participants.

The work of Madžak et al. [11] highlights the impact of leadership style on the organization of work during remote employment. The study found that support from management and the ability to make decisions independently contribute to employee productivity.

Fisher G. and Kahur K. in their article [8] explore the role of artificial intelligence in remote work. The authors emphasize that the automation of routine processes, the use of algorithms for productivity analysis, and personalized training can facilitate the transition to a digital format of activity and increase the efficiency of teamwork.

In the article “Advantages and Disadvantages of Remote Work in Six Areas of Project Management” [14], researchers from the National Institute of Ayurveda demonstrate the impact of remote work on project management. The study addresses the issues of time management, communication,

workflow costs, and technical obstacles. The authors note that working in an online environment has advantages, such as reduced travel time, but at the same time requires a revision of the methods of interaction between employees.

Researchers from China in their article [16] raise the issue of the long-term impact of digital tools on the organization of work, noting that distributed teams face difficulties in resolving conflict situations due to the lack of personal communication.

Nabirye K. in [12] analyzes the transformation of the internal culture of enterprises in connection with the transition to new employment formats, emphasizing that the integration of new employees in a remote environment is slower, which can affect their level of productivity.

The article “Navigating Digital Leadership: Unraveling the Dynamics of Remote Work Environments” [1] states that team leaders who use digital technologies to support communication and motivate employees can significantly improve the performance of remote specialists.

The publication by Alimin Rusman and Ramdhan Almubdy [2] focuses on the transformation of approaches to human resources management in connection with the spread of remote employment.

Baudot L. and Kelly K. in their study [5] analyze how employees perceive remote work and its impact on the efficiency of task performance. The authors emphasize that the transition to this form of work requires changes in management methods, as the lack of physical presence of employees makes it difficult to monitor performance. They emphasize the importance of using digital platforms to track completed tasks and support internal team interaction.

The article by Toscano F. and Zappalà S. [15] investigates the impact of working conditions at home on the productivity of remote workers. The authors found that proper organization of the workflow, time management, and flexible schedules can contribute to increased efficiency. At the same time, it was noted that factors related to personal working conditions can have both a positive and negative impact on task performance.

An analysis of recent scientific research confirms that the issue of remote employment continues to be relevant to the scientific community. Methods of optimizing workflows, ways to maintain productivity, and digital solutions that allow for effective management of teams in remote work are being studied. Despite a significant amount of research, there are still issues that require further analysis. These include developing new approaches to performance evaluation, determining the long-term effects of remote work on the professional development of employees, and finding effective methods to support motivation in a remote format.

Formulation of the research task. The purpose of the article is to analyze the existing mechanisms for managing remote employment in the IT sector, to identify their features and to assess their effectiveness in the current environment. The study is aimed at identifying the factors that influence the organization of remote work, in particular, methods of coordinating employees, ensuring control over the execution of tasks and supporting employee communication.

Summary of the main research material. Remote employment in the IT sector has become a widespread phenomenon, which has necessitated the search for effective management mechanisms. Remote work allows

you to engage specialists regardless of their location, reduce the cost of office space, and provide employees with greater freedom in performing tasks. At the same time, it raises issues related to organizing communication, maintaining productivity, and evaluating performance.

Studies show that managing remote employment requires an integrated approach. Paper [11] examines the impact of leadership style on the effectiveness of remote teams. The authors note that leadership based on involving employees in decision-making and supporting autonomy contributes to increased responsibility and motivation. Study [6] confirms that the use of digital platforms can improve work coordination, but insufficient face-to-face interaction can complicate teamwork.

To effectively manage remote employment, IT companies use administrative, technological and motivational mechanisms (Table 1).

Technological mechanisms play an important role in maintaining the efficiency of remote work. The use of specialized tools allows you to optimize communication, task planning, and collaboration between team members (Table 2).

To maintain the required level of labor productivity, various methods of evaluating completed tasks are used. Traditional approaches based on time tracking are not always effective for remote employment, as they do not take into account the actual performance of the employee. Research [3] shows that it is more appropriate to evaluate the productivity of remote workers based on the results of the work performed, the analysis of the tasks performed, and the level of interaction in the team.

The proposed performance evaluation methods may include quantitative and qualitative indicators that provide a comprehensive picture of employee performance. They help managers make informed decisions about workload, further development of employees, and optimization of work processes. (Table 3).

Thus, an effective assessment of the productivity of remote workers should take into account not only the number of tasks performed, but also their quality, independence in decision-making, interaction with the team, and compliance with the established criteria, which allows for optimization of work processes and increased labor efficiency in the context of remote employment.

Table 1

Administrative mechanisms for managing remote employment

Management mechanism	Description
Planning of tasks	Use of digital platforms for process management
Control of work execution	Monitoring employee activity and meeting deadlines
Determination of KPIs	Setting performance indicators to measure results
Regular feedback	Evaluating the work done and adjusting plans

Source: adapted from [6]

Table 2

Technological tools for remote employment

Tool	Appointment
Jira	It is used to manage tasks and projects, allowing teams to effectively plan workflow, track tasks, and evaluate results
Slack	Instant messaging platform that enables rapid communication in teams through text chats, voice and video calls, as well as integration with other services
Zoom	A video conferencing and online meeting tool that allows you to hold real-time meetings, share the screen, and record video for later viewing
Microsoft Teams	Combines video calling, text chatting, and file sharing to enable real-time teamwork
Asana	A task management system that helps organize workflow, set priorities, and monitor project deadlines
Trello	A visual task management tool that uses boards, lists, and cards to organize and track project work

Source: adapted from [9]

Table 3

Methods for assessing the productivity of remote workers

Evaluation method	Description
Evaluation by results	Analysis of the goals achieved and tasks performed, which allows an objective assessment of the employee's contribution to the overall process
Use of metrics	Measuring the number of completed tasks, their complexity and time to complete to determine labor productivity
Evaluation by self-assessment	Taking into account the employee's opinion on their own effectiveness, which contributes to the development of responsibility and independence
Feedback from the team	Collective evaluation of each employee's contribution based on interaction in the project, which allows to identify strengths and weaknesses
Analysis of qualitative indicators	Examining the compliance of the work performed with the established standards, taking into account the quality of the tasks performed

Source: adapted from [3]

It should be noted that an important task for IT team leaders is to maintain the motivation of employees working remotely. The lack of physical interaction and traditional corporate environment can reduce the level of employee interest in performing work tasks. Various methods are used to overcome this problem, including gamification elements, internal ratings, incentive systems, and team initiatives.

The use of gaming interaction mechanisms can increase the level of employee engagement, which has a positive impact on their productivity. The most effective methods are the system of internal ratings, the introduction of rewards for achievements, and the involvement of employees in team competitions, which help to create healthy competition and improve teamwork [13, 18, 19] (Table 4).

The use of these methods helps to compensate for the lack of a traditional work environment and contributes to the creation of more effective interaction between employees, even if they work remotely.

The analysis shows that effective management of remote employment in the IT sector requires improving existing approaches and developing new methods to increase productivity, support communication, and integrate employees into the corporate environment. As technological solutions play an important role in ensuring an organized workflow, companies are actively implementing automated control systems, gamification, and adapting management models to meet the requirements of remote work.

The absence of an employee's physical presence at the workplace makes it difficult to use standard performance

measurement methods, such as time tracking. Therefore, researchers recommend moving to performance evaluation based on the results of the work performed. Research [7] shows that companies that use performance-based metrics (KPIs, OKRs) achieve higher levels of productivity.

To ensure effective communication, remote teams are actively using digital platforms that allow them to exchange information in real time. The appropriate choice of interaction methods is important to ensure the coordinated work of remote IT teams. Effective management involves the use of both synchronous and asynchronous communication methods that avoid information overload and facilitate the prompt exchange of data (Table 5).

The introduction of integrated communication approaches reduces the time spent on coordinating tasks, reduces the risk of information overload, and promotes effective working interaction in remote employment. The effective implementation of digital communication methods is an important factor in increasing productivity and ensuring the continuity of work processes in remote IT teams.

Another important area of research is the automation of management processes using artificial intelligence technologies. The introduction of automated systems for controlling and distributing tasks can significantly reduce the administrative burden on managers. Automated AI-based performance analysis systems can increase work efficiency as they allow for an objective assessment of each employee's contribution (Table 6).

Automated systems make it much easier to manage remote teams, increase work efficiency, minimize routine tasks, and allow managers to better allocate resources.

Table 4

Gamification methods in remote work

Method	Expected effect
Rating system	Stimulates employees to work harder, motivating them to achieve higher results than their colleagues
Rewards for achievements	Increases the interest in performing complex tasks as employees receive bonuses, certificates or other non-monetary incentives
Team competitions	Builds a spirit of teamwork, promotes cooperation among employees and creates friendly competition
Gamification of learning	The use of interactive trainings and tests in the form of games facilitates the rapid assimilation of new knowledge and increases interest in professional development
Virtual awards	Enhances the sense of achievement through virtual medals, certificates and badges that recognize the contribution of each employee

Source: adapted from [13]

Table 5

Approaches to communication in remote teams

Method	Description
Weekly online meetings	Regular team meetings to discuss current tasks, set priorities, and agree on joint actions that help reduce the risk of misunderstandings in work processes
Asynchronous communication	Use of email, messengers, and corporate platforms for communication without the need for everyone to be present at the same time, which provides flexibility and allows employees to work at their own pace
Use of visual tools	Interactive tools such as Miro and FigJam that allow teams to create diagrams, roadmaps, and visualize ideas to improve understanding of complex concepts
Documentation of work processes	Maintaining a knowledge base and recording key discussions, which helps employees quickly find the information they need without having to ask their colleagues
Automation of communication processes	Use chatbots and AI assistants to provide quick answers to common queries, reducing employee workload and increasing the efficiency of information exchange

Source: adapted from [7]

Table 6

Automated systems for managing remote teams

Technology	Appointment
Task distribution algorithms	Used to automatically distribute responsibilities among the team based on competencies, workload, and deadlines; integrated into project management systems such as Jira, Monday.com, and Trello
Performance analysis systems	Automated monitoring of task performance, including assessment of working hours, completed tasks, meeting deadlines, and quality of work performed; used in ClickUp, Asana, and Workday platforms.
Chatbots for communication	Automated assistants that answer common employee queries, provide instructions, help set up workflows, and collect feedback; used in Microsoft Teams, Slack, and Google Chat
Workload forecasting systems	Analyze the distribution of tasks and the level of employee engagement, allowing you to avoid overload or downtime; Used in SAP SuccessFactors, Oracle HCM Cloud, and BambooHR
Digital platforms for performance evaluation	Collects data on employee activity, analyzes performance, and provides analytical reports; used in Hubstaff, ActivTrak, and Time Doctor platforms
Automatic reporting tools	Generate analytical reports based on completed tasks, which facilitates the process of making managerial decisions, for example, Tableau, Power BI, Google Data Studio
AI-based virtual assistants	Virtual assistants that help in scheduling meetings, remind you of deadlines, and suggest the best ways to complete tasks, e.g. Zoom AI Companion, Notion AI, Microsoft Copilot

Source: adapted from [8]

The introduction of such technologies helps to improve work coordination, ensure continuity of communication, and create a favorable working environment for remote employees.

Conclusions. Thus, effective management of remote work in the IT sector requires a comprehensive approach, including the use of digital communication platforms, automated labor productivity analysis systems, regular online meetings, and employee motivation mechanisms. It is important not only to ensure a clear organization of work processes, but also to create conditions for informal

interaction between employees, which will help strengthen corporate culture and build an effective team.

Further research should focus on analyzing the long-term impact of remote employment on the internal structure of IT organizations, developing more effective methods for assessing productivity, introducing innovative technologies to automate management processes, improving communication strategies that will help minimize the possible risks associated with working in distributed teams and help maintain the required performance of employees in a remote format.

References:

1. Asfahani, A. M. (2025). Navigating digital leadership: Unraveling the dynamics of remote work environments. *TEM Journal*, no. 14(1), pp. 823–835. DOI: <https://doi.org/10.18421/TEM141-73>
2. Alimin, R., & Ramdhan, A. (2025). Challenges and solutions in human resource management in the era of globalization and digitalization. *ResearchGate*. Available at: <https://www.researchgate.net/publication/388594198>
3. Anakpo, G., Nqwayibana, Z., & Mishi, S. (2023). The impact of work-from-home on employee performance and productivity: A systematic review. *Sustainability*, no. 15(5). DOI: <https://doi.org/10.3390/su15054529>
4. Asfahani, A. M. (2025). Navigating digital leadership: Unraveling the dynamics of remote work environments. *TEM Journal*, no. 14(1), pp. 823–835. DOI: <https://doi.org/10.18421/TEM141-73>
5. Baudot, L., & Kelly, K. (2020). A survey of perceptions of remote work and work productivity in the United States during the COVID-19 shutdown. *SSRN Electronic Journal*. DOI: <https://doi.org/10.2139/ssrn.3646406>
6. Danielak, W., & Wysocki, R. (2024). Advantages and disadvantages of remote work in six areas of project management depending on the frequency of remote work. *Kwartalnik Nauk o Przedsiębiorstwie*, no. 68, pp. 69–86. DOI: <https://doi.org/10.33119/KNoP.2023.68.2.5>
7. Dunn, S., Grannan, C., Raisinghani, M., & Stalling, H. (2015). Communication strategies for successful virtual teams. In *48th Hawaii International Conference on System Sciences* (pp. 364–373). DOI: <https://doi.org/10.1109/HICSS.2015.51>
8. Fisher, G., & Kahur, K. (2025). The influence of AI on remote work and virtual employee training. *ResearchGate*. Available at: <https://www.researchgate.net/publication/389649877>
9. Ilag, B. N. (2021). Tools and technology for effective remote work general terms. *International Journal of Computer Applications*, no. 174, pp. 975–8887. DOI: <https://doi.org/10.5120/ijca2021921109>
10. Jibunoh, J., Ezichi, O., Okpanachi, V., Amaechi, C., Awosan, W., Tchoumo, P. A., & Sanusi, J. (2025). Impact of remote work dynamics on mental health and productivity. *Open Journal of Depression*, no. 14, pp. 13–27. DOI: <https://doi.org/10.4236/ojd.2025.141002>
11. Madžak, A., Hadziahmetovic, N., Sateeshchandra, N., Turčinović, S., Karić, A., Bilgin, F., & Ray, S. (2025). Enhancing remote work performance through effective leadership. *Journal of Information Systems Engineering and Management*, no. 10(10s), pp. 826–840. DOI: <https://doi.org/10.52783/jisem.v10i10s.1532>
12. Nabirye, K. (2025). The impact of remote work on organizational culture. *Eurasian Experiment Journal of Arts and Management*, no. 7(1), pp. 46–50. Available at: <https://www.researchgate.net/publication/388918934>
13. Pura, J. (2022). Linking motivation and employee engagement through gamification in remote working. *International Journal of Academe and Industry Research*, no. 3(1), pp. 52–69. DOI: <https://doi.org/10.53378/352857>
14. Ramnani, R., Sakthitha, K. S., Srivastava, A., & Swami, K. (2025). Exploring the benefits of Chandraprha Vati a Herbmineral Formulation. *Asian Journal of Pharmaceutical Research*. DOI: <https://doi.org/10.52711/2231-5691.2024.00065>

15. Toscano, F., & Zappalà, S. (2021). Overall job performance, remote work engagement, living with children, and remote work productivity during the COVID-19 pandemic. *European Journal of Psychology Open*, no. 80, pp. 133–142. DOI: <https://doi.org/10.1024/2673-8627/a000015>
16. Wang, T., Dong, Y., Cao, X., Xu, Z., Gao, F., & Guan, X. (2025). Economic and resilient planning of hydrogen-enriched power distribution network with mobile hydrogen energy resources. *International Journal of Hydrogen Energy*. DOI: <https://doi.org/10.1016/j.ijhydene.2025.01.389>
17. Zaika, S., & Shaforenko, S. (2024). Development of remote work as a new form of work organization. *Baltic Journal of Legal and Social Sciences*, no. 1, pp. 177–184. DOI: <https://doi.org/10.30525/2592-8813-2024-1-21>
18. IZaika, S., & Shaforenko, S. (2024). Remote work: Analysis of the essence and strategic significance. In O. Blaha & I. Ostapolets (Eds.), *Exploring the digital landscape: Interdisciplinary perspectives* (pp. 63–76). The University of Technology in Katowice. DOI: <https://doi.org/10.54264/M036>
19. Trius, Yu., & Tkachenko, Ye. (2024). Osoblyvosti upravlinnia komandoyu IT-proiektu v umovakh viddalenoï roboty [Features of managing an IT project team in remote work conditions]. *Upravlinnia rozvytkom skladnykh system – Management of Complex Systems Development*, no. 60, pp. 105–112. DOI: <https://doi.org/10.32347/2412-9933.2024.60.105-112>

Список використаних джерел:

1. Ahmed M. Asfahani. Navigating Digital Leadership: Unraveling the Dynamics of Remote Work Environments. *TEM Journal*. 2025. Volume 14, Issue 1, P. 823–835. DOI: <https://doi.org/10.18421/TEM141-73>
2. Alimin R., Ramdhan A. Challenges and Solutions in Human Resource Management in the Era of Globalization and Digitalization. 2025. URL: https://www.researchgate.net/publication/388594198_Challenges_and_Solutions_in_Human_Resource_Management_in_the_Era_of_Globalization_and_Digitalization
3. Anakpo G., Nqwayibana Z., Mishi S. The impact of work-from-home on employee performance and productivity: a systematic review. *Sustainability*. 2023. № 15 (5). DOI: <https://doi.org/10.3390/su15054529>
4. Asfahani A. M. Navigating Digital Leadership: Unraveling the Dynamics of Remote Work Environments. *TEM Journal*. 2025. Vol. 14, Issue 1. P. 823–835. DOI: <https://doi.org/10.18421/TEM141-73>
5. Baudot L., Kelly K. A Survey of Perceptions of Remote Work and Work Productivity in the United States during the COVID-19 Shutdown. *SSRN Electronic Journal*. 2020. DOI: <http://dx.doi.org/10.2139/ssrn.3646406>
6. Danielak W., Wysocki R. Advantages and disadvantages of remote work in six areas of project management depending on the frequency of remote work. *Kwartalnik Nauk o Przedsiębiorstwie*. 2024. № 68. P. 69–86. DOI: <https://doi.org/10.33119/KNoP.2023.68.2.5>
7. Dunn S., Grannan C., Raisinghani M., Stalling H. Communication Strategies for Successful Virtual Teams. *48th Hawaii International Conference on System Sciences*. Kauai, HI, USA, 2015. P. 364–373. DOI: <https://doi.org/10.1109/HICSS.2015.51>
8. Fisher G., Kahur K. The Influence of AI on Remote Work and Virtual Employee Training. 2025. URL: https://www.researchgate.net/publication/389649877_The_Influence_of_AI_on_Remote_Work_and_Virtual_Employee_Training
9. Ilag B. N. Tools and Technology for Effective Remote Work General Terms. *International Journal of Computer Applications*. 2021. № 174. P. 975–8887. DOI: <https://doi.org/10.5120/ijca2021921109>
10. Jibunoh J., Ezichi O., Okpanachi V., Amaechi C., Awosan W., Tchoumo P. A., Sanusi J. Impact of Remote Work Dynamics on Mental Health and Productivity. *Open Journal of Depression*. 2025. № 14. P. 13–27. DOI: <https://doi.org/10.4236/ojd.2025.141002>
11. Madžak A., Hadziahmetovic N., Sateeshchandra N., Turčinović S., Karić A., Bilgin F., Ray S. Enhancing Remote Work Performance through Effective Leadership. *Journal of Information Systems Engineering and Management*. 2025. № 10 (10s). P. 826–840. DOI: <https://doi.org/10.52783/jisem.v10i10s.1532>
12. Nabirye K. The Impact of Remote Work on Organizational Culture. *Eurasian Experiment Journal of Arts and Management*. 2025. Vol. 7, Issue 1. P. 46–50. URL: https://www.researchgate.net/publication/388918934_The_Impact_of_Remote_Work_on_Organizational_Culture
13. Pura J. Linking motivation and employee engagement through gamification in remote working. *International Journal of Academe and Industry Research*. 2022. № 3 (1). P. 52–69. DOI: <https://doi.org/10.53378/352857>
14. Ramnani R., Sakhitha K. S., Srivastava A., Swami K. Exploring the benefits of Chandraprbha Vati a Herbminal Formulation. *Asian Journal of Pharmaceutical Research*. 2025. DOI: <https://doi.org/10.52711/2231-5691.2024.00065>
15. Toscano F., Zappalà S. Overall Job Performance, Remote Work Engagement, Living With Children, and Remote Work Productivity During the COVID-19 Pandemic. *European Journal of Psychology Open*. 2021. № 80. P. 133–142. DOI: <https://doi.org/10.1024/2673-8627/a000015>
16. Wang T., Dong Y., Cao X., Xu Z., Gao F., Guan X. Economic and resilient planning of hydrogen-enriched power distribution network with mobile hydrogen energy resources. *International Journal of Hydrogen Energy*. 2025. DOI: <https://doi.org/10.1016/j.ijhydene.2025.01.389>
17. Zaika S., Shaforenko S. Development of remote work as a new form of work organization. *Baltic Journal of Legal and Social Sciences*. 2024. № 1. P. 177–184. DOI: <https://doi.org/10.30525/2592-8813-2024-1-21>
18. Zaika S., Shaforenko S. Remote work: analysis of the essence and strategic significance. *Exploring the digital landscape: interdisciplinary perspectives: Monograph*. // Edited by Olha Blaha and Iryna Ostapolets. The University of Technology in Katowice. Katowice, 2024. P. 63–76. DOI: <https://doi.org/10.54264/M036>
19. Триус Ю., Ткаченко Є. Особливості управління командою ІТ-проєкту в умовах віддаленої роботи. *Управління розвитком складних систем*. 2024. № 60. С. 105–112. DOI: <https://doi.org/10.32347/2412-9933.2024.60.105-112>