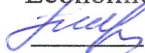


MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION
NATIONAL RESEARCH
TOMSK STATE UNIVERSITY

Institute of Economics and Management

Permitted to defend

Program manager
Associate Professor, Doctor of
Economics

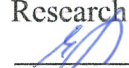
 O. P. Nedospasova
«23» June 2023

MASTER'S THESIS
THE IMPACT OF REMOTE WORK ON PRODUCTIVITY AND EFFICIENCY IN THE IT
SPHERE

on the basis of the educational programme for preparing master's students

38.04.02 - Management

Litvinenko Oksana Vitalievna

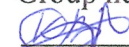
Research supervisor
 Associate professor,
signature

PhD Economics, E.M.
Rozhdestvenskaya,

«23» June 2023

Master's student

Group number 272111

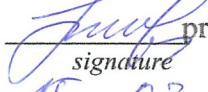
 Oksana Litvinenko
signature

Tomsk - 2023

Ministry of Science and Higher Education of the Russian Federation
NATIONAL RESEARCH
TOMSK STATE UNIVERSITY (NR TSU)
Name of the educational structural unit

APPROVE

Head of the main educational program
Academic credentials, rank

 prof. Olga P. Nedospasova
signature
15 02 2023

THE TASK

of completing the final qualification work of a master to a student
Litvinenko Oksana Vitalievna

in the direction of training 38.04.02 - Management "International Management"

1 Topic of the thesis

THE IMPACT OF REMOTE WORK ON PRODUCTIVITY AND EFFICIENCY IN THE IT SPHERE

2 The deadline for student to complete the thesis:

a) to the academic office /
dean's office –

23.06.23

b) to State Examination
Commission –

26.06.23

3 Initial data for work:

The object of the study – the work of remote workers during the pandemic

The subject of the study – the relationship between remote work and the pandemic

The aim of the study – to study the relationship between remote work and the pandemic

Tasks: 1. Analyze the effect of remote work on the work of the employees before the pandemic 2. Analyze the impact of the pandemic on the remote work market 3. Analyze the impact of pandemic on remote employees 4. Compare the results and make the relevant conclusions.

Research methods:

Formal-logical methods of research (method of induction, deduction, analogy, synthesis, comparison, observation, description, systematization), formal-legal, historical-legal, comparative-legal, institutional, systemic analysis, as well as statistics, interpretation, interdisciplinary approach

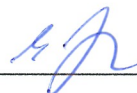
The organization or industry on which the work is being carried out –

Remote work market

4 Summary of the work:

Supervisor of the final qualification work
Associate professor, PhD Economics

rank, place of employment



signature

/ Rozhdestvenskaya
Elena Mihailovna

Full name

The task was accepted by

student

rank, place of employment



signature

/ Litvinenko

Oksana Vitalievna

Full name

Abstract

Working remotely is still a hot topic and has become even more important due to the COVID-19 pandemic. Many people had to switch to remote work, and some businesses have realized that it can be more cost-effective to operate completely remotely. Some companies were already using remote work before the pandemic, and experts believe that even without COVID-19, there would still be a significant increase in remote work today. As a result, remote work is a highly important subject for managers.

The purpose of this scientific work is to study the complex relationship between the impact of remote work and the coronavirus pandemic on the productivity of employees who carry out their work activities in the information technology environment of the modern world. To achieve this goal, the following tasks were set:

1. Analyze the effects of remote work on the work of employees before the coronavirus pandemic
2. Analyze the impact of the coronavirus pandemic on the remote work market
3. Analyze the impact of the coronavirus pandemic on the work of remote employees
4. Compare the results and make relevant conclusions.

The object of this study is the work activity of employees of companies operating using the means of information technology achievements of the modern world, who worked remotely during the coronavirus pandemic. The subject of this study is the relationship between remote work and the pandemic with the work activities of employees of companies operating using the means of information technology achievements of the modern world.

The methodological basis of the study is a system of various techniques and methods. Within the framework of the study, both general scientific and particular scientific methods were used: formal-logical methods of research (method of induction, deduction, analogy, synthesis, comparison, observation, description, systematization), formal-legal, historical-legal, comparative-legal, institutional, systemic analysis, as well as statistics, interpretation, interdisciplinary approach to the study of the issue.

The structure of the final qualifying work is determined by the purpose and objectives of the study. The work consists of an introduction, three chapters, divided into five, three and five parts, respectively. Each of the chapters includes conclusions based on the text of the chapter. The work also includes a conclusion, a list of sources and references, and two appendices.

Introduction	3
1. Remote work in the field of IT in pre-coronavirus times	11
1.1 The essence of remote work	11
1.2 Remote work in history	13
1.3 Remote work in Russia before the start of the pandemic	16
1.3.1 Legislative registration of remote work in Russia	16
2. Coronavirus pandemic, the forced transition to remote work and its impact on productivity and efficiency	33
2.1 Introduction of lockdown and forced transition to remote work in Russia	33
2.2 Legislative registration of the transition to remote work during the lockdown in Russia	35
3. Analysis of the consequences of the forced transition to remote work due to COVID-19 pandemic in Russia and abroad	42
3.1 Analysis of the consequences of the transition to remote work abroad	42
3.1.1 Remote work in the USA	48
3.1.2 Analysis of the consequences of the transition to remote work in China on the example of changes in Alibaba's corporate culture	50
3.2 Analysis of the consequences of the transition to remote work in Russia	66
Conclusion	83
List of sources and references	88
APPENDIX A	96
APPENDIX B	97

Introduction

In recent years, the concept of remote work has become increasingly important, especially in the IT industry. COVID-19 has only accelerated governance as many organizations have been brought into consideration to work remotely to comply with the Pandemic Social Distancing Recommendation. While telecommuting offers great benefits, such as increased flexibility and durability on the way to work, it also comes with serious challenges, especially in terms of productivity. Thus, the impact of remote work on productivity in the IT sector, which is characterized by a high level and complexity of interdependence, is important. Reviewing the existing literature and conducting original research, this is a standard study of the standard for a better understanding of the relationship between remote work and productivity in the IT industry.

On a broad societal scale, computer technology is widespread in all aspects of our lives, blurring the boundaries between occupations and occupations in information technology (IT). Although the IT industry offers a wide range of specialized jobs, it is important to understand that any job that involves using a computer can count towards IT jobs.

For example, administrative tasks such as data entry, record keeping, and e-mail correspondence, once performed manually, are now mostly associated with the use of computer software. Similarly, many creative professions such as graphic design, video editing, and music production that once relied on basic tools now rely on digital software and hardware to get their work done.

In addition, the COVID-19 pandemic has accelerated the transition to remote work, which is becoming more common in almost the entire environment. As a result of many jobs that were not previously considered to be in the IT industry, such as customer service and sales representatives, computer technology is now being used to communicate and collaborate with colleagues and customers.

Remote work is becoming more significant in society due to some important ones, including advances in communication and information technology, changing social and economic phenomena, and the ongoing COVID-19 pandemic. The ability to remotely change the traditional structure of work, allowing people to perform their duties anywhere where there is an Internet connection. This has serious implications for both employers and employees, as greater flexibility and work-life balance are required, as well as the significant costs associated with having office space.

In addition, telecommuting can increase productivity by reducing travel time and resources and giving employees more autonomy and control over their work environment. In addition, the ability to hire and collaborate with people from different geographies allows organizations to tap into the global talent pool, increasing the potential for innovation and creativity.

However, working remotely also comes with significant challenges, especially in terms of maintaining effective communication and collaboration, securing data, and managing workloads in a remote environment. These challenges require careful planning and execution to ensure remote work arrangements are successful and sustainable.

Given the significant role IT plays in today's society, it's no surprise that the COVID-19 pandemic has had a profound impact on the industry. As many organizations have been forced to adopt remote work policies to comply with social distancing guidelines, the IT industry has been at the forefront of this transition, using advanced communications and information technologies to facilitate remote collaboration and teamwork.

Remote work is becoming increasingly important in today's society due to several factors including advances in communications and information technology, changing social and economic trends, and the ongoing COVID-19 pandemic. The ability to work remotely has changed the traditional structure of work, allowing people to carry

out their duties from anywhere with an internet connection. This has major implications for both employers and employees, as it allows for more flexibility and work-life balance, as well as lowering the costs associated with traditional office space.

In addition, telecommuting can increase productivity by reducing travel time and resources and giving employees more autonomy and control over their work environment. In addition, the ability to hire and collaborate with people from different geographies allows organizations to tap into the global talent pool, increasing the potential for innovation and creativity. However, working remotely also comes with significant challenges, especially in terms of maintaining effective communication and collaboration, securing data, and managing workloads in a remote environment. These challenges require careful planning and execution to ensure remote work arrangements are successful and sustainable.

In conclusion, although the IT industry covers a wide range of specialized jobs, it is important to recognize that any job that involves the use of computer technology can be considered a form of IT work. Thus, it is important to continue to promote and invest in the development of digital skills and technological literacy among the workforce so that people are prepared to succeed in a rapidly changing world of work. Also worth mentioning is the fact that remote work has become an integral feature of modern society, offering numerous benefits and opportunities for both individuals and organizations. As such, it is important to continue to explore the potential of remote work while addressing the challenges and risks associated with it, to ensure that teleworking arrangements can contribute to a more productive, sustainable and fair future for all.

The topic of remote work is still extremely relevant. Due to coronavirus, many people were forced to switch to remote work format, and some businesses have come to the conclusion that it is unprofitable for them to maintain office space and plan to fully operate remotely. Some companies have been working remotely even before the

pandemic, and the researchers say that even without COVID-19 outbreak it is likely that we would have seen a massive increase in telecommuting in the current time period. It makes the subject of remote work one of the most relevant in the managerial community.

The purpose of this scientific work is to study the complex relationship between the impact of remote work and the coronavirus pandemic on the productivity of employees who carry out their work activities in the information technology environment of the modern world. To achieve this goal, the following tasks were set:

1. Analyze the effects of remote work on the work of employees before the coronavirus pandemic
2. Analyze the impact of the coronavirus pandemic on the remote work market
3. Analyze the impact of the coronavirus pandemic on the work of remote employees
4. Compare the results and make relevant conclusions.

The object of this study is the work activity of employees of companies operating using the means of information technology achievements of the modern world, who worked remotely during the coronavirus pandemic. The subject of this study is the relationship between remote work and the pandemic with the work activities of employees of companies operating using the means of information technology achievements of the modern world.

As for the issue of research on the topic, the issue of the influence of remote work has been repeatedly raised both in domestic and foreign scientific literature, but in the understanding that we now put into this concept, it began to arise relatively recently, no more than 20 years ago due to the development of modern technologies that have made this format of work possible. Since the topic of remote work is now very relevant, it receives a lot of research interest. Unfortunately, due to the situation in the world over the past few years, it is inextricably linked to the impact of the coronavirus on the economy. In this regard, since the end of 2019, there have been works in which the authors explore the links between coronavirus, remote work and employee productivity. To fully understand this issue, they have to apply an

interdisciplinary approach and work at the intersection of economics, management, sociology and psychology, because only such an approach can fully illuminate this picture.

Since it is impossible to study the topic of remote work without understanding what is its basis and directs the development of the remote labor market in Russia, namely, legislation that sets the rules for interaction between the state, employees and employers in matters of telecommuting, legislative and legal sources and literature that allow you to get an idea of the rules that currently exist in this area, and, accordingly, better understand them.

Prior to that, Yu.V. Vasilyeva, N.V. Zakalyuzhnaya, L.M. Kvetnoy, N.N. Kostryukova, M.V. Ludanik, O. Motsnaya, Yu.P. Orlovsky, N.M. Salikov, L.V. Tikhomirov and other authors who devoted their works to this issue.

The normative base of the study was the Labor Code of the Russian Federation, the Law of the Russian Federation "On Employment in the Russian Federation", and other legal acts of the Russian Federation.

Recently, due to the widespread dissemination of information and communication technologies, as well as in connection with the pandemic of a new coronavirus infection, which has made them even more in demand, the number of workers transferred to remote work has sharply increased. V. G. Bylkov notes that the current crisis caused by the COVID-19 pandemic is characterized by a change in the sequence of its stages: inertial, adaptive, regressive, adaptive (Bylkov, Samarina, 2015), transience, depth of consequences and, as an adaptive reaction of employers to the conditions of the lockdown – the transfer of employees to remote work and the use of part-time employment (Bylkov, 2021). According to O. A. Koropets and N. A. Chudinovsky, the pandemic has become a catalyst for transformations in the labor market, which has led to the formation of new trends in the development of

employment, including the transition to remote work and an increase in the number of non-guaranteed forms of employment (Koropets, Chudinovsky, 2021).

It should be noted that there is an increase in interest in the problems of remote work both on the part of domestic and foreign scientists, as evidenced by a large number of publications within the framework of this topic. In the works of domestic authors, various interpretations of the concept of "remote work" are analyzed; describes the characteristic features of remote work in comparison with other types of employment; various elements of remote work are identified, which determine its specifics (in terms of the workplace, mode of operation, means of labor, orientation of labor, relationships between subjects, labor results); special attention is paid to the problem of isolation of remote employees (Malyshev, Apenko, Vinets, 2018). Along with this, there are studies aimed at identifying the qualities of employees necessary for effective work in a remote employment environment, as well as the impact of remote work on the development of organizations (Degtyarev, 2021; Beloborodova, 2021).

In other sources, remote work is seen as a result of the humanization of labor relations; the factors of people's predisposition to remote work were analyzed, in particular, the type of human temperament (Orlov, Buranshina, 2014).

Some publications draw attention to the risks, security issues, as well as measures to reduce the resistance of staff in the transition to remote employment (Baeva, Elshanskaya, 2020). In addition, scientific articles explored the features of the work of managers when transferring employees to remote work, studied the positive and negative aspects of communication processes in remote teams, and drew attention to the problem of emotional burnout of employees working remotely (Fedorova, Minchenkova, Makeeva, 2020).

In the published works of foreign scientists, the issues of the influence of remote work on the organization of the life of employees, as well as the consequences of the use of information computer technologies in the household (Kheddon, Silverstoun,

2009) are studied; learning skills that will be needed in the workplace in the future (Marco Dondi, Julia Klier, Frederic Panier, and Jörg Schubert, 2021). Thus, the analysis shows that the published studies contain an attempt to study the most diverse aspects of organizing and improving the efficiency of labor activity in conditions of remote work, from identifying its features, personal qualities necessary for its successful implementation and ending with the impact of remote work on family relationships, organization of life of workers; its penetration into the homes of employees in violation of the boundaries of personal space and the boundaries of working time.

The methodological basis of the study is a system of various techniques and methods. Within the framework of the study, both general scientific and particular scientific methods were used: formal-logical methods of research (method of induction, deduction, analogy, synthesis, comparison, observation, description, systematization), formal-legal, historical-legal, comparative-legal, institutional, systemic analysis, as well as statistics, interpretation, interdisciplinary approach to the study of the issue.

The theoretical and practical significance of the study lies in the fact that the theoretical provisions formulated in it can be used to further study and solve actual problems associated with difficulties in organizing remote work for enterprises operating in the information technology environment, or in the IT field.

The practical significance of the study lies in the fact that the provisions contained in it, practical recommendations can be further used in the development of targeted and specific measures aimed at improving the efficiency of the labor activity of remote workers.

The structure of the final qualifying work is determined by the purpose and objectives of the study. The work consists of an introduction, three chapters, divided into five, three and five parts, respectively. Each of the chapters includes conclusions

based on the text of the chapter. The work also includes a conclusion, a list of sources and references, and two appendices.

1. Remote work in the field of IT in pre-coronavirus times

1.1 The essence of remote work

In order to fulfill the objectives set out in the introduction, a clear and complete definition of remote work is first required.

To begin with, it is worth clarifying that within the framework of this scientific work it is impossible to understand the concept of remote work in its narrow sense, exclusively as the work of employees who are outside their workplace provided to them by the employer. In itself, this type of work is not new, and has been known since ancient times - for example, the work of a medieval artisan, who often worked from their home, could well be classified as remote work, based on such a definition. But in this paper, we will focus on remote work in its modern form - as the activity of a centralized enterprise with well-defined values and objectives, clearly defined rules, corporate culture and ethics, with employees who have a common history and interpersonal relationships, which is carried out in such a form that does not imply physical, direct communication between the participants of this system face to face. It is the transformation of a traditional enterprise into a “cloud” enterprise, in which communications between employees are maintained through various modern technological means, such as work chats, calls in specialized programs, such as Zoom and Voov, general corporate mail, employee performance trackers, and so on, is subject of interest for this research work.

Of course, there is some continuity between today's virtual enterprises and companies from earlier eras that were less centralized (such as newspapers and magazines, whose employees were often able to work from home). However, it is not decisive for the nature of modern remote enterprises, since their development is largely determined by modern technical means and uncontrollable tragic circumstances, such as the COVID-19 outbreak, which forced many companies to change the primary format of their work to the remote one. These changes not only

forced individual workers to adapt their work processes to the changed circumstances that forced them to carry out work activities directly from their homes, but also had an undeniable impact on management processes, which were forced to change dramatically. Of course, those enterprises that were already working remotely or had a hybrid form of work were the most fortunate. But for companies that have maintained a traditional, office-based form of work with the physical presence of employees at the workplace, the transition to a remote format has become a serious test to which they have had to adapt. Work processes, corporate ethics and culture, management goals, and many other components of the complex system that is a functioning company were forced to change. Therefore, I put forward the thesis that the phenomenon of remote work should be understood as a complex concept that has an impact on all the components of a functioning business system.

So, remote work is a complex phenomenon that includes both a form of work for employees who carry out their direct work duties from places that are not under the direct control of the employer, using public information and telecommunication networks, including the Internet, and also the means that were generated by scientific and technological progress and the third technological revolution, such as individual computers; and the system of connections that arise in connection with this form of work activity between employees of a remotely operating company; as well as emerging in such a company corporate culture and its inherent management processes.

In addition, it cannot be denied that any processes taking place in society are based on rules that set the direction for the development of these processes. For the increasing digitalization of society and the increasing “cloud” nature of work processes, such a role is played by legislative acts regulating the activities of remote workers, as well as court decisions, thanks to which one can penetrate into the details of the internal life of companies working remotely. Each company operating remotely will have its own processes, which can only be fully understood if you work there for

some time. However, court decisions are a readily available public source of information to identify the most common and relevant issues faced by such companies. The degree of urgency of such problems can be judged at least by the fact that they were forced to go to court to solve them.

1.2 Remote work in history

Just twenty years ago, only 9% of USA-based workers performed their work duties remotely from time to time. Nowadays, this number has increased to 37%, and the amount of workers, who are working from home full-time, has grown by 103% over the previous ten years. Work from home is increasingly recognized as a viable way of conducting business in many organizations, both big and small ones¹. Every year there is a study of the effectiveness of distance working for businesses; such a way of work makes location irrelevant for employees and hybrid teams, and it can help to increase employee's productivity and to increase their motivation, as well as make employees feel more needed by the company and better balance work and life responsibilities, which, in turn, increased the worker's level of productivity and perceived level of happiness²³.

Another research has been conducted in large multinational companies on the topic of remote work. The better part of businesses hiring remote workers – 78.5% – have had at least 1 physical office. But 1 in 5 remote companies did not have a headquarters at all. Even before the advent of the coronavirus, everything indicated that there will be an even faster increase in remote, or distance, way of working. Distance working is rising in popularity not only in the US and English-speaking

¹Sutton S. Office, Schmoffice: How 3 Big-Name Companies Succeed With Remote Working // Entrepreneur – [P. n. s.], MAR 7, 2016 - URL: <https://www.entrepreneur.com/business-news/office-schmoffice-how-3-big-name-companies-succeeded-with/270585> (Date of access: 18.04. 2023)

²State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)

³Teece D. J. Towards a capability theory of (innovating) firms: implications for management and policy. // Cambridge Journal of Economics/Oxford Press. – 05/01/2017. – Volume 41, Issue 3.

countries, but also in such countries where working from home is much less common. The barriers that have been keeping businesses from having their employees working from home were already dissipating. People have already been used to digital meeting and remote collaboration apps, such as Zoom, Voov, Google Hangouts, Slack, and Microsoft Teams. Apps like that make it much more straightforward to work remotely, both in a team project and alone with your employer or client, and to communicate without being physically present in front of one another. This pace will only increase now that many of us have been forced to telecommute due to the COVID-19 outbreak. The top five countries that are hiring remote workers at WWR in 2019 have been: the US, the UK, Canada, Australia and Germany⁴⁵.

One of the results of the economic crisis 2008 was the increase in remote work popularity. Many American companies wanted to reduce their office space in hopes of saving money on its upkeep, and so they began allowing or in some cases even encouraging their workers to switch to remote work. It turned out that in addition to cheaper office rent, remote work has its advantages. While the overall influence of remote work hasn't yet been measured across all spheres of the economy and over a vast time period, the initial research has shown that it can help to increase productivity and to reduce workers turnover. The top 20 remote work companies include organizations that have little association with remote and distributed workers, such as USDA, Humana, Salesforce, IBM, and Kaplan, to name but a few. Dell, Deloitte, and United Health Group are also among the top three companies on the list,

⁴The Future of Remote Work // NIRA - [P. n. s.], 2019 – URL: <https://nira.com/future-of-remote-work/> (Date of access: 04/18/2023)

⁵Vasileva-Dienes A. Conceptualising capitalism in the twenty-first century: the BRICs and the European periphery. / A. Vasileva-Dienes, V. A. Schmidt // Contemporary Politics. – 12/15/2018. – p. 255-275

and they have been successfully integrating telecommuting into their organizations workflow for years.⁶⁷.

It is interesting to see the correlation between the dependence of the conditions of remote work on the gender and position of employees. People in higher positions, such as senior executives and above, say they telecommute at least once a week 34% more often, compared to those in lower positions. 75% more local workers have been in their jobs for less than a year, indicating that people who have been hired recently are working from home less often. This is likely to be due to the fact that some workers may only telecommute after they have held their position and built public trust for some period of time. It might also be connected to the fact that people are searching for new employment opportunities that will allow them to work from home quicker⁸.

Male workers who telecommute full time are a quarter more likely to make over \$100,000 than their female coworkers who do the same⁹. Thus, the effect of remote work is received more by male workers and senior workers.

According to the research, 83% of pollees agree that the opportunity to work remotely is likely to make them happier. 81% of questioned agreed that working from home will help them better deal with work-life conflicts. Full-time telecommuters say they are 22% more satisfied with their jobs than people who had never tried to work from home. 68% of remote workers say they don't care that working remotely will affect their career growth, while 23% fear it could affect their career growth.

⁶Sutton S. Office, Schmooffice: How 3 Big-Name Companies Succeed With Remote Working // Entrepreneur – [P. n. s.], MAR 7, 2016 - URL: <https://www.entrepreneur.com/business-news/office-schmooffice-how-3-big-name-companies-succeed-with/270585> (Date of access: 18.04. 2023)

⁷ Wang X. Beyond Efficiency or Justice: The Structure and Measurement of Public Servants' Public Values Preferences. / X. Wang, Z. Wang // Sage Journals. – 04/11/2019. – Volume 52, issue 4.

⁸State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)

⁹Equal Pay for Equal Work (From Home) // OWL LABS - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/equal-pay-for-equal-work> (Date of access: 04/18/2023)

But what are the main factors that led workers to decide to work from home? According to the research, these factors were: better work-life balance (91%), increased productivity/more concentration (79%), less stress (78%) and avoidance of commuting (78%) (this is very reasonable because that 30% of respondents who do not work remotely but want to drive 30 minutes or more each way in the future)¹⁰.

The 2019 results represent a shift towards more interest in work-life balance compared to the 2018 study, when increased productivity/better focus and less stress topped the list. That is, in dynamics, satisfaction with remote work is growing.

A recent Harvard Business Review study of U.S. Patent and Trade Office employees found that their output increased by 4.4 percent after switching to remote work without a significant increase in the need to rewrite patents due to appeals.¹¹ Out of 16,000 employees at a Chinese travel agency, a Stanford University study found that telecommuting boosted employee job satisfaction and helped halve the agency's employee turnover rates¹², (although it is worth noting that this effect can also be attributed to fears of not finding a new job due to the coronavirus pandemic).

1.3 Remote work in Russia before the start of the pandemic

1.3.1 Legislative registration of remote work in Russia

Remote work refers to atypical employment. In the literature, atypical employment is usually defined as the activity of citizens based on labor relations in which any of the essential features of a traditional labor relationship is absent or modified. A. M. Lushnikov, M. V. Lushnikova use the concept of an atypical employment contract and

¹⁰State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)

¹¹ Choudhury P., Larson B.Z., Foroughi C. Is It Time to Let Employees Work from Anywhere? // HARVARD BUSINESS REVIEW - [P. n. s.], August 14, 2019 – URL: <https://hbr.org/2019/08/is-it-time-to-let-employees-work-from-anywhere> (Date of access: 04/18/2023)

¹² Bloom N., Liang J., Roberts J., Ying Z.J.. Does Working from Home Work? Evidence from a Chinese Experiment // The National Bureau of Economic Research (NBER) – [P. n. s.], March 2013 – URL: <https://www.nber.org/papers/w18871> (Date of access: 04/18/2023)

define it as a contract characterized by novelty of design and content, which is characterized by a significant modification (modification) of one or more signs of an employment contract: personal, organizational or property. As atypical employment contracts, the authors consider contracts for agency work, contracts with teleworkers, contracts with the head of the organization. The idea of telecommuting was introduced by Federal Law No. 60-FL of April 5, 2013 “On Amendments to Certain Legislative Acts of the Russian Federation”¹³. The idea of working from a distance was brought about by the passing of Federal Law No. 60-FL on April 5, 2013, “On Amendments to Certain Legislative Acts of the Russian Federation”¹⁴ (hereinafter - the Federal Law of 05.04.13 No. 60-FL), which introduced Ch. 49.1 "Peculiarities of labor regulation of remote workers" and, in particular, Part 1 of Art. 312.1, defining the concept of remote work is as performing a work function specified in an employment contract outside the physical location of the employer, such as a branch, representative office, or separate unit. This can be done from any location outside of a designated workplace, as long as the employer has some level of control over the work being done and communication between the employer and employee can be maintained through public information and telecommunication networks, including the Internet. Based on the legislative definition, remote work is characterized by two features:

- Remote work means doing your job away from your employer's location, such as in a different office or location, outside of the employer’s premises, or from home. You are not directly or indirectly monitored or controlled by your employer while working remotely. This lack of control from the employer is a key factor in identifying if an employee is a remote worker;

¹³ On Amendments to Certain Legislative Acts of the Russian Federation: Federal Law No. 60-FZ of April 5, 2013 // Collected Legislation of the Russian Federation. - 2013. - No. 14. - Art. 1668.

¹⁴On Amendments to Certain Legislative Acts of the Russian Federation: Federal Law No. 60-FZ of April 5, 2013 // Collected Legislation of the Russian Federation. - 2013. - No. 14. - Art. 1668.

- The job requires the employee to utilize public information and telecommunication networks in order to carry out their duties and stay connected with their employer. The signage suggests that remote work may not be a feasible option, as it is restricted to workers in intellectual fields that require electronic devices and specialized software to process, transmit, and utilize information¹⁵. However, it should be noted that the use of public networks is common in various types of work conducted in the employer's office.

The increasing spread of remote employment has identified a number of advantages and disadvantages of this form of employment for both the employee and the employer. Among the main social benefits for citizens and society that accompany the use of remote work are the following:

- By reducing commuting time and addressing transportation issues, teleworking can also effectively combat environmental pollution by decreasing traffic flow;
- Additionally, it opens up more job opportunities, which can ultimately reduce unemployment rates;
- Furthermore, it has the potential to alleviate congestion in large cities and encourage people to move to regional centers;
- It offers greater flexibility in terms of work hours;
- Allows for more time for family communication while also decreasing the cost of hiring care services for family members such as children and elderly parents¹⁶;
- The potential for increased involvement in societal affairs, learning opportunities, and additional earnings;
- Adherence to personal circadian rhythms and balanced work-life structure;

¹⁵ Commentary on the Labor Code of the Russian Federation (item-by-article) / ed. A. M. Kurennoy and [etc.]. - M.: NORMA; INFRA-M, 2015. – p. 649.

¹⁶ Lozenko V. Teleworkers in the organization: facts, arguments, generalizations // Personnel Management. - 2007. - No. 15. - P. 36.

- Provision of employment opportunities for individuals with disabilities, the elderly, new mothers, and others facing unique challenges.

Remote work has tangible advantages for the employer, in particular:

- A decrease in costs thanks to the renting of premises, organization of workspaces, utilities, and service personnel, leading to an increase in productivity by eliminating travel time and offering more comfortable working conditions;
- The ability to have a flexible number of employees and manage it according to the company's needs;
- The possibility of attracting top talent from outside the organization's region, resulting in cost savings on wages;
- Motivating employees with the opportunity to work remotely, increasing loyalty, and trust between employer and employee;
- A decrease in absenteeism and vacation days due to family circumstances and health issues;
- reduction in the number of vacations associated with family circumstances and health problems, as well as absenteeism for various reasons;
- Effective coordination of employees spread across different time zones;

However, telecommuting also has negative consequences. Among the negative factors of remote work, the following should be noted:

- The remote workers' distance from their colleagues causes a decline in morale, with social and professional exclusion being the primary challenge;
- Corporate culture and team spirit can also deteriorate in remote work settings;
- Control over remote workers' workload and prevention of trade secret disclosure can be challenging

- Information security on remote computers may present a threat as hackers and viruses can infiltrate the system, jeopardizing access passwords and remote computer control¹⁷;
- Productivity and work quality for remote workers may be problematic;
- Employers must ensure ideal working conditions and uphold the rights of their remote workers;
- Attracting workers for remote positions can also pose a challenge, with many people disinclined to work remotely;
- Younger workers may also miss out on opportunities to learn from more experienced colleagues.

In addition, it is worth noting that remote work requires a high degree of employee self-organization.

One of the problems that arises in the network is the emergence of fraudulent practices disguised as organizations offering remote work on the internet. These scammers often take advantage of dishonest mediation by selling non-existent jobs and this causes many potential employees to be wary when searching for a virtual vacancy and employment.

The implementation of working remotely has been provided for by law for a long period of time, especially in relation to homeworkers. However, according to the current legislation, there are significant differences between homeworkers and remote workers¹⁸. Chapter 49 of the Labor Code of the Russian Federation outlines the peculiarities of regulating the work of homeworkers, which applies to labor activities of an industrial nature. A homemaker is defined as “a person who has concluded an employment contract to perform work at home from materials and using tools and

¹⁷Remote work: pros, cons, technologies // Website of the Volgograd Chamber of Commerce and Industry. - [P. n. s.], 2020. – URL:

<http://volgogradcci.ru/page/udalennaya-rabota-plyusy-minusy-tekhnologii> (Date of access: 04/18/2023)

¹⁸ APPENDIX A

mechanisms allocated by the employer or purchased by the homemaker at his own expense "(Article 310 of the Labor Code of the Russian Federation). This definition makes it difficult for individuals such as programmers and lawyers to register as homeworkers, which leads them to register under civil law contracts. Unfortunately, this practice deprives both the employee and the employer of the legal mechanisms provided in the Labor Code¹⁹. One of the significant differences between homework and remote work is that the latter often does not result in material forms, since the work of a remote worker may not always be related to production²⁰.

In the case of a homemaker, the creation, design and equipment of a workplace is the responsibility of the employer, who, for example, receives permission from the sanitary-epidemiological and fire supervision. Remote workers, often not needing and not having a permanent workplace, take care of it themselves. With a remote worker, unlike a homemaker, an employment contract can be drawn up not only in paper form, but also in electronic form. Termination of an employment contract requiring the personal presence of a homemaker, in the case of a remote worker, can be executed electronically. If an entry about home work in the work book is required, then an entry about remote work is made at the request of the employee. If an employee is working from home, they have the freedom to set their own work schedule, whereas a remote worker's schedule is typically outlined in their employment contract. Therefore, if a remote worker performs overtime work, they are entitled to receive payment for it, whereas a home worker may not be²¹.

According to the Labor Code of the Russian Federation, a remote worker has the right to independently decide when they work. However, employers are required to keep records of all hours worked by their employees, including any overtime (as

¹⁹ Zakalyuzhnaya N.V. From home work to remote employment: similarities and differences // Legislation. - 2015. - No. 9.

²⁰ Khokhlov E. B. Labor law in Russia: a textbook for bachelors / E. B. Khokhlov, V. A. Safonov. -M. : Yurayt, 2014.

²¹ Vorobyov V.V. Labor law: a course of lectures. / V.V. Vorobyov - M. : FORUM Publishing House: INFRA-M, 2015. – p.161.

stated in Articles 191 and 199 of the Labor Code). This is necessary for calculating wages and compensating for overtime work. But how can employers ensure accurate timekeeping for remote workers who have the ability to set their own schedules? The solution lies in clarifying work arrangements within the employment contract itself. Employers should consider specifying the number of working days in a week, work hours, mandatory check-in times, task deadlines, and other relevant details²². By doing so, remote workers cannot claim payment for time not worked.

In relation to remote workers, the employer gets the opportunity to conduct personnel documents in electronic form. It should be noted that at the same time, the legislation does not completely exclude the need to draw up personnel and working documents in writing, while providing ample opportunities for interaction between the employer and the employee in electronic form using the Internet, as well as other public networks. This refers to the familiarization of the employee with the orders of the employer, orders, internal regulations of the organization, as well as other documents through the exchange. At the same time, the conduct of personnel documents between the employer and the remote worker is completely in paper form is also allowed. Moreover, the relationship between the remote worker and the employer allows for a situation where the worker and the employer, or his representative, do not see each other in person.

The process of integrating the Russian Federation into the global society, coupled with modernization efforts spanning all domains of the economy, the exponential expansion of the service sector, and rapid progressions in the field of information technology and cyberspace, have brought about an undeniable impact on the workforce market and labor resource prerequisites. The fast pace of transformation has caused the once prevalent full-time, stable work positions equipped with palpable

²² Peculiarities of legal regulation of labor relations of certain categories of workers / otv. ed. T. Yu. Korshunova. - M. : Institute of Legislation and Comparative Law under the Government of the Russian Federation, Publishing House "Jurisprudence", 2015. – p. 191.

social privileges and assurances from employers, to dwindle in numbers, while the realm of telecommuting has attained mass prevalence.

In contrast to the foreign experience, the development of distance employment in the Russian Federation faced numerous challenges due to the limited legal framework and inconsistent growth. While Western economists have been successful in elevating their approach to work to a scientific level and enshrining their results in law, thereby securing legal protections for both employers and employees, the situation in Russia has been quite the opposite. Initially, a large number of individuals who earned their livelihood through mental labor with the aid of advanced communication and information technologies emerged without any guarantees. It was only after this that regulations were implemented and appropriate changes were made to the current labor legislation of the Russian Federation.²³.

With the development of Internet technologies in the Russian Federation, the first teleworkers began to appear, mainly designers, programmers, webmasters. So, back in 2008, the SuperJob portal. ru conducted a survey of 700 representatives of the HR departments of Russian companies. It turned out that 36% of domestic firms had employees working remotely. Most often, these are HR managers, editors, accountants and system administrators.²⁴. However, discussions about the need to recognize remote employment in the Russian Federation as legal only intensified in 2011. The idea of creating such a bill, in which the categories of workers engaged in labor activities outside the employer's territory, would be defined in a separate line in the labor legislation belongs to the Russian Union of Industrialists and Entrepreneurs. Federal Law No. 60-FL dated 05.04.2013 "On Amendments to Certain Legislative Acts of the Russian Federation"²⁵ introduced a new chapter in the Labor Code of the Russian Federation, 49.1, devoted to the peculiarities of regulating the work of

²³ Akinshin M.V. Freelance under an employment contract // Practical Accounting. - 2013. - No. 6. – p. 3.

²⁴ Sardaryan A. How to work "without tables" // Personnel management. - 2009. - No. 11. – p. 15.

²⁵ On Amendments to Certain Legislative Acts of the Russian Federation: Federal Law No. 60-FZ of April 5, 2013 // Collected Legislation of the Russian Federation. - 2013. - No. 14. - Art. 1668.

remote workers. For the first time, it contains provisions concerning the regulation of not only remote labor relations, but also the employment procedure carried out remotely.

It should be noted that even before the entry into force of Federal Law No. 60-FL of April 5, 2013, in some cases, judges recognized the work of an employee as remote. Thus, in the decision of the Federal Antimonopoly Service of the West Siberian District dated July 25, 2011 in case No. A27-15734 / 2010, the judges, taking the side of the insured and recognizing his right to reimbursement of expenses incurred for the payment of insurance coverage for temporary disability due to pregnancy and childbirth at the expense of the Fund social insurance, came to the conclusion that the employee actually performed her work duties remotely. Particular attention was paid to documentary confirmation of this fact - job descriptions, an employment contract, and orders were examined. The performance of the employee's job duties as a sales manager was not related to her location. According to the job description of the sales manager, his job responsibilities include searching for potential and prospective customers (buyers), collecting applications for the supply of products, searching for suppliers, developing supply schemes and routes, agreeing delivery conditions with suppliers and customers, receiving and processing customer orders, conducting commercial negotiations with suppliers and their information support. The specified functions were carried out by the employee remotely, via communication via the Internet and telephone, which is reflected in clause 6.3 of the employment contract. Clause 6.2 of the employment contract stipulates that the employee is provided with the following office equipment for use: a laptop, a "Beeline" USB modem, a mobile phone, a printer and a scanner. The fact that the worker is a full-time student did not prevent her from fulfilling her job duties as a manager, since she was granted the right to attend classes freely.

As per the provisions of Part 1 of Art. 312.1 of the Labor Code of the Russian Federation, remote work refers to the execution of a labor function that is specified in

an employment contract outside the physical premises of the employer, its branch, representative office, or any other separate structural unit, including those located in a different region, and not necessarily at a fixed workstation, territory, or facility that is directly or indirectly controlled by the employer. Remote work can be performed by utilizing public information and telecommunication networks, including the Internet, for the completion of the labor function and for communication between the employer and the employee regarding the work's implementation.

Based on the legislative definition, remote work is characterized by two features:

- this is work outside the location of the employer - outside the production or administrative premises, office, separate structural subdivisions (branches, representative offices, departments, workshops, departments), stationary workplaces, outside the territory or facility, directly or indirectly under the control of the employer. Thus, the lack of control by the employer regarding the place of performance of the labor function is a fundamental criterion for classifying an employee as a remote worker;
- work involves the use of public information and telecommunication networks for the employee to perform his job function and to communicate with the employer. This sign indicates the limited possibility of using such an atypical form of employment as remote work, since only workers in the intellectual field of activity can be engaged in it, who need electronic equipment and software to perform their labor function related to the use, processing, transmission of information²⁶.

An analysis of the first feature allows us to conclude that a remote worker is free to choose the immediate place of work - an employee's house, summer cottage or garage, a workplace rented by an employee in some joint office, where several

²⁶Commentary on the Labor Code of the Russian Federation (item-by-article) / ed. A. M. Kurennoy and [etc.]. - M.: NORMA; INFRA-M, 2015. – p. 649.

remote workers work in parallel, a cafe, a beach, etc. In this regard, such workers cannot be dismissed for absenteeism, since they do not have a stationary workplace.

Thus, the Appellate Determination of the Judicial Collegium for Civil Cases of the Supreme Court of the Republic of Tatarstan dated May 25, 2015 in case No. 33-7493 / 2015 found the dismissal of Koroleva G.A. 6 h. 1 art. 81 of the Labor Code of the Russian Federation, since the plaintiff worked remotely, outside a stationary workplace, therefore her absence in the office does not constitute a disciplinary offense in the form of absenteeism. Resolving this case, the court came to the conclusion that, due to the nature of the working conditions, a remote worker, staying outside the employer's stationary location for more than 8 hours in a row, does not thereby commit absenteeism, respectively, dismissal as a disciplinary sanction cannot be applied to them²⁷.

Outside the location of the employer, various kinds of specialists can work - programmers, designers, journalists, editors, proofreaders, lawyers, translators, accountants, auditors and other categories of workers engaged exclusively in mental work, the results of which are recorded in electronic form. Persons engaged in the manufacture of any material products (products) cannot act as remote workers.

However, not all work that involves the absence of an employee at the workplace can be considered as remote work. Thus, the Moscow City Court, in its appeal ruling dated November 16, 2015 No. 33-42412/15, indicated that the nature of the plaintiff's work in the position of a leading economist does not in itself indicate that the employee should not come to the workplace where he it is necessary to arrive in connection with his work and which is directly or indirectly under the control of the employer, or should not be subject to the labor regulations established by local acts of

²⁷ Appeal decision of the IC in civil cases of the Supreme Court of the Republic of Tatarstan dated 05/25/2015 in case No. 33 7493/2015 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 18.04.2023)

the employer, the parties did not conclude agreements on the remote nature of the work performed²⁸.

The second feature (the use of public information and telecommunication networks for the employee to perform his job function and to communicate with the employer) makes it possible to distinguish remote work from home work. Homeworkers are persons who have concluded an employment contract for the performance of work at home from materials and using tools and mechanisms provided by the employer or purchased by the homemaker at his own expense. A homemaker may perform work stipulated by an employment contract with the participation of members of his family. At the same time, labor relations between family members of the homemaker and the employer do not arise (part 1 of article 310 of the Labor Code of the Russian Federation).

The issues of delimiting remote work from home work in judicial practice arise quite often. Thus, the Lyublinsky District Court of Moscow, considering case No. 2-3076 / 2015, having analyzed the legislative definition of home and remote work, came to the conclusion that the main difference between remote work and home work is the legally established possibility of using it to perform a labor function and to carry out interaction between employer and employee on issues related to its implementation, public information and telecommunication networks, including the Internet. In the case under consideration, the plaintiff performed a labor function (monitoring prices) and interacted with the employer via the Internet, respectively, the work performed by her has signs of remote, not home-based²⁹.

In addition to the shortcomings of legislative regulation, in the Russian Federation there are other factors hindering the development of remote work. Thus, the wide

²⁸ Appeal ruling of the Moscow City Court dated November 16, 2015 No. 33-42412/15 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 04/18/2023)

²⁹ Decision of the Lyublinsky District Court of Moscow dated April 8, 2015 in case No. 2-3076/2015 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 18.04.2023)

distribution of remote employment in the Russian Federation is possible if the Internet is available to at least 20-30% of the population. Naturally, the spread of remote employment in the Russian market depends on the financial condition of Russian families, the level of provision with computer equipment and software, the level of computer equipment and English proficiency, because most of the organizations offering remote employment are English-speaking and, as a rule, are engaged in the creation and writing computer programs, that is, they work in the field of IT.

An important deterrent is the lack of the employer's ability to constantly monitor the employee, and, as a result, the high probability that the employee will not work at full capacity. Employers have a stereotype that only the work that is done in the office is effective. This is one of the reasons for the weak distribution of remote forms of employment in the Russian Federation. Often, Russian managers use remote employment as a means of additional motivation, or in a situation where the organization makes concessions to the employee³⁰.

Despite the presence of certain obstacles in the development of remote work in the Russian Federation, this type of employment has firmly taken its niche in the labor market. This is evidenced by the study of remote (territorially independent) employment in the Russian Federation conducted in October 2015 by Bitrix24 and J'son&PartnersConsulting³¹. This study was aimed at studying the current situation and prospects for the development of the remote employment market in the Russian Federation, analyzing existing platforms and tools for planning, organizing and

³⁰ Martynova O. V. Remote employment in Russia and the prospects for its development // Young scientist. - 2016. - No. 2. – p. 543.

³¹ Prospects for the expansion of distance employment in Russia, 2014–2020 // J'son&PartnersConsulting website. - [P. n. s.], 2020. – URL: http://json.tv/ict_telecom_analytics_view/polnaya-versiyaprezentatsii-generalnogo-direktora-svetlany-vodyanovoy-s-press-konferentsii-bitriks24-i-json-partners-consulting20150617030352 (Date of access: 04/18/2023)

controlling the activities of remote employees, as well as the possible economic effect of the transition of office workers to remote work.

According to the above study, the cumulative economic effect of remote work on a national scale is estimated at about 94 billion rubles a year. The savings of enterprises are made up of four key factors: no need to waste time on the road (total savings of 22 billion rubles), access to the workplace even during sick leave (5 billion rubles), savings on the maintenance of office space (38 billion rubles excluding possible income from the lease of freed up office space and 64 - taking into account the lease) and reducing labor costs by expanding the geography of hiring (3 billion rubles).

As part of the study, a survey was conducted of the heads of companies of medium, small and large businesses in 15 regions that have remote employees subordinate to them. According to a survey conducted in Russian companies that have implemented remote employment in their business processes, today about 40% of employees work remotely from time to time, half of them work remotely on a permanent basis. At the same time, the results of the study show that work outside the office is no longer perceived as "inferior", and managers see it as a real alternative to the office. This is evidenced by the level of wages that companies are willing to set for remote employees.

Business executives point out that cost savings and increased productivity are the main benefits of telecommuting. In addition to these factors, respondents also noted increased mobility, increased recruitment opportunities, and more flexible working hours for employees.

To organize effective remote work, a variety of software is used - from a set of various tools for solving individual tasks to complex systems that allow you to combine all the necessary functions in one service. Such solutions, in particular, are developed independently or ordered by companies to fit their needs.

According to J'son&PartnersConsulting, based on the results of the survey, the main focus of development is not in the area of increasing the number of remote workers, but in the area of optimizing business processes. Managers are thinking about how the employee can perform as many functions as possible without being tied to the office, from anywhere, wherever he is. The line between office and remote work is blurring, and presence in the workplace is becoming less and less important.

The vast majority of remote workers are professionals for whom self-discipline is not a problem. First of all, these are programmers - 51%, then - customer support staff (38%), designers (27%), analysts (15%) and employees of the financial department (15%). According to the survey, 59% of companies control the working day of remote employees, but more than half of the interviewed executives admitted that this is just a formality.

In conclusion, despite the difficulties of the organization, some fears of employers about the lack of control over employees, remote work has shown not only its economic efficiency: by saving resources for maintaining offices, travel expenses, renting apartments for out-of-town specialists, hiring staff (reducing staff turnover, the necessary specialists with the required wage fund can be found in another region), etc., as well as the unpaid overtime of workers, but also an increase in the productivity of workers (saving time and energy on travel to work, a comfortable environment for work, the absence of social tension in the office). In the near future, organizations will only increase the volume of remote work and seek new technical opportunities for its organization.

It shall be noted that the concept of remote work was introduced by the Federal Law of 04/05/13 No. 60-FL, which introduced Ch. 49.1 "Peculiarities of labor regulation of remote workers" and, in particular, Part 1 of Art. 312.1, providing a definition of this concept. In accordance with the provisions of this article, remote work is understood as the performance of a labor function defined by an employment contract outside the location of the employer, its branch, representative office, other separate

structural unit (including those located in another locality, outside a stationary workplace, territory or facility, directly or indirectly under the control of the employer, provided that for the performance of this labor function and for the interaction between the employer and the employee on issues related to its implementation, public information and telecommunication networks, including the Internet. two signs: this is work outside the location of the employer (fundamental criterion) and this work involves the use of public information and telecommunication networks for the employee to perform his labor function and communicate with the employer (secondary criterion).

And, speaking about the development of telecommuting in the Russian Federation, it should be told that J'son & Partners Consulting came to the conclusion that due to the development of information technologies, the creation of new, more advanced software and the spread of so-called "cloud" technologies that provide access to the necessary information from anywhere in the world, in the coming 5 years in the Russian Federation, a large increase in remote workers is expected. According to J'son&PartnersConsulting, the number of remote employees will increase up to 20%, and the economic effect will amount to 1 trillion rubles³².

Undoubtedly, remote employment for the Russian Federation has a great positive potential. Among the positive factors, one can note such as savings on equipping the workplace, renting premises, utilities, maintenance personnel, saving time resources at meetings, conferences, meetings, increasing staff productivity, self-realization of employees, etc. The positive effect of remote employment for the domestic economy lies in the possible decentralization of work, its movement to the countryside. This outflow of population from large cities to the countryside will lead to a revival of

³²Prospects for the expansion of distance employment in Russia, 2014–2020 // J'son&PartnersConsulting website. - [P. n. s.], 2020. – URL: http://json.tv/ict_telecom_analytics_view/polnaya-versiyaprezentatsii-generalnogo-direktora-svetlany-vodyanovoy-s-press-konferentsii-bitriks24-i-json-partners-consulting20150617030352 (Date of access: 04/18/2023)

activity in regions with low economic activity, high unemployment, low living standards and long distances between settlements.

However, for the effective operation of the remote labor market, it is necessary to develop a more advanced legislative framework, the adoption of laws defining, regulating and regulating the existence and development of the remote employment market, as well as mechanisms for its control. It is necessary to carry out the final formation of the remote employment market in the Russian Federation.

2. Coronavirus pandemic, the forced transition to remote work and its impact on productivity and efficiency

2.1 Introduction of lockdown and forced transition to remote work in Russia

The impact of the pandemic on the global and Russian labor markets began before national governments began to impose restrictions on the mode of operation of enterprises, and the effects of this process will cease to have an impact long after these restrictions are lifted. This is due to two main reasons:

- the development of the international division of labor - the world commodity market has long become global;
- the labor market is an immanent part of the market system, and any changes in the commodity and financial markets have a direct impact on the demand and supply of labor³³.

If we talk about the initial impact of the pandemic on the Russian market, it manifested itself in the form of interruptions in the supply of imported intermediate products, primarily from China. This led to failures in providing production with the necessary components, components and ingredients and, as a result, to a reduction in the output of some Russian companies. In turn, this situation could not only affect the demand for labor and the level of wages.

On January 31, 2020, coronavirus was first detected in Chinese citizens in Russia³⁴. On March 18, 2020, the entry of foreigners into the country was restricted³⁵. This did not affect diplomats and consular employees, as well as foreigners permanently residing in Russia. 03/21/2020 - school closure, 03/26/2020 - introduction of

³³ Life after the pandemic: economic and social consequences / V. I. Grishin, D. V. Domashchenko, L. V. Konstantinova et al. // Bulletin of the Russian University of Economics. - 2020. - No. 3 (111).

³⁴In Russia, the first infected with coronavirus from China were identified // RBC. - [P. n. s.], January 31, 2020. - URL: <https://www.rbc.ru/society/31/01/2020/5e341f929a7947d43c9aa308> (Date of access: 04/18/2023)

³⁵Mikhail Mishustin held telephone conversations with the prime ministers of a number of foreign states // Government of Russia. - [M.], March 16, 2020. - URL: <http://government.ru/news/39172/> (Date of access: 04/18/2023)

self-isolation regime for the elderly and people with chronic diseases. On March 28, restaurants and cafes (except for takeaway and delivery), retail trade (except for groceries and essential goods) stopped working. Businesses in the service sector, in particular, beauty salons and fitness clubs, have also closed³⁶.

Since March 30, self-isolation has become mandatory for all citizens of the country. The President declared the week from March 30 to April 5 non-working. Subsequently, non-working days were extended several times, as a result, this period ended only on May 12. Also on March 30, the borders of Russia were almost completely closed both for citizens of the country and for foreigners³⁷.

Non-working days declared by the President ended on May 12. From the same day, citizens were required to wear personal protective equipment (PPE) in public places. Subsequently, self-isolation measures were gradually relaxed until 08/11/2020 the first vaccine against the Sputnik V coronavirus (Gam-COVID-Vak) was registered. It was developed at the National Research Center for Epidemiology and Microbiology named after N.F. Gamaleya³⁸.

September 2020 - the beginning of the second wave; The number of detected cases of Covid-19 infection in the country has increased significantly - up to 8,000 cases per day (in summer, the infection rate was at the level of 5,000 cases per day). 09/28/2020 - resumption of self-isolation for individual citizens³⁹. On October 5,

³⁶Chronology of coronavirus: how the year of the pandemic went // RIAMO. - [M.], March 02, 2021. - URL:

<https://riamo.ru/article/480630/hronologiya-koronavirusa-kak-proshel-god-pandemii-xl> (Date of access: 04/18/2023)

³⁷Russia will temporarily close the state border from March 30 due to coronavirus // Interfax.ru online edition. - [P. n. s.], March 28, 2020. – URL: <https://www.interfax.ru/russia/701367> (Date of access: 04/18/2023)

³⁸Russian vaccines against coronavirus. Characteristics and features of research // TASS Information Agency. - [P. n. s.], February 20, 2021. – URL: <https://tass.ru/obschestvo/10749489> (Date of access: 04/18/2023)

³⁹Chronology of coronavirus: how the year of the pandemic went // RIAMO. - [M.], March 02, 2021. - URL:

<https://riamo.ru/article/480630/hronologiya-koronavirusa-kak-proshel-god-pandemii-xl> (Date of access: 04/18/2023)

Moscow employers were ordered to transfer at least 30% of their employees to remote mode.

After the New Year holidays, the incidence of coronavirus in Russia decreased compared to the values at the end of 2020. At the end of January, an average of 18 thousand infected per day was detected in the country (with daily figures of 27-28 thousand cases in December).

01/27/2021 - return to the offices. The decision to return back to the workplaces controlled by the authorities is made by officials at each individual workplace⁴⁰. However, for the most part, managers decided not to return all employees to their assigned jobs.

2.2 Legislative registration of the transition to remote work during the lockdown in Russia

Since the introduction of restrictive measures in Russia, the state has been using various methods to support business representatives. From the end of March until the end of the coronavirus pandemic, the federal authorities adopted several relevant anti-crisis packages. Some of them are systemic in nature and apply to all organizations and individual entrepreneurs (IEs), while others are intended only for companies operating in certain sectors of the economy. As of May 2020, the total cost of these measures is estimated at RUB 2.9 trillion. (39.77 billion dollars, equivalent to 2.7% of GDP). According to estimates by the Ministry of Finance of the Russian Federation, the total cost of support under the first and second packages is 2.1 trillion rubles. The cost of the third anti-crisis package is estimated by experts at 800 billion rubles. The key areas of this policy are:

- employment support;

⁴⁰ After the lifting of restrictions, 25% of Moscow companies decided to return from remote work // RBC. - [P. n. s.], January 27, 2021. - URL: <https://www.rbc.ru/business/27/01/2021/60115fd19a79476bf49f50fa> (Date of access: 04/18/2023)

- supporting the income level of various groups of the population, including those who have lost their jobs;
- easing tax conditions for business operations;
- mitigation of obligations to service credit debt⁴¹.

Measures of state support for employment in a pandemic were carried out in several areas:

1. Subsidies. The government provided subsidies to SMEs (including individual entrepreneurs) from the most affected industries to cover labor costs in May and June 2020. The amount of grants is equivalent to 1 minimum wage per employee. The main condition for receiving a subsidy is to maintain at least 90% of jobs (in relation to March 2020) in the month for which the company receives a loan. In addition, on April 22, 2020, the Federal Law “On Amendments to Part Two of the Tax Code of the Russian Federation” was adopted⁴², according to which subsidies received by SMEs are not subject to income tax, and subsidies received by individual entrepreneurs are not subject to income tax. In May, more than 3.5 million jobs were supported in this way. A separate subsidy was paid to the self-employed, its amount was equal to the professional income tax they paid for 2019. In addition to this subsidy, a tax deduction of 12,130 rubles was provided to the self-employed to pay tax in 2020.
2. Deferral of taxes, including personal income tax and insurance premiums. SMEs from the most affected industries are eligible for an additional 3-6 month deferment. This measure was introduced by Decree of the Government of the Russian Federation No. 409 dated April 2, 2020 “On measures to ensure the

⁴¹ Review of anti-crisis measures applied by the EAEU member states during the COVID-19 pandemic. Center for Macroeconomic Research NIFI of the Ministry of Finance of Russia, 2020.

⁴² Federal Law "On Amendments to Part Two of the Tax Code of the Russian Federation" dated April 22, 2020 N 121-FZ (last edition) // ConsultantPlus: reliable legal support. Moscow, 2023 – URL: http://www.consultant.ru/document/cons_doc_LAW_350892/ (Date of access: 04/18/2023)

sustainable development of the economy”⁴³ and provides for deferrals, write-offs, tax cuts for SMEs in the affected industries by more than 500 billion rubles⁴⁴.

3. Reducing insurance premiums. The rate of insurance premiums in SMEs has been reduced from 30% to 15%, but only for the part of the salary that exceeds the minimum wage⁴⁵. This measure will remain in effect after 2020.
4. Concessional lending. Businesses in the hardest hit industries are provided with loans at 0% for the first six months and 4% for the next six months to cover their labor costs. Also, these loans are guaranteed by the External Economic Bank (in the amount of up to 75% of the loan amount). The maximum loan amount is equal to the company's budget for the wages of all employees for six months. True, the calculations are based on the minimum wage, and not on the actual salary of employees⁴⁶. Initially, this program was intended for SMEs, but on April 24 it was decided to expand it to medium and large companies from the affected industries. As of the end of June, 36,000 loans were issued, corresponding agreements were concluded for 88 billion rubles, which allows supporting 930,000 jobs⁴⁷.

⁴³ GOVERNMENT OF THE RUSSIAN FEDERATION. DECISION dated April 2, 2020 No. 409 “On measures to ensure the sustainable development of the economy”. / Government of the Russian Federation. – 13 s. – URL:

<http://static.government.ru/media/files/kTj6vbMop2fN43iEZ16idfPSKriXYK5o.pdf> (Date of access: 04/18/2023)

⁴⁴ Meeting on the situation on the labor market on June 29, 2020 // Government of Russia. - [M.], June 29, 2020. - URL: <http://government.ru/news/39947/> (Date of access: 04/18/2023)

⁴⁵ Federal Law No. 102-FZ of April 1, 2020 "On Amendments to Parts One and Two of the Tax Code of the Russian Federation and Certain Legislative Acts of the Russian Federation" // Official publication of legal acts. – [M.], 04/01/2020. – URL:

<http://publication.pravo.gov.ru/Document/View/0001202004010079> (Date of access: 04/18/2023)

⁴⁶ Decree of the Government of the Russian Federation of April 2, 2020 No. 422 “On approval of the Rules for the provision of subsidies from the federal budget to Russian credit institutions to compensate for their lost income on loans issued in 2020 to small and medium-sized businesses for urgent needs to support and maintain employment” // GARANT.RU: information and legal portal. - [P. n. s.], April 6, 2020. - URL: <https://www.garant.ru/products/ipo/prime/doc/73741776/> (Date of access: 04/18/2023)

⁴⁷ Meeting on the situation on the labor market on June 29, 2020 // Government of Russia. - [M.], June 29, 2020. - URL: <http://government.ru/news/39947/> (Date of access: 04/18/2023)

The payroll 2.0 program was actively implemented - the so-called write-off loans for enterprises from the affected industries and socially oriented NGOs. The loan size is similar to the previous option, the maturity is April 1, 2021, the final rate was 2%. At the same time, if the company retains at least 90% of its employees, the loan amount and interest do not need to be repaid, if from 80 to 90% - only half of the loan and interest. As of June 2020, the limits of this program amounted to 468 billion rubles, and it is planned to increase them. Banks approved loans for 289 billion rubles, thereby supporting more than 3 million jobs by the end of June. The program is an important element of employment stabilization for the whole of 2020 and early 2021.

The state also took measures to maintain the income of the unemployed. The main institution that solved this problem was employment services. The main measures in this area include the following:

1. introduction of the opportunity to register with the employment service as an unemployed person using online services. To do this, it was necessary to register on the Gosuslugi portal, as well as fill out an application and resume;
2. an increase in the maximum amount of unemployment benefits from 8,000 to 12,130 rubles. From March 1, 2020, the unemployment benefit was set at the maximum amount for those dismissed and recognized as unemployed, regardless of the length of service and salary level at the last place of work. If the unemployed had children under 18, the amount of the allowance was additionally increased by 3,000 rubles for each child, but only for one parent;
3. for individual entrepreneurs who ceased their activities after March 1, 2020 and registered as unemployed, the amount of the benefit was also set at the level of 12,130 rubles. and could be paid in this amount for no more than three months and no later than October 1, 2020;
4. the minimum amount of the benefit was also increased - from 1,500 to 4,500 rubles, but only for the period from May to August 2020. In the minimum amount, the benefit is paid to job seekers for the first time or after a long break

(more than a year), dismissed for violation of labor discipline or other violations , as well as those who do not have a certificate of average income. Also, before the crisis began, the minimum allowance was supposed to be for individual entrepreneurs;

5. unemployed who lost their right to receive benefits after March 1, 2020, the period for receiving benefits was extended by three months, but no later than October 1, 2020.

Drawing conclusions from the text of the second chapter, I would like to say that the coronavirus pandemic has become a difficult test for the Russian Federation. Of course, it was a difficult test for all countries, but there were several reasons why the covid outbreak created a difficult situation for Russia.

First, the Russian economy is largely connected with trade with foreign countries, in particular with the People's Republic of China. The onset of the pandemic led to the closure of borders, and, as a result, to a decline in international trade. And this downturn in trade has set off a chain reaction that, as well as the closure of physical stores, cafes, restaurants and other public facilities, has caused many people in this part of the economy to lose their jobs. This led to an increase in unemployment, and forced the government to take compensatory measures, such as supporting small and medium-sized businesses, issuing loans to them in order to pay wages, and the government ordered the issuance of unemployment benefits, changing the parameters for receiving them, facilitating access to them for different population groups. These measures made it possible to maintain social stability in the country during the pandemic, preventing massive lack of money and related discontent. of the population who lost their sources of labor income after March 1. The main burden of providing these measures was assigned to employment centers, which experienced a significant influx of new applications. Although individual entrepreneurs eventually gained access to benefits, initially only employees could count on the increased allowance. Official self-employed were excluded from the group of recipients of the

allowance. However, in Moscow, which was the first to bear the brunt of the epidemiological and economic crisis, the self-employed received a special regional supplement equal to the difference between their allowance and its maximum level. The minimum amount of benefits was also raised only two months after the introduction of the self-isolation regime. Probably, all measures should have been implemented simultaneously at the beginning of April, since already at that moment it was obvious that individual entrepreneurs and the self-employed were among the most vulnerable groups of employees.

Secondly, due to the inability to work in the traditional way, from offices and workplaces, many firms and enterprises were forced to switch to a remote work mode. In this situation, enterprises of the creative industry, including IT, had an advantage, because due to the specifics of their work, such enterprises had a great chance to gain experience in remote work before. All other enterprises had to adapt to changes in the mode of operation in emergency mode - with more or less success. The problems that arise in the Russian Federation during the transition to a remote mode of work were revealed: the insufficiency of the legislative framework, problems with the Internet connection necessary for telecommuting, problems with the self-organization of workers and the arrangement of home-based workplaces. Employers were worried about the inability to control the activities of their employees.

However, more people than ever were working remotely in the Russian Federation during the pandemic. Of course, this raised the level of people's awareness of this way of performing work duties. Working from home allowed both employers and employees to evaluate their advantages, such as convenience, no need to go to the office (and, accordingly, reduced costs for maintaining office space), the ability to independently choose a convenient schedule, etc.; and disadvantages, such as problems with control and self-control, the inability to learn from older comrades,

decreased mood and motivation problems due to lack of communication with colleagues, problems maintaining corporate culture, and so on.

There is no doubt that the COVID-19 pandemic, due to all of the above factors, will have a long-term impact on the Russian labor market and the IT sector, the scale and essence of which cannot yet be discussed due to insufficient time passed.

3. Analysis of the consequences of the forced transition to remote work due to COVID-19 pandemic in Russia and abroad

3.1 Analysis of the consequences of the transition to remote work abroad

The growth rate in Europe is estimated at an average of 25%. In EU countries, this figure increased from 5.9% in March to 6.6% in May. At the same time, a relative decrease was observed in the largest countries of the region: in Germany - 0.6 percentage points, in France - 0.0 percentage points, in Italy - 0.3 percentage points, in Spain - 0.4 p.p. According to the highest ILO estimate, there are currently 305 million full-time jobs under responsibility.

The economic crisis caused by the pandemic has hit 1.6 billion workers in the informal economy hard, with their income levels dropping by 60% in the first month⁴⁸. Moreover, according to the pessimistic forecast of the ILO, in the future, more than half of all workers in the world may lose their livelihoods due to the pandemic. The current situation has a particularly negative impact on young people. More than 178 million people under the age of 29 are employed in industries that have been hardest hit by the crisis and are at risk of losing their jobs due to the COVID-19 epidemic.

During 2020, companies in the IT industry, as well as the entire global economy, had to face the challenges and impact of negative macroeconomic factors associated with the consequences of the COVID-19 coronavirus pandemic.

The most obvious and most immediate impact of the coronavirus pandemic on IT businesses has been a severe disruption to supply chains. This was due to the fact that most of the lines for the production of components are located in China, which was the first in December 2019 - January 2020 to face the coronavirus on a massive scale

⁴⁸ILO: As job losses escalate, nearly half of the global workforce is at risk of losing livelihoods. // International labor organization. - [P. n. s.], 29 April 2020 – URL: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_743036/lang--en/index.htm (Date of access: 04/18/2023)

(today there is evidence that single infections have occurred in various countries of the world earlier, but never developed into an epidemic).

As a result, the manufacturing of IT components and assembly plants in China has been hit hard, as a significant number of citizens have contracted a new disease, and many have been forced to quarantine. This has led to a partial or complete shutdown of production lines, many of which were used by world-famous technology companies to manufacture their goods and products.

So, Apple faced a shortage of iPhone supplies due to the fact that the main manufacturer, Foxconn, closed most of its production in China. As a result, Apple analyst Ming-Chi Kuo estimates that this has led to a significant decline in the forecast for iPhone shipments in the first quarter of 2020 - by as much as 10%⁴⁹.

And while Apple always has contingency plans in place to ramp up production in a region that has not been affected, the rapid spread of the coronavirus around the world has made it difficult to pinpoint which regions may be least affected. In addition, it is extremely difficult to replace Chinese production with capacities in other countries and regions of the world - according to the phased implementation of the government's "Made in China" initiative, significant funds have been invested in advanced sectors of the economy, including the production of telecommunications equipment and semiconductors^{50,51}, which has led to the creation of a powerful production base, which has no alternatives in the world today.

⁴⁹Rossignol J. Ming-Chi Kuo Says Coronavirus Outbreak Impacting iPhone Supply, Lowers Shipment Forecast // MacRumors. - [P. n. s.], February 2, 2020 – URL: <https://www.macrumors.com/2020/02/02/kuo-says-coronavirus-impacting-iphone-supply/> (Date of access: 04/18/2023)

⁵⁰Kubota Y. China Sets Up New \$29 Billion Semiconductor Fund // THE WALL STREET JOURNAL – [P. n. s.], Oct. 25, 2019 - URL: <https://www.wsj.com/articles/china-sets-up-new-29-billion-semiconductor-fund-11572034480> (Date of access: 04/18/2023)

⁵¹ Kubota Y. China's New \$21 Billion High-Tech Manufacturing Fund Likely to Rankle U.S. // THE WALL STREET JOURNAL - [P. n. s.], Nov. 20, 2019 – URL: <https://www.wsj.com/articles/chinas-new-21-billion-high-tech-manufacturing-fund-likely-to-rankle-u-s-11574250074> (Date of access: 04/18/2023)

Another major issue has been the cancellation of most of the world's most important technology conferences as a result of the spread of the coronavirus, resulting in many missed opportunities for partnerships and collaborations in the IT sector.

For example, the international forum Mobile World Congress (MWC), which was supposed to be held on February 24-27 in Barcelona (Spain), was canceled. MWC is considered to be the world's most important event in the communications and telecommunications industry, as it brings together the most famous companies in this field to interact, share innovations and forge new business partnerships. Several companies have rescheduled scheduled events for MWC, but the further development of the coronavirus pandemic has forced other companies to cancel them entirely.

In addition to MWC, Facebook canceled the F8 Developer Conference and Global Marketing Summit, Google moved its Google Cloud Next event online, and IBM similarly had to livestream its developer conference, which had over 30,000 attendees earlier in 2019. In general, according to PredictHQ experts, the cancellation of major events in the IT sector brought direct economic losses in the amount of more than \$ 1 billion⁵².

There is no doubt that the use of online interaction has helped limit the negative impact of the cancellation of international conferences and symposiums, but it should be assumed that the IT industry will experience temporary losses in the innovation process due to lost opportunities in the field of personal business contacts. Participants in an online conference do not have the same opportunities for communication that they would have if they attended events in person. It would be easier for marketers to share best practices, such as during the Facebook Global Marketing Summit, if the event actually took place. While it is certainly difficult to

⁵²Molla R., Ghaffary S. With E3 and SXSW canceled, the direct losses from major tech events soars beyond \$1 billion // Vox. - [P. n. s.], Mar 12, 2020. - URL: <https://www.vox.com/recode/2020/3/3/21162802/tech-conferences-cancellation-coronavirus> (Date of access: 04/18/2023)

quantify the value of any face-to-face meetings or informal networking sessions, their impact will no doubt be felt in the future.

At the same time, Business Insider experts⁵³ also note a number of positive effects that have clearly manifested themselves during the pandemic.

For example, experts include the growing need to accelerate the adoption of 5G technology, which became clear during the rapidly increasing volume of remote interactions in the context of the coronavirus pandemic. The advantages of 5G (data transfer speed, near-instantaneous connection of a contact and increased connection density) make this technology particularly applicable to telecommuting, which has become a top priority for many government organizations and private companies due to the spread of the coronavirus. Teleconferencing and telecommuting are becoming key areas critical for organizations to operate during the pandemic, furthering the appeal of 5G.

Today, many world-renowned employers such as Microsoft Teams, Google Hangout and Zoom have become more reliant on corporate teleconferencing tools as their employees transition to remote work due to health concerns and restrictions in place in their countries. Employers' reliance on such tools during the coronavirus pandemic should be expected to strengthen the case for 5G connectivity both at home and in the office as companies recognize the value that teleconferencing tools offer today. 5G connectivity will be able to provide uninterrupted real-time interaction, which is not possible with most wired connections today.

Another major area of application for 5G is telemedicine: the technical superiority of the new standard allows doctors to diagnose, treat and even operate on patients without having to physically be near them. Such options - using 5G to fight

⁵³Five ways the coronavirus will affect the connectivity and tech industry in 2020 // BUSINESS INSIDER – [P. n. s.], Mar 18, 2020 – URL: <https://www.businessinsider.com/five-ways-coronavirus-will-affect-the-connectivity-tech-industry-2020> (Date of access: 04/18/2023)

coronavirus were demonstrated in China as early as January 2020, when the telecommunications companies ZTE and China Telecom developed a 5G-based system that allows remote consultations and diagnostics by connecting doctors from Western China to 27 hospitals in other regions, which made it possible to actually remotely treat infected patients⁵⁴, given the ability of 5G to expand the range and volume of transmitted information in an environment where doctors in hospitals need more knowledge and up-to-date data, it should be expected that more medical institutions will seek to use 5G, to take full advantage of the benefits offered by the new communication standard.

Another opportunity that has emerged during the pandemic is the expansion of options for companies to use virtual reality technology. Coronavirus outbreaks have forced major IT companies such as Apple, Google and Microsoft to recommend or require employees to work remotely from home. In addition, companies such as Amazon have restricted non-essential employee travel to regions where cases have peaked, such as China, Italy, Spain, and even within the United States. While this was the safest course of action during the pandemic, it hindered collaborative action and opportunities for hands-on learning. As these shortcomings become more apparent, businesses will look for ways to smooth out employee disruptions, and virtual reality is likely to be one way.

Many Western companies are already using virtual reality as a tool to improve employee training, but the coronavirus pandemic may provide an additional incentive to introduce this technology to some workplaces as well. For example, according to a survey by Perkins Coie experts, almost half (49%) of business respondents wanted to use virtual reality to enhance the training environment for their staff⁵⁵.

⁵⁴ZTE helps China Telecom realize China's first 5G remote diagnosis of new coronavirus pneumonia // ZTE. - [P. n. s.], 2020-01-27. – URL:

<https://www.zte.com.cn/global/about/news/20200127e3.html> (Date of access: 04/18/2023)

⁵⁵2019 AUGMENTED AND VIRTUAL REALITY SURVEY REPORT 2019 // Perkins Coie : international law firm – [P. n. s.], 2019. – URL:

In this case, even if employees work from home, they will be able to maintain their skills with the help of practical guides that could previously only be available at workplaces. For example, using virtual reality technologies, one can repair industrial equipment without leaving home. In addition, a wider range of corporate communication can be carried out through virtual reality tools, as employees can better study information and exchange complex ideas, such as prototype projects. This is extremely important, as according to a survey conducted by Buffer specialists, 20% of respondents consider communication and collaboration to be the biggest problem when working remotely⁵⁶.

Another growth prospect in the IT sector is associated with a trend towards increased investment in applied solutions for the implementation of "smart technologies", which have proven to be a valuable tool for crisis management.

During the pandemic, smart technologies have been actively used in many major cities around the world to mitigate the negative impact of the coronavirus. For example, police in China have used temperature-sensing drones to identify sick people in public places. Commissioned by the South Korean government, a smartphone app has been developed that allows quarantined people to communicate with social workers, allowing them to report their condition and ask any questions they may have. By decision of the Australian Government, a chatbot was launched to answer questions from citizens and curb the spread of misinformation.

While these solutions have far-reaching implications, they are all in the realm of smart city technology, proving already today that there is a need to invest in them even in times of crisis. Most smart city solutions are designed to support the day-to-day activities of urban communities. But its basic infrastructure - whether it's citywide communications, video surveillance systems, or social platforms for

<https://www.perkinscoie.com/images/content/2/1/v4/218679/2019-VR-AR-Survey-Digital-v1.pdf>
(Date of access: 18.04. 2023)

⁵⁶State Of Remote Work 2020 // Buffer – [P. n. s.], 2020 – URL:
<https://buffer.com/state-of-remote-work/2020> (Date of access: 04/18/2023)

communicating with citizens - can be adapted to meet the needs of city officials during a crisis, as the coronavirus pandemic has shown.

Experts estimate that smart city investment will reach \$295 billion by 2025, up from \$131 billion in 2020⁵⁷. If smart city solutions prove to be an effective tool for leveling the complexities caused by the pandemic, then the authorities will feel even greater confidence in the need for further investments, which may stimulate the acceleration of the development of more and more new solutions in this area.

3.1.1 Remote work in the USA

According to the Owl Lab's research, depending on how it's measured, remote workers make up anywhere from 5.3% (those who typically work from home) to nearly two-thirds (who ever work remotely) of the total US workforce, and this figure has been rising since the advent of reliable home broadband connectivity⁵⁸. In 2019, Owl Labs partnered with Global Workplace Analytics to compile the 2019 State of Remote Work report, which surveyed 1,202 full-time workers in the United States of America aged 22 to 65. This report will be extremely interesting for comparing the effectiveness of remote work in 2020 — the rapid development of remote work in connection with the coronavirus pandemic. Of the 1,202 people surveyed, 745 (62%) work remotely at any frequency, while 457 (38%) work onsite. Remote workers are 2.2 times more likely to earn over \$100,000 per year than on-site^{59,60}.

⁵⁷Molla R., Ghaffary S. With E3 and SXSW canceled, the direct losses from major tech events soars beyond \$1 billion // Vox. - [P. n. s.], Mar 12, 2020. - URL: <https://www.vox.com/recode/2020/3/3/21162802/tech-conferences-cancellation-coronavirus> (Date of access: 04/18/2023)

⁵⁸Molla R. How remote work is quietly remaking our lives // Vox - [P. n. s.], Oct 9, 2019 – URL: <https://www.vox.com/recode/2019/10/9/20885699/remote-work-from-anywhere-change-coworking-office-real-estate> (Date Date of access: 04/18/2023)

⁵⁹State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)

⁶⁰ Wang X. Beyond Efficiency or Justice: The Structure and Measurement of Public Servants' Public Values Preferences. / X. Wang, Z. Wang // Sage Journals. – 04/11/2019. – Volume 52, issue 4.

A few years ago, Dell created its Connected Workplace remote work program and announced that it wants employees to be 50 percent remote by 2020. At the end of fiscal year 2015, approximately one in four Dell team members worldwide were enrolled in flexible work programs, which means the company is halfway to its 2020 goal. HR Director Mohammed Chahdi believes the successful Flexwork program has made flexible and remote work part of the business strategy. For example, Dell, United Health Group, and Deloitte offer multiple remote work options to suit both business and employee needs, including:

- Remote work full time;
- Periodic work at home (a few days in the office, sometimes at home);
- Hybrid or part-time work at home;
- Compressed workweeks or alternative fixed schedules;
- Flexible schedules and schedules managed by employees⁶¹.

Reducing the demand for labor is a global phenomenon that is common to all countries during a pandemic. The sharpest decline in employment was noted in the United States. The unemployment rate in April was 14.7% and became the highest in the country since the Great Depression (in February 2020, this figure was at 3.5%). More than 20.5 million people were left without work. In May, the unemployment rate fell to 13.3%⁶², but many experts talk about the possibility of a resumption of growth in this indicator in the future. It should be noted that the methodology for determining unemployment in the United States differs from other developed countries, the number of unemployed includes the so-called temporarily unemployed

⁶¹Sutton S. Office, Schmooffice: How 3 Big-Name Companies Succeed With Remote Working // Entrepreneur – [P. n. s.], MAR 7, 2016 - URL: <https://www.entrepreneur.com/business-news/office-schmooffice-how-3-big-name-companies-succeeded-with/270585> (Date of access: 18.04. 2023)

⁶² The US Department of Labor reported on an unexpected decline in unemployment in May // RBC. - [P. n. s.], 06 June 2020. – URL: <https://www.rbc.ru/economics/06/06/2020/5edad7779a7947790ef7f6d6> (Date of access: 04/18/2023)

(a close analogue of those on administrative leave in Russia). However, in Russia this group is classified as employed in statistics.

3.1.2 Analysis of the consequences of the transition to remote work in China on the example of changes in Alibaba's corporate culture

The COVID-19 pandemic, which has had an unprecedented impact on the way of life of people around the world, could not but affect the activities of companies and their corporate culture. Many enterprises had to urgently respond to changing external conditions, which in some cases required the transfer of part of the employees on vacation and / or dismissal, and in others, quickly and quickly recruit additional staff. Executives had to reflect on the changes that have taken place and continue to take place in their companies, as well as to anticipate what additional adjustments may be needed in the future to minimize the uncertainty and stress caused by the pandemic.

The role of corporate culture in the development of enterprises has been studied quite well, but there has been little research on the management of corporate culture in situations of internal and external crises that companies faced in a situation of a covid pandemic. This study aims to explore the challenges of corporate culture management caused by COVID-19, which required reflection on the following issues: How has corporate culture changed during the pandemic? How will corporate culture evolve after the pandemic ends? Will the external crisis that occurred during the pandemic lead to the creation of new business models for companies and opportunities for their research? How is the development of a corporate culture that is of strategic importance for the enterprise related to the sustainable development of the company and the personal well-being of its employees and owners?

This study will focus on the following tasks: 1) analyze different approaches to the definition of corporate culture; 2) reveal the role and importance of corporate culture in the formation of strategy and for the sustainable development of the company; 3)

examine the effects of the pandemic on corporate culture. The study will provide a systematic assessment of how the corporate culture has changed in a pandemic situation, what are the consequences of these changes, and will also lay the foundation for future research in this direction.

Numerous studies on the phenomenon of corporate culture show that the success of a company directly depends on the degree of development of its corporate culture. Neither large and leading companies, nor the so-called "start-ups" can ignore the development of their own corporate culture, since the decisions of the company's top officials are based on the company's strategy, and strategy is always a basic element of corporate culture⁶³. It seems necessary to explain what corporate culture is. In various dictionaries, textbooks and monographs, one can find similar, at first glance, definitions of corporate culture.

Many authors and researchers have tried to express the essence of the phenomenon of corporate culture, but there is still no consensus on what corporate culture is⁶⁴. A common approach is to interpret corporate culture as a mixture of values, beliefs, standards, attitudes, taboos, symbols, rituals, and even myths that all companies develop over time. Corporate culture is determined by dress code, working hours, office decor, employee benefits, employee turnover, hiring decisions, customer service style, customer satisfaction, and many other aspects of operations. Corporate culture is rooted in the organization's goals, strategies and approach to employees, customers, investors and society as a whole, so it is an important component in the ultimate success or failure of any business.

Consideration of the concept of corporate culture will be incomplete without analyzing the positions of leading researchers who reflect the most relevant points of

⁶³ Pathiranage Y. L. A Literature Review on Organizational Culture towards Corporate Performance. / Y. L. Pathiranage, L. Jayatilake, R. Abeysekera. // Journal of Management Accounting and Economics. – September 2020. - p. 524.

⁶⁴ Hofstede G. Cultures and Organizations: Software of the Mind. / G. Hofstede – McGraw Hill, May 24, 2010

view on the phenomenon of corporate culture, prove the debatability of the concept and the relevance of the issue of the strategic importance of corporate culture in the sustainable development of companies. Thus, the American scientist Edgar Schein⁶⁵ believes that corporate culture is a set of basic provisions learned by groups in the practice of solving problems of internal integration and ways of adapting to the external environment. Since these provisions are consistent with the requirements of the development of the enterprise, they are considered suitable for doing business, and serve to educate new members of the company.

Gerard Hofstede defined organizational culture as "the collective programming of the mind that distinguishes the members of one organization from another." Hofstede attached great importance to the cultural differences that exist in regions and nations, and the importance of multiculturalism. It links culture to ethnic and regional groups, as well as organizations, professional, family, social and cultural groups, national political systems and legislation⁶⁶.

Professor Xing Yiqun draws attention to the fact that corporate culture forms and describes a certain social, economic and cultural background, gradually developing in the process of long-term development. This background consists of the code of conduct, the moral code of the employees of the enterprise, the customs and traditions that have developed in the company and the formed external corporate image⁶⁷. Based on the whole variety of positions presented by the researchers, with all the external differences in definitions and approaches to corporate culture, they seem to agree on three aspects that are essential for understanding the concept of corporate culture:

1. Values are the main content of corporate culture.

⁶⁵ Deal T. E. Corporate Cultures: The Rites and Rituals of Corporate Life / T. E. Deal, A. A. Kennedy. – Addison-Wesley Publishing Company, 1982

⁶⁶ Hofstede G. Cultures and Organizations: Software of the Mind. / G. Hofstede – McGraw Hill, May 24, 2010. - p.76

⁶⁷ Yiqun X. An Analysis of the Evolution Process of Corporate Culture and Its Influencing Factors. / X. Yiqun, Y. Wanghai // – 2006. - p. 4

2. Values are recognized and shared by all members of the organization.
3. Corporate culture is a factor in the internal environment of the enterprise, and at the same time forms the external environment in which the enterprise operates.

Having studied the above approaches to understanding corporate culture, we derive the following necessary characteristics. So, the corporate culture is formed by the enterprise in a specific social and production environment. It is expressed in the development of one's own system of values and models of behavior derived from it, includes not only the values of entrepreneurship, but also moral norms and a code of conduct for personnel. The formation of corporate culture is also influenced by external factors, such as society (including the legal system, the system of moral norms, customs, etc.), the specifics of the manufacturing industry in which the company operates (sectoral nature, competition structure, etc.). .d.), as well as the external influence of the so-called "human factor": managers and employees who come to the enterprise with their own system of value orientations and specific personal qualities.

The functions that the corporate culture performs in the company contribute to the development of ideas about the unique mission of the company and its employees. A positive organizational culture becomes a kind of self-motivation for employees, allowing them to identify and correct gaps, shortcomings in behavior and actions. Enterprises that have shared values, beliefs and codes of conduct that are shared by the whole team can become a powerful spiritual pillar, strengthening in a person a sense of solidarity with others, a sense of belonging, as well as a sense of security⁶⁸. The corporate culture is initially human-oriented, based on respect for the feelings of people working in the same team, which allows you to create a harmonious atmosphere of unity, brotherhood and mutual trust in the enterprise, strengthening the

⁶⁸Deal T. E. Corporate Cultures: The Rites and Rituals of Corporate Life / T. E. Deal, A. A. Kennedy. – Addison-Wesley Publishing Company, 1982. - p. 83

group consciousness, forming a strong cohesion among the employees of the enterprise⁶⁹. Employees view the enterprise as a community with a common future, and consider their own work as an important part of achieving common goals.

Common values shared by all employees allow everyone to feel their involvement in a common cause. In the atmosphere of a people-oriented corporate culture, managers and employees care for and support each other, which naturally affects the quality of their work and attitude to professional duties. An entrepreneurial spirit and a well-formed corporate image will inspire the employees of the enterprise, giving them a strong sense of pride in their own activities, which will positively affect the company's image.

All of the above shows the role of corporate culture in the sustainable development of the company, which should not only pursue economic goals. Today, what is called a mission should be formed in a modern enterprise - a goal that extends beyond the limits of only economic interests, determined by the tasks of making a profit. This work will show this on the example of the Chinese company Alibaba Group. The presence of a "mission" implies that the company has tasks that connect it with all stakeholders through the idea of responsible and sustainable development of the enterprise. And of course, the leading role in the formation of this kind of mission belongs to the corporate culture.

Let's take a look at the immediate upheavals and changes in companies since the beginning of the COVID-19 pandemic that have affected corporate culture, and to do this, we will analyze four aspects of the company's activities that have experienced the negative consequences of the pandemic:

1. Problems of workplace organization.
2. Problems of organizing and managing a remote team of employees.
3. Problems of remote team work.

⁶⁹ Schwartz H. Matching corporate culture and business strategy / H. Schwartz, S. M. Davis // Organizational Dynamics. – Summer 1981. – Volume 10, Issue 1. – Pages 30-48. - p. 35.

4. Problems of human resource management.

A survey of HR leaders in 229 companies found that in the early stages of the pandemic, more than 80% of employees in about half of the companies worked from home. The same survey predicts a significant increase in long-term remote work in the post-pandemic period⁷⁰. The need for millions of workers to organize a workplace at home in a situation of a pandemic has only accelerated the already established trend towards remote work, which was formed in connection with the development of communication technologies. Although “remote work” is a broader category because it can include “working from anywhere”, i.e. not necessarily from home, it is well known that some people, such as professionals, who need to perform complex tasks with minimal interaction with colleagues actually prefer to work from home⁷¹. However, in this situation, many are faced with such elementary problems as lack of space for organizing a workplace at home. For example, employees who have families face more challenges than those who live alone. When two or three people are forced to work from home at the same time, there is no guarantee that they will not interfere with each other. In addition to the problems of working from home already described, it is worth adding the following:

- reducing the level of supervision and control by managers over the productivity and quality of work of employees;
- decrease in the efficiency of the entire team;
- uncertainty about how the innovative creativity of teams will be maintained at the required level, while working remotely from home.

It should also be noted that network interaction is always limited in time, which makes personal communication and building partnerships in a team difficult, making these relationships more problematic, since any spontaneous communication, which

⁷⁰COVID-19 and the workplace: Implications, issues, and insights for future research and action. / K. M. Kniffin, J. Narayanan, F. Anseel [et al.] // *American Psychologist*. – 76(1), 63–77. -p. 65

⁷¹ Allen T. D. Work–Family Boundary Dynamics / T. D. Allen, E. C. Laurenz, L. Meier // *Annual Review of Organizational Psychology and Organizational Behavior*. – March 2014. – c. 101

in some cases was extremely productive, has become simply impossible in the new conditions of remote work. .

New ideas and products are most often the result of spontaneous interactions in the office. In the situation of remote work, there are almost no opportunities for casual meetings, events and informal exchange of opinions. At the same time, fatigue from online work is accumulating due to the need to organize many virtual meetings to jointly develop and implement ideas. The efforts of employees also become less visible to other team members in a remote work environment, which can negatively affect team spirit and affect the final result of work⁷².

Historically, the office environment and the interaction of employees in the workplace have been key channels for the formation and dissemination of corporate culture⁷³. This has always been reflected in the way people behave, how they dress, how their physical environment is organized, from open-plan office spaces with ping pong tables to traditional offices with wood paneling and leather chairs. And when employees become physically separated from each other as a result of remote work, this transition from real interaction in the office to virtual has created difficulties for many business leaders, hindering the creation, management and development of corporate culture.

According to a survey by the Society for Human Resource Management⁷⁴ two-thirds of employers say maintaining employee morale during the pandemic has been problematic for companies with 500 or more employees. A third of company

⁷² COVID-19 and the workplace: Implications, issues, and insights for future research and action. / K. M. Kniffin, J. Narayanan, F. Anseel [et al.] // *American Psychologist*. – 76(1), 63–77.

⁷³ Hinds P., Elliott B. WFH Doesn't Have to Dilute Your Corporate Culture // *Harvard Business Review* - [P. n. s.], February 01, 2021 – URL: <https://hbr.org/2021/02/wfh-doesnt-have-to-dilute-your-corporate-culture> (Date of access: 04/18/2023)

⁷⁴ Survey: how COVID-19 is changing the workplace // Society for Human Resource Management – [P. n. s.], 2019 – URL: <https://www.shrm.org/about-shrm/press-room/press-releases/pages/survey-how-covid-19-is-changing-the-workplace.aspx> (Date of access: 04/18/2023)

executives noted that it was difficult for them to maintain corporate culture during the pandemic. It was difficult for managers to pick up signals indicating employees' emotional reactions through remote communication channels, so it was difficult to express empathy, for example. If a leader before the crisis had never had to organize and manage remote teamwork, then they had difficulty with trust, as well as an objective assessment of the productivity and performance of their teams.

The most important goal of human resource management is to attract and retain the most talented people in the company. During a pandemic, one of the most serious risks for an employer is the danger of spoiling the company's image in the labor market. In times of crisis, all eyes are on how employers treat their employees, and employees will long remember what their employers did or didn't do during the pandemic. The way the company finds and recruits the highly skilled people it needs has also changed. Persuading such employees to change jobs has become more difficult: the uncertainty of the current moment has forced many who planned to change companies before the pandemic to change their plans and make a decision to keep existing employment for the foreseeable future.

Performance management has also changed: the traditional benefits for employees that companies provided before the pandemic may lose their relevance in times of crisis, and some benefits may no longer be valued by employees as they used to be. A good example of this is travel. When working remotely, the frequency of business trips is significantly reduced due to the specifics of remote work, health problems, the need for isolation, etc. Financial incentives in times of crisis are also being revised, due to the need to establish tighter corporate control over costs, this in some cases leads to employees losing their financial incentives that they used to have. Therefore, companies should develop a new system of rewards and benefits for employees to fill this gap. This reassessment should be the catalyst for innovation to rethink how to build working relationships and maintain corporate culture while working remotely.

Further, we propose to consider the experience of Alibaba Group, which, faced with economic and organizational problems caused by the pandemic, was able to withstand the crisis thanks to the preservation of the attitudes, principles and values that form the basis of the corporate culture.

The main mission declared by Alibaba Group as the basis of corporate culture is to support small businesses. The leadership of the Alibaba Group has repeatedly stated that “everyone in our ecosystem — consumers, merchants, third-party service providers, and others — must thrive. Our success and rapid growth is based on a spirit of entrepreneurship, innovation and customer satisfaction”⁷⁵. The corporate culture has found its expression in the document: Six New Values of Alibaba's Digital Economy. Like all companies, Alibaba Group faced the consequences of the epidemic in early 2020.

According to the financial report for the first quarter of 2020, released on the evening of May 22, Alibaba Group's revenue for the quarter was 114.314 billion yuan, up 22% over last year. That being said, it is important to note that the twelve quarters prior to this, the company had a consistent revenue growth of more than 30% per quarter, and for the first time due to the pandemic, revenue fell below 30%. Net income attributable to shareholders was 3.162 billion yuan in the first quarter, down 88% year-over-year mainly due to net losses from investments in listed company equity securities in which Alibaba invested due to the fall in trading prices⁷⁶.

Based on these two main indicators, the first quarter of 2020 can be called a profit freezing point for the Alibaba Group, which they are facing for the first time in recent years. In cross-border and global retail markets, Alibaba Group's revenue growth slowed significantly compared to 2019 due to the outbreak, which caused disruptions

⁷⁵ Alibaba Group Announces March Quarter and Full Fiscal Year 2020 Results // Alibaba Group Holding Limited. - [P. n. s.], May 22, 2020. - URL: <https://www.alibabagroup.com/en-US/document-1491860394761781248> (Date of access: 04/18/2023)

⁷⁶Alibaba Contributes RMB 3.4 Billion to Support the Global Fight against Covid-19 // RYT9. - [P. n. s.], June 5, 2020. - URL: <https://www.ryt9.com/en/prg/241049> (Date of access: 04/18/2023)

in the supply chain and logistics, which negatively affected the growth of the total turnover of goods in North America, South America and Europe. All of these are the most notable financial problems faced by the Alibaba Group, aside from corporate governance issues. How quickly did Alibaba Group take countermeasures? Were the measures taken in line with its corporate culture? Has the pandemic affected Alibaba Group's corporate culture?

To answer these questions, in this scientific work, a desk study was conducted, based on the study of press releases and speeches by the company's top officials posted on the official website of Alibaba Group. We analyzed what measures were taken by the company's management and how they reflected the declared value system on which the company's corporate culture was based before the pandemic. Customers first, employees second, stakeholders third.

When the coronavirus broke out, masks became a daily necessity and their sales skyrocketed. In order to keep mask prices reasonable, Taobao took action to prohibit unscrupulous merchants from driving up prices, and then launched a purchase restriction regime to prevent deliberate mask buying, which would create an artificial shortage and push prices up. On February 10, 2020, Alibaba Group issued a "Notice to Merchants" proposing 20 measures to support merchants. Specific measures include: financial support, the abolition of Tmall platform service fees for all merchants in the first half of 2020; logistics support to deliver goods as quickly as possible. Taobao, Tmall and Cainiao have set up a 1 billion yuan special fund to subsidize the supply chain and logistics, and announced that these platforms operate on the principle of "No business shutdown, no price increase, no empty shelves." Unprecedented technical support was provided to all offline merchants in the country, who were given the opportunity to log into Taobao Live for free and use transaction tools for free, helping merchant companies that previously relied only on offline sales

channels to stay in touch with consumers during the pandemic by reducing the cost of the technical organization of the transition (transfer) of business online⁷⁷.

In order to protect the health and safety of employees, Alibaba Group's enterprise intelligence division has urgently set up an IT support team to deal with the pandemic, and released the "Alibaba Group Home Office Guide" to help employees work online. On the ground, a number of business support and protection measures have been launched to ensure the smooth operation of Ali, which has more than 100,000 employees. The Arirang audio and video conferencing system can now be used for departmental meetings. The development of a tool like Teambition has made it possible to set up remote teamwork, organize offline road presentations, provide quarterly customer support, manage goals, track progress, and more.

When the Chinese province of Wuhan, China, was at the center of the pandemic, the Alibaba platform launched a charity fundraising project "Hang on Wuhan", and everyone was able to donate money or necessary materials through Taobao and Alipay. On May 27, 2020, Alibaba Group announced that it has raised a 1 billion yuan anti-pandemic fund. A total of 56.7 million units. anti-pandemic materials were delivered through Cainiao green channel and Alibaba social donation channel; more than 6.29 million people donated 298 million yuan to support more than 60 public projects aimed at combating the pandemic and its negative social consequences. It is worth noting that long before the pandemic, Alibaba Group launched the Ant Forest charity project, the ultimate goal of which is to promote an environmentally responsible lifestyle and increase the number of trees. The level of customer confidence is so high that they choose Alibaba Group platforms to support people or regions in a difficult situation⁷⁸.

⁷⁷Alibaba Group Announces December Quarter 2019 Results // Alibaba Group Holding Limited. - [P. n. s.], February 13, 2020. – URL: <https://www.alibabagroup.com/en-US/document-1491861354372399104> (Date of access: 04/18/2023)

⁷⁸Alibaba Cloud Offers AI, Cloud Services to Help Battle Covid-19 Globally // Alibaba Cloud. - [P. n. s.], Mar 19, 2020. – URL:

The start of 2020 has undoubtedly been a shock to everyone: the pandemic has made everything uncertain. However, this is not the first war for the Alibaba Group against the pandemic. 17 years ago, when Alibaba Group was not yet a large company with a worldwide reputation, but a medium-sized enterprise, the SARS pandemic hit, and hundreds of employees had to work from home. It was at that time that Jack Ma realized the urgent need to develop the e-commerce model, and then he laid the foundation for today's rapid response. Thus, while other companies are still adapting to the changes caused by COVID-19, Alibaba Group is already thinking about how to change the current situation. As a leading Internet company, as early as February 1, 2020, the Ali Research Institute, together with the Zhejiang Center for Disease Control and other institutions, launched a new coronavirus pneumonia detection and analysis platform using AliDharma Academy's artificial intelligence algorithm to greatly improve the detection efficiency of the virus. It was this development of the company that helped block the spread of the virus and win the battle against the coronavirus. The Alibaba Research Institute itself is also the result of the company's drive for change. The main business of Alibaba Group, as you know, is e-commerce, but the scope of Alibaba Group is not limited to this. For example, the Alibaba Research Institute was created to actively develop the cloud computing business. From this point of view, the best way to cope with change is another change worth embracing.

Alibaba Group is a company with very strict requirements for employees. During the pandemic, this strictness became the best protection for users when it became necessary to reduce personal contacts in order to slow down the spread of the virus. Ali's express platform popularized contactless delivery in the shortest possible time: whether it was express delivery or takeaway delivery, it had to be organized as safely as possible for the customer. All personal contacts with the user were reduced to nothing, only telephone communication remained. All logistics personnel had to

<https://www.alibabacloud.com/ru/press-room/alibaba-cloud-ai-cloud-services-to-help-battle-covid-19> (Date of access : 04/18/2023)

strictly comply with all new requirements for the organization of delivery, otherwise severe punishment awaited them.

If not now, then when? If not me, then who? It was the slogan in the first job advertisement for the Alibaba Group, which later became the company's first corporate motto. These are not just words or a question, this is the moral duty of every employee, which symbolizes the sense of belonging to the common cause of everyone who works or wants to work in the company. When Alibaba Group decided to move to a remote work mode, the IT department of Alibaba Enterprise Intelligence took the initiative to send computers for temporary use to employees throughout the country and even abroad. At the same time, the IT department carried out an emergency expansion of the company's network, more than doubling the bandwidth of the VPN network, optimizing routing, and providing employees with comprehensive instructions for organizing the work of the home office. Due to the pandemic, many employees in the food service sector were suspended from work, and companies such as Ali's Fresh Hema were in urgent need of labor. In this situation, on February 3, 2020, Alibaba Group launched a plan to recruit out-of-work restaurant employees to the company, which solved the income problems of out-of-work employees through temporary employment with Ali's Fresh Hema. It also contributed to the development of a sense of belonging to a common cause, mutual assistance and confidence in overcoming difficulties together.

“The workplace has changed, but the joy of work will not diminish; the way of life has changed, but the attitude towards life cannot be negative. As long as we approach work with a smile and take life seriously, there will be no difficulties that we cannot overcome”⁷⁹.

⁷⁹Alibaba Group Announces March Quarter and Full Fiscal Year 2020 Results // Alibaba Group Holding Limited. - [P. n. s.], May 22, 2020. - URL: <https://www.alibabagroup.com/en-US/document-1491860394761781248> (Date of access: 04/18/2023)

In December 2021, Alibaba Group announced on its intranet a series of "soul plans" to care for employees. In addition to the "holiday updates", transport subsidies have also been added to support off-peak eco-friendly travel and increase the cost of group travel for employees. In addition, Alibaba Group also plans to begin testing a flexible work system that allows employees to freely choose their workplace location: at home or in the office one day a week. The purpose of such "soul plans" of the company is to create conditions for employees to spend more time with their families, even during working hours.

On February 13, 2020, during a conference call with Alibaba Group analysts, CEO Zhang Yong explained why Alibaba Group has made such a huge effort to fight the pandemic: "The mission of the Alibaba Group is to make it easy to do business anywhere. Now is the time to test our mission, we will overcome difficulties with all our partner enterprises, we will help our users, we will strive to make an even greater contribution to the fight of the entire society against the pandemic"⁸⁰. In the case of Alibaba Group, we see that the challenges that COVID-19 has brought to various industries are obvious, but this has not affected the resolve, attitudes and behavior of employees and managers. The core values of the corporate culture are still the standards and guidelines developed and applied long before the pandemic, cultural beliefs and norms continue to be maintained and used by all employees. Ali's every action reflects the corporate culture, rooted in the human spirit, and is an unshakable value. Even in the most critical times, the corporate culture can change, but it cannot cease to exist, otherwise the company itself will cease to exist.

The most serious test for companies in a pandemic situation was the need to switch to a remote form of work, which entailed the difficulties that were analyzed above. A negative psychological background is also superimposed on this situation. Working

⁸⁰Alibaba Group Announces December Quarter 2019 Results // Alibaba Group Holding Limited. - [P. n. s.], February 13, 2020. – URL: <https://www.alibabagroup.com/en-US/document-1491861354372399104> (Date of access: 04/18/2023)

from home affected the number of informal contacts, the amount of non-verbal communication and face-to-face communication decreased, the need for social distancing exacerbated the feeling of loneliness and caused stress. The stressful state of employees is also associated with general uncertainty: the lack of a clear understanding of future professional prospects and the fear of being fired. Layoffs have become a reality as unemployment soared during the coronavirus pandemic.

For example, in Europe, according to researchers, the number of unemployed increased by 336,000 people in July 2020, according to the bloc's statistics agency. This compares with an increase in the number of unemployed of 281,000 in June 2020, 253,000 in May 2020 and 397,000 in April of the same year. Thus, according to Eurostat, the unemployment rate in the EU in July 2020 rose to 7.2% - compared with 7.1% in June, and from a 12-year low of 6.4% in March 2020. Zone The euro, which includes 19 countries with a common currency, was hit harder, with a seasonally adjusted unemployment rate of 7.9% in July 2020 compared to 7.8% in June⁸¹.

As we noted above, corporate culture is a set of values that “collect” the company as a whole. Ideally, these values are shared by each employee, they find an inner response in everyone. With a competent managerial approach, corporate culture is a subtle and effective tool of motivation. Otherwise, it becomes just a set of declared values enshrined in codes, instructions, internal corporate media and other sources, but the real attitude of employees to work in this form is not affected by the corporate culture. We analyzed a number of issues that, during the pandemic, really affected the traditional way of doing business within the company and especially influenced the corporate culture. The most notable changes are:

- virtual workspace;
- lack of non-verbal communication with colleagues;

⁸¹Davies P., Tidey A. Coronavirus job cuts: Which companies in Europe are slashing their workforces because of COVID-19? // euronews. - [P. n. s.], 03/09/2020. – URL: <https://www.euronews.com/2020/07/24/coronavirus-job-cuts-which-companies-in-europe-are-slashing-their-workforces-because-of-co> (Date of access: 04/18/2023)

- organizational loneliness;
- rising job losses;
- the need to introduce innovative approaches to the work of personnel management departments in companies;
- lack of a physical workplace in conditions of remote work.

But in general, it is difficult to argue that the very “set of values” that underlies the corporate culture as a phenomenon has fundamentally changed. And the example of Alibaba Group confirms the correctness of these conclusions. The challenges caused by COVID-19 have not changed the very essence of corporate culture. Corporate culture, as we have already noted, is formed by an enterprise in a specific social and production environment, and at the same time, it itself creates a certain environment, the "background" in which the enterprise operates. Based on the understanding of the corporate culture as a system of values developed in the course of the production, operational and management activities of the company, supported by all employees and management, it can be concluded that this set of values can be maintained under completely different conditions for the functioning of the enterprise: familiar, as before the pandemic, or remote, online. This means that the values that the company adheres to do not change due to a change in the form of activity, although changes in this form certainly create a number of difficulties both for the enterprise itself and for the corporate culture, but it can be argued that even the strongest external changes do not cancel values and principles on which the company was built, on the contrary, only the preservation of the system of value orientations in a situation of a turbulent external environment gives hope to the management for the sustainable development of the company in the future, as we saw in the case of Alibaba Group. It is in this direction that it is necessary to continue research into the problems of corporate governance and the specifics of adapting corporate culture in a crisis situation.

3.2 Analysis of the consequences of the transition to remote work in Russia

During 2020, the global economy faced a number of negative impacts associated with the consequences of the COVID-19 pandemic, which led to an increase in business risks and a decrease in investment in new projects. Almost all countries of the world found themselves in a pandemic, so the changes were global in nature, having an impact not only on individual enterprises, but also on entire markets and sectors of the economy, which required entrepreneurs in various fields of activity to adjust their strategic development plans and investment policies.

But on the other hand, the emerging crisis phenomena provided new opportunities and gave small IT companies and start-ups a real chance to make a sharp breakthrough to the market even in very difficult business conditions. Therefore, it looks interesting what happened to Russian IT companies in the context of the global COVID-19 pandemic, whether they were able not only to maintain what they have achieved, but also to enter the market with new products and solutions.

An analysis of information from open sources suggests that the crisis conditions served as a good impetus and a kind of catalyst for the development of the activities of many Russian IT developers.

For example, the Mo mobile application, designed for meditation and improving sleep, became a real breakthrough during this difficult period, and today the Russian product effectively competes with the developments of foreign companies. The advantage of this application was that such foreign programs were not adapted for Russian-speaking users, and this allowed Mo, according to experts, to become the most popular among competitors in the domestic market⁸². It should be assumed that the Russian-language interface of the application will continue to actively promote

⁸² Myznikova D. 15 apps for meditation: a list and life hacks from entrepreneurs // RB.RU. - [P. n. s.], June 25, 2020. - URL: <https://rb.ru/list/15-prilozhenij-dlya-meditacii/> (Date of access: 04/18/2023)

"Mo" on various Russian-language marketplaces and far beyond the borders of the Russian Federation.

Another striking example is the attraction of investments in the project of the StudyFree company, which implements an online platform designed to assist citizens from Russia, Kazakhstan, Ukraine, Brazil and a number of Central Asian states when entering foreign universities. A global breakthrough in expanding the audience of the project and the emergence of new opportunities came precisely in 2020, when, in conditions of self-isolation, the interest of users in information obtained via remote access increased significantly. StudyFree actively participated in the Seedstars World startup competition from developing countries and received more than 600 thousand US dollars from investment funds for the further development of the project. The company plans to send investors' funds to enter the British, African and Indian markets with the project⁸³.

Startup IntellectoKids, which is focused on providing educational courses for children, managed to raise \$3 million from venture investors in 2020. It is planned that the raised funding will be used to further develop the project - to launch the Classroom section with courses in mathematics, phonetics, natural sciences, art and logic in the Learning Games application, as well as enter the B2B market as an educational platform. In 2021, the company will offer it to schools and kindergartens that conduct classes remotely. Today, the company's target markets are North America and Europe, which bring it 85% of all revenues. According to the company's own data, during 2020, IntellectoKids' revenue increased 5 times, and the number of paid subscriptions - 3 times⁸⁴.

⁸³Maryina A. Startup StudyFree with Russian roots raised \$600,000 to enter new markets // RB.RU. - [P. n. s.], August 03, 2020. - URL: <https://rb.ru/news/studyfree-preseed/> (Date of access: 04/18/2023)

⁸⁴Russian EdTech startup IntellectoKids raised \$3 million // Inc. - magazine for entrepreneurs. - [P. n. s.], 14.12.2020. – URL: <https://incrussia.ru/news/startap-intellectokids/> (Date of access: 04/18/2023)

Russian investment funds are also showing interest in domestic innovation projects and developments. For example, the project of Russian developers MyBuddy.ai, designed for children to learn English, in 2020 managed to attract investments of \$1 million from the LETA Capital fund. This project is based on the use of artificial intelligence technologies, which allows using a virtual voice tutor to teach English. It is planned that the investments received will be used to expand the international presence of this product, primarily in Spanish-speaking countries. In many ways, this success was a consequence of the merger of MyBuddy.ai in 2020 with another Russian startup, Edwin, which developed adaptive learning technology⁸⁵.

The restrictions imposed during the pandemic have led to increased attention to remote services and, above all, to educational ones. For example, the Uchi.ru platform increased its attendance to 3 million people. per day (the level increased by 6 times compared to the pre-quarantine level), and the total number of school users increased to 8 million people. According to expert data from Simularweb, according to the results of April 2020, Uchi.ru ranked 2nd in terms of attendance in the education category among all platforms in the world⁸⁶.

In order to support promising educational startups in 2020, a joint structure of the consulting company Meridian Capital and the ED2 accelerator was created. It is planned that investments in each project will amount to 5-10 million rubles. At the same time, the necessary legal and business support will be provided to projects at an early stage⁸⁷.

⁸⁵ Maryina A. Russian EdTech startup MyBuddy.ai raised \$1 million from Leta Capital // RB.RU. - [P. n. s.], April 08, 2020. - URL: <https://rb.ru/news/mybuddyai-deal/> (Date of access: 04/18/2023)

⁸⁶We won't go to school: how investments in EdTech will change education after the pandemic // Official website of the Skolkovo Foundation. - [P. n. s.], May 26, 2020 - URL: <https://sk.ru/news/v-shkolu-ne-poydem-kak-investicii-v-edtech-izmenyat-obrazovanie-posle-pandemii/> (Date of access: 04/18/2023)

⁸⁷Meridian Capital and ED2 launch systematic work with projects in the EdTech and HRTech sectors // CNews online edition. - [P. n. s.], April 02, 2020. - URL: https://www.cnews.ru/news/line/2020-04-02_meridian_capital_i_ed2_zapuskayut_sistemnyuyu (Date of access: 04/18/2023)

It also looks interesting that investors are attracted by Russian projects in the field of ensuring the joint activities of various specialists in a remote mode - such a tool allows you to effectively solve various problems of developing and implementing new IT solutions.

For example, Miro, ranked 37th by Forbes on its 2020 Best Startup Employers list, received \$50 million in investment support. During the pandemic and the imposed restrictions, Miro has been dynamically actively developing - since April 2020 alone, the number of users has increased from 5 million people. to more than 9 million in November of the same year. The list of Miro clients includes well-known companies in the world, such as: Dell, Cisco, Salesforce, PwC, Netflix, Spotify, Twitter, etc. Miro offices are also widely represented: from Russia (Perm) to Europe (Amsterdam) and the USA (San Francisco, Los Angeles, Austin)⁸⁸.

Positive trends in the implementation of Russian IT startups during 2020 are confirmed by statistical data and ratings.

Thus, the investment growth in the field of IT-development largely determined the positive trends in the domestic venture capital market. According to the experts of the consulting company, in 2020 the Russian venture capital market almost doubled - from 11.6 billion rubles. in 2019 to 21.9 billion rubles. There was also a significant increase in the average transaction amount of a Russian startup. The growth of foreign investment in Russian projects was the most noticeable (RUB 3.7 billion), which in 2020 increased by more than 3 times compared to the previous year (RUB 1.2 billion) . The trend of rapid growth was also noted in the number of transactions - their total number was 55 (for comparison, in 2019 there were 19). In this situation, it

⁸⁸White Swan No. 4. Anti-pandemic solution for team work on ideas: Miro // IT Channel News. - [P. n. s.], November 9, 2020 - URL: <https://www.novostiitkanala.ru/news/detail.php?ID=149789> (Date of access: 04/18/2023)

looks positive that the growth of corporate investment has doubled, and private investment has grown by 65% compared to the level of 2019.⁸⁹.

According to the world ranking of the StartupBlink research center, which has been specializing in studying innovation support ecosystems since 2017, in 2020 Moscow was in the Top 10 cities with the best investment and business climate for startups (9th place)⁹⁰.

In this situation, it is interesting to assess the ongoing changes and the situation of the development of activities during the pandemic by the representatives of the IT industry themselves.

According to the 2020 Startup Barometer study of technology entrepreneurship in Russia⁹¹, only 3% of respondents think about the termination of activities, 45% saw new opportunities for their business, and in 11% of cases there is an increase in interest in the project from investors due to its relevance.

An analysis of the presented data shows that 93% of respondents see positive prospects for business development, including those related to the implementation of new areas of activity. 88% of respondents talk about the further development of the project - increasing the client base and product capabilities.

Raising resources is important for the development of startups, and the main need of development companies is to finance projects. This is also indicated by the results of the Startup Barometer 2020 survey⁹².

⁸⁹ Russian venture market in 2020 // Inc. - magazine for entrepreneurs. - [P. n. s.], December 21, 2020. - URL: <https://incrussia.ru/understand/vc-2020/> (Date of access: 04/18/2023)

⁹⁰Startup ecosystem ranking report 2020 // StartupBlink. - [P. n. s.], 2020. – URL: <https://www.startupblink.com/> (Date of access: 04/18/2023)

⁹¹Startup Barometer 2020. Research of the Russian market of technological entrepreneurship // ICT.Moscow. – [M.], 07/29/2020. – URL: <https://ict.moscow/research/startap-barometr-2020-issledovanie-rossiiskogo-rynka-tekhnologicheskogo-predprinimatelstva/> (Date of access: 04/18/2023)

⁹² APPENDIX B

As follows from the analysis of the data presented, 49% of respondents noted that investments are the main resource for the implementation of start-ups, 23% indicated the need for business connections and acquaintances, 13% noted partners and 10% identified the most important factor for employees is the human capital of IT companies.

But at the same time, 54% of respondents indicated that they did not use any measures of support from the state. The most popular support tools were tax holidays (30% of respondents) and concessional lending programs for small and medium-sized businesses (23% of respondents).

The processes associated with the growth of unemployment have affected the Russian labor market. According to Rosstat, the overall unemployment rate according to the ILO in Russia amounted to:

- in February—4.6% (3.4 million people);
- in March—4.7% (3.5 million people);
- in April—5.8% (4.3 million people);
- in May—6.1% (4.5 million people);
- in June—6.2% (4.6 million people)⁹³.

The last time the unemployment rate in Russia exceeded 6% was in March 2012 (6.5%).

According to the Accounts Chamber of the Russian Federation, due to the current crisis in the country, the number of unemployed may triple by the end of the year. According to the Ministry of Economic Development of Russia, during the restrictions due to the coronavirus in Russia, 15 million people were suspended from work, 680 thousand of them were made redundant. The registered unemployment rate grew even faster:

⁹³Employment and unemployment in the Russian Federation in May 2020 // Federal State Statistics Service. - [M.], 2020. - URL: https://gks.ru/bgd/free/B04_03/IssWWW.exe/Stg/d05/119.htm (Date of access: 18.04.2023)

- at the end of March, there were 0.7 million registered unemployed;
- in April, 1.3 million;
- in May, 2.1 million;
- in June, 2.6 million;
- by July 17, the number of registered unemployed reached 3.0 million.

As a result, the share of unemployed people applying to employment services increased from 21% in March to 54% in June. In June, the growth of registered unemployment slowed down by more than a third - an average of 140 thousand people per week were registered as unemployed compared to mid-April-May, when 220-250 thousand were registered in employment centers weekly.

Meanwhile, it would be erroneous to assume that the increase in the level of registered unemployment is associated solely with the lockdown and the introduction of restrictive measures in April-May 2020. This growth was largely facilitated by the increase in the maximum and minimum unemployment benefits and the simplification of the procedure for issuing them, which made for unemployed benefits more attractive and affordable. The increase in those who applied for benefits in recent months was caused not so much by an increase in layoffs as a result of the epidemiological crisis, but by the influx into employment services of those unemployed who had previously turned to this channel of job search very rarely: for example, those with no work experience, individual entrepreneurs, informally employed. It can be assumed that during the crisis there is a partial exit of unemployment "from the shadows into the light", which is, of course, a positive phenomenon for regulating processes in the labor market. However, it cannot be ruled out that some of the applicants will no longer make active attempts to find a job and, therefore, cannot be considered unemployed in accordance with the ILO methodology.

An analysis of the age structure of unemployment showed:

- 51% of the registered unemployed are citizens aged 25 to 40;
- 32% - persons aged 40 to 55 years;
- slightly more than 12% are young people under 25;
- less than 5% are citizens over 55 years of age.

Most of all among the unemployed are specialists in trade and consumer services (over 300 thousand people), then - specialists engaged in administrative and support activities (more than 220 thousand), the third place is occupied by workers in the transport industry (over 160 thousand people), and another 155 thousand unemployed have no qualifications. These groups account for one third of all officially registered unemployed. Least of all the unemployed were previously employed in such areas as logistics, consulting, the chemical and fuel industries, and metallurgy. They account for less than 5% of the total number of unemployed.

The reduction in staff will also affect office workers to a large extent. The nature of the current economic crisis is significantly different from all previous ones and is unique. In past crises - for example, in 2009-2010. - the main blow fell on large enterprises in the industrial sector, and the service sector suffered from the subsequent contraction in consumer demand. Today, on the contrary, the service sector is the most affected - primarily tourist services, catering, hotel business, culture and sports, other types of services to the population, as well as air transport and other types of passenger transport. In fact, enterprises in these types of economic activities in April-May 2020 were closed for an indefinite period.

Lockdown - the closure of enterprises as a result of a temporary stoppage of production and the rupture of existing production ties - has become the main cause of the socio-economic crisis. As a result, the following groups of workers were the main victims of the epidemiological crisis:

- employed in small and medium enterprises;
- self-employed;

- individual entrepreneurs and their employees.

The number of people employed in the most affected sectors of the economy (transport (road and air transportation, airport operations), culture, leisure and entertainment, physical culture and sports, tourism and hotel business, catering, personal services) is approximately 10 million people, of which about a third belong to the least protected groups of workers. The inclusion of retail trade (excluding food trade) in the number of affected industries increases the number of people employed in the affected industries by 30-50%. The complexity of the situation is explained not only by the reduction in demand for labor from employers, which is typical for crisis phenomena, but also by a decrease in labor supply.

The following factors are the basis for reducing the supply of labor:

- forced quarantine for risk groups, later - a regime of self-isolation for all age groups of the population, which significantly limited the supply of labor;
- forced restriction of labor mobility.

In Russia, according to population surveys, in 2018, only 7.8% of those employed worked from home for at least an hour over the past 30 days. Moreover, the number of people working remotely has remained stable over the past 10 years. Only about 2% worked in this way for 40 hours or more. That is, the share of people working remotely from home in Russia is much lower than in the developed countries of the world. Most often, this mode of work was encountered in our education, the financial sector, scientific and creative activities.

Lockdowns and restrictive measures introduced by the Government of the Russian Federation have dramatically expanded the scope of remote employment. To prevent the spread of coronavirus infection by the President of Russia, the periods from March 30 to April 3 and from May 6 to 8, 2020 were declared non-working. At the same time, many enterprises used the opportunities of remote employment, since such a large-scale downtime could have irreparable consequences. According to the

estimates of the Ministry of Labor and Social Protection of Russia, a significant part of Russians switched to remote employment: “... during the pandemic <...> almost 6 million people, which is 11% of employed Russians,” worked remotely.

In July 2020, according to the Jobs in Russia portal, about 9.4% of employees are working remotely. After the removal of all restrictive measures, up to 5% of workers may remain in remote employment⁹⁴.

According to a joint analytical report by VTsIOM and the Social Business Group, “before the pandemic, 2% of employees worked remotely, and now - 16% [May 2020] <...> First of all, specialists with higher education in the public sector switched to remote work , as well as residents of two capitals and million-plus cities. In Moscow and St. Petersburg, the share of workers who have switched to remote work is 29%, in other million-plus cities - 21%, and in rural areas - only 10%⁹⁵. It is obvious that the share of those employed remotely is at a historical maximum.

The transition to mass remote employment has led to the need to understand the benefits and risks of this regime for both employers and employees. An INSAP RANEPa survey among Facebook users on remote employment in May 2020 showed:

- the transition to remote work has affected a significant number of employees of all ages, primarily those with higher education and relatively high income levels. At the same time, a mass transition was observed not only in the capital cities, but also in other regions of Russia;

⁹⁴Ignatova O. Employers will be banned from tracking where remote employees work // Rossiyskaya Gazeta Internet portal. - [P. n. s.], 07.07.2020. – URL: <https://rg.ru/2020/07/07/rabotodateli-am-zapretiat-otslezhivat-gde-truditsia-sotrudniki-na-udalenne.html> (Date of access: 04/18/2023)

⁹⁵Podtserob M. VTsIOM: Russians have mastered remote work, but they don't like it // Vedomosti. - [P. n. S.], May 15, 2020. - URL: <https://www.vedomosti.ru/management/articles/2020/05/14/830289-vtsiom-rossiyane-distantsionnu-yu-rabotu> (Date of access: 04/18/2023)

- the highest proportion of those who have switched to remote employment are in education, science, IT and communications, financial and insurance activities, culture, sports, and leisure activities;
- only in a third of cases the transition was documented;
- when working remotely, on average, at least 2–3 communication channels were used with colleagues and superiors — both audio/video and text formats;
- subordinates and managers note a deterioration in the quality of the organization of work and the performance of tasks in 25–35% of transition cases, an improvement is noted only in 6–7% of cases;
- the length of working hours in almost half of the cases of transition increased, in a quarter of cases it decreased; at the same time, work is often performed during non-working hours and weekends;
- only 22% indicated no problems when working remotely, the list of difficulties includes technical (problems with communication, equipment), organizational, psychological;
- in general, the majority of respondents point to the lower efficiency of working from home. However, this depends on the age of the employee: young people assess the transition to remote work positively / rather positively, older workers negatively / rather negatively;
- the preferred mode of work for most respondents is flexible, with the ability to work from home sporadically;
- about 2/3 of employees believe that after the end of the pandemic, work in their organization will return to the previous regime, however, almost half of those who worked remotely after the lifting of quarantine continued to work from home at the time of the survey. Apparently, after analyzing the experience of the forced transfer of employees to remote employment, a number of companies can transfer part of their employees to a flexible work format that allows them to combine work in the office with work from home.

Working in a pandemic has demonstrated that it is necessary to clarify the regulatory framework for remote employment, in particular:

- determine the criteria according to which an employee can be transferred to remote employment, and also in what cases this can be done;
- determine the rights and obligations of the employee and the employer in the case of remote interaction;
- to distinguish between the responsibility of the employee and the employer in terms of organizing a remote workplace;
- develop an algorithm for resolving disputes that may arise during remote employment (temporary disconnections from the Internet, technical problems, etc.).

On June 22, 2020, the State Duma of the Russian Federation approved in the first reading a bill that provides for the introduction of articles into the Labor Code designed to resolve these issues.

In accordance with Article 312.1 of the Labor Code of the Russian Federation, remote work is the performance of a labor function defined by an employment contract outside the location of the employer, its branch, representative office, other separate structural unit (including those located in another locality), outside a stationary workplace, territory or facility, directly or indirectly under the control of the employer, provided that for the performance of this labor function and for the interaction between the employer and the employee on issues related to its implementation, public information and telecommunication networks, including the Internet.⁹⁶ Remote workers are persons who have concluded an employment contract for remote work.

⁹⁶"Labor Code of the Russian Federation" dated December 30, 2001 N 197-FZ (as amended on June 13, 2023, as amended on June 15, 2023) // ConsultantPlus: reliable legal support. Moscow, 2023. – URL: https://www.consultant.ru/document/cons_doc_LAW_34683/ (Date of access: 04/18/2023)

The beginning of the coronavirus pandemic, due to objective circumstances, led to a large-scale spread of the mode of work outside stationary workplaces, to the development of interaction between the parties to labor relations using information and communication technologies. This revealed contradictions between the real processes in the world of work during the pandemic and Russian labor law, in particular the forms of employment and working hours established by it. The coronavirus pandemic has revealed the problems of Russian labor law, consisting in its lack of flexibility and limited opportunities for the use of information and communication technologies in labor relations. Among the problems that have been actualized in this period are the following.

Firstly, Chapter 49.1 of the Labor Code of the Russian Federation (hereinafter referred to as the Labor Code of the Russian Federation) on remote work, which has been in force since 2013, is quite difficult to apply, as a result of which it is used by a minimum number of employees and employers. According to Rosstat (labor force survey), in 2019, out of 67.1 million employed, only 30 thousand people worked on the basis of an employment contract to work at home using the Internet (remote work). This is extremely small compared to the known scale of remote and platform employment, freelancing using Internet technologies.

Secondly, the Russian labor legislation turned out to be unprepared for the mass transfer of workers to a remote mode of work. Thus, various methods were used to notify the employee about the transition to this regime: emails and oral messages, orders from company management, less often - familiarization with the order on the new mode of operation and the method extremely rarely recommended by most labor law lawyers - an additional agreement to the employment contract, setting the mode of remote work and the location of the remote workplace. But even such an additional agreement turned out to be impossible to conclude electronically, since this is also not regulated by law.

The current Labor Code of the Russian Federation, in principle, does not provide for a situation of temporary remote employment: it provides for the possibility of concluding either a traditional labor contract (Article 57 of the Labor Code of the Russian Federation) or an employment contract for remote work that does not imply finding a workplace in the office (Chapter 49.1 of the Labor Code of the Russian Federation). Articles 72.1 and 72.2 of the Labor Code of the Russian Federation regulate only issues of temporary transfer and in such cases, under which situations of epidemic and non-working days according to the Decree of the President of the Russian Federation No. It should be noted that even before the pandemic, temporary remote employment was practiced, most often based on verbal agreements between the manager and his subordinate that the latter would temporarily work outside the office (stationary workplace). From judicial practice, situations are known when unscrupulous employers in a conflict situation recorded a temporary "remote work" as absenteeism, and unscrupulous employees tried to convince the court that they worked from home with the knowledge of the employer, but this was not the case⁹⁷⁹⁸⁹⁹.

The Superjob online job search service conducted a study in October 2020, which involved 700 representatives of the economically active population over 18 years old working remotely from Moscow and St. Petersburg, and 300 respondents from other million-plus cities. Moscow is the best city for a career in remote work - 51% of respondents answered, Kazan and Novosibirsk were named the best metropolis for career growth of remote workers by 43% of respondents, St. Petersburg - 40%, Yekaterinburg - 29%, Nizhny Novgorod and Rostov-na-Don - 25%. Remote workers

⁹⁷"Labor Code of the Russian Federation" dated December 30, 2001 N 197-FZ (as amended on June 13, 2023, as amended on June 15, 2023) // ConsultantPlus: reliable legal support. Moscow, 2023. – URL: https://www.consultant.ru/document/cons_doc_LAW_34683/ (Date of access: 04/18/2023)

⁹⁸ Popov V. Russia: austerity and deficit reduction in historical and comparative perspective. // Cambridge Journal of Economics. - January 2012. - Volume 36, issue 1.

⁹⁹ Vasileva-Dienes A. Informality trap: a foundation of Russia's statist-patrimonial capitalism. // Contemporary Politics. – 15.09.2018

have the least chances for a career in Chelyabinsk and Omsk: 9% and 8% of respondents, respectively, named these cities as the best for career growth¹⁰⁰.

Thus, it is proposed to improve the norms of legislation on remote work and regulate the relationship of temporary remote (remote) employment in order to increase the flexibility of employment and the use of information and communication technologies in labor relations. Results and Discussion Remote work, according to research, faces many employers' concerns. Remote worker managers are most concerned about declining employee productivity (82%), declining employee attention (82%), declining employee engagement and satisfaction (81%), and whether their remote employees are doing their job (80%). But at the same time, we see that 42% of remote employees plan to work remotely more often than they do now in the next 5 years, and that more than half of the employees in the field want to start working remotely. 20% of respondents would take more than 10% pay cut to work remotely. Remote workers say they work more than 40 hours a week, 43% more than on-site workers. Interestingly, 72% of both remote and on-site workers believe they work the right amount of hours each week. Remote workers say meetings reduce productivity 1.8 times more than onsite workers¹⁰¹. Thus, there is a conflict of interest between managers of organizations who want to have constant direct control and employees who plan to work remotely. But at the same time, employees themselves began to realize the level of their productivity while at home, reducing the importance of meetings for themselves and understanding their responsibility in the execution of assignments.

The following conclusions can be drawn from the results of the study:

¹⁰⁰Ignatova O. The Russians named the best cities for a remote career // Rossiyskaya Gazeta Internet portal. - [P. n. s.], 03.11.2020. – URL: <https://rg.ru/2020/11/03/rossiiane-nazvali-luchshie-goroda-dlia-karery-na-udalenne.html> (Date of access: 04/18/2023)

¹⁰¹State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)

- during 2020, in the context of the coronavirus pandemic, the IT industry was affected by negative macroeconomic factors, which resulted in a serious disruption of supply chains and, accordingly, the production of high-tech products;
- negative trends also affected the reduction or complete cancellation of international events for the exchange of experience between IT industry specialists, which had a deterrent effect on the implementation of joint projects and led to numerous missed opportunities for partnership and cooperation;

At the same time, the coronavirus pandemic has shown the market's need for the rapid mass adoption of 5G, virtual reality and smart city technologies. It should be expected that these technologies have a strategic development perspective, which will entail an increase in investment in these areas of the IT industry in the context of quarantine being constantly extended in many countries, as well as in the post-crisis period.

Although many countries, including the Russian Federation, have experienced negative labor market shocks such as rising unemployment due to the effects of the pandemic, the move to telecommuting has largely offset the effect of forced self-isolation by allowing people to engage in work activities without being physically in contact with their colleagues.

The abrupt transition of many people to remote work was a challenge both for companies that fought to keep their business, their employees, their corporate culture and their beliefs, and for governments that found themselves forced to support the labor market in order to avoid social unrest, and urgently prepare the missing legislative framework for the transfer of many of its citizens to a remote work mode. As was demonstrated in the Alibaba case, the challenges faced by companies whose activities were already inextricably linked with information technology were not insurmountable, and it was quite possible not only to maintain the level of development preceding the pandemic, but also to increase their assets and their

influence while staying true to yourself. As for the legal framework for remote work, the efforts of the Russian state can generally be considered successful, as they have allowed many companies to operate remotely during the pandemic. Of course, with the abolition of the lockdown, a new stage in the history of Russian remote work begins, in which the labor market of the Russian Federation will enter, having a clearly defined set of rules for interaction between employees, employers and the state in matters of relations arising from remote work. Of course, in the future the legislative system will be improved in accordance with the needs of the time.

What for the majority is a time of trials and difficulties, some perceive it as a time of new opportunities. This approach is especially typical for IT companies, especially small ones, such as startups. The specifics of the activities of such companies lies in the fact that they, by their nature, easily adapted to a remote work mode due to a deep connection with information technology, and also the fact that the product they produce and sell does not require physical interaction with the client. This demonstrates the high adaptive potential and resilience of such companies, which makes them suitable for investment or work due to their high reliability in difficult times.

In general, it can be said that the world, thanks to the introduction of remote work, coped with the coronavirus pandemic much better than skeptics predicted, as there was no economic collapse, not even a particularly serious economic recession. And many people around the world have gained the experience of working remotely, which, without a doubt, has expanded their life opportunities.

Conclusion

The first chapter of this work can be summarized like that: remote work has proven to be both economically efficient and productive for workers, despite initial concerns from employers about a lack of control. Remote work has saved resources by eliminating the need for traditional office spaces, travel expenses, and rental costs for out-of-town employees. It has also increased productivity by saving time and energy on commuting, providing a comfortable work environment, and reducing social tension in the office. The concept of remote work was introduced in Russia by the Federal Law of 04/05/13 No. 60-FL, which defined remote work as the performance of a labor function outside the employer's location, utilizing public information and telecommunication networks for communication. The development of information technologies and cloud-based software is expected to increase the number of remote workers in Russia by 20%, providing economic benefits of up to 1 trillion rubles.

Despite its positive potential, the development of remote employment in Russia requires a more advanced legislative framework and mechanisms for control and regulation. The final formation of the remote employment market in Russia is necessary for its effective operation, including the adoption of laws that define, regulate, and promote the development of the remote employment market. Such measures will ensure that remote work can contribute to a more productive, sustainable, and equitable future for all.

Concluding the second chapter of the work, we should say that the coronavirus pandemic has been a challenging situation for Russia, just like it has been for many other countries. However, there were some specific reasons why Russia was affected by the outbreak. Russia's economy is heavily reliant on trade with foreign countries, especially China. The pandemic led to the closure of borders and a decline in international trade, which caused a chain reaction resulting in the closure of physical stores, cafes, restaurants, and other public facilities. This led to an increase in unemployment, and the government had to take compensatory measures to support

small and medium-sized businesses and issue loans for paying wages. The government also ordered the issuance of unemployment benefits, changing the parameters for receiving them and facilitating access to them for different population groups. These measures helped to maintain social stability in the country during the pandemic. However, some vulnerable groups like individual entrepreneurs and the self-employed were initially excluded from receiving benefits, and it took some time before they were included in the group of recipients. Overall, all measures should have been implemented simultaneously at the beginning of April to support all vulnerable groups.

The coronavirus pandemic forced many firms and enterprises in Russia to switch to remote work mode. Enterprises in the creative industry, including IT, had an advantage as they had previous experience with remote work. However, other enterprises had to adapt to changes in the mode of operation, which led to problems with the legislative framework, internet connection, self-organization of workers, and arrangement of home-based workplaces. Employers were worried about the inability to control the activities of their employees. Despite the challenges, more people than ever were working remotely in Russia during the pandemic, which allowed both employers and employees to evaluate its advantages and disadvantages. However, the pandemic's long-term impact on the Russian labor market and the IT sector is still uncertain.

Speaking about the conclusions of the third chapter, we should say that according to the study, the IT industry was negatively impacted by the coronavirus pandemic in 2020, resulting in a serious disruption of supply chains and production of high-tech products. The reduction or cancellation of international events for the exchange of experience between IT industry specialists also had a deterrent effect on the implementation of joint projects and led to numerous missed opportunities for partnership and cooperation. However, the pandemic highlighted the market's need for the rapid adoption of 5G, virtual reality, and smart city technologies. These

technologies have a strategic development perspective, which will increase investment in these areas of the IT industry amid the constantly extended quarantine in many countries and the post-crisis period. Although many countries, including Russia, experienced negative labor market shocks like rising unemployment due to the pandemic, telecommuting largely offset the effect of forced self-isolation by allowing people to engage in work activities without physical contact with colleagues.

The abrupt transition to remote work posed challenges for companies that fought to maintain their business, employees, corporate culture, and beliefs, and for governments that had to support the labor market to avoid social unrest and urgently prepare the missing legislative framework for the transfer of many citizens to remote work mode. The Alibaba case has demonstrated that companies whose activities are inextricably linked with information technology can overcome challenges and maintain or even increase their assets and influence while staying true to themselves. The Russian state's efforts in establishing a legal framework for remote work can be regarded as successful since many companies were able to operate remotely during the pandemic. However, the legislative system will be improved in the future to meet the needs of the time. IT companies, especially startups, had high adaptive potential and resilience due to their deep connection with information technology and the fact that their products do not require physical interaction with clients, making them suitable for investment or work due to their high reliability in difficult times. In general, the world coped better with the pandemic than skeptics predicted, thanks to the introduction of remote work, which expanded people's life opportunities.

In the introduction of this scientific work, the following goal was formulated: to study the complex relationship between the impact of remote work and the coronavirus pandemic on the productivity of employees who carry out their labor activities in the information technology environment of the modern world. To achieve it, the following tasks were set: 1. Analyze the impact of remote work on the work of

employees before the coronavirus pandemic 2. Analyze the impact of the coronavirus pandemic on the remote work market 3. Analyze the impact of the coronavirus pandemic on the work of remote employees 4. Compare the results and draw appropriate conclusions.

This research paper achieved the goal set in the introduction, as a comprehensive analysis was carried out using numerous sources and literature describing the rules by which remote working activities were carried out before the coronavirus pandemic, as well as exactly how such activities were carried out, their impact on economy and labor market. A study was also conducted on the impact of the COVID-19 outbreak on the remote work market and related changes in legislation and work activities of company employees, an analysis was made of the impact of the pandemic on the performance of work by employees outside employer-controlled workplaces, and, finally, it was a comparison of these three different stages was made and the corresponding conclusions were drawn.

In the final part of this study, it should be noted that in contemporary society, computer technologies have become widely integrated into all aspects of our lives, blurring the boundaries between traditional occupations and those in the Information Technology (IT) industry. While the IT industry offers a wide spectrum of specialized job roles, it is crucial to understand that any work that involves the use of computer technology can be considered as a form of IT work. Moreover, the COVID-19 pandemic has accelerated the shift towards remote work, which has become increasingly prevalent across various industries. As a result, many professions that were not previously considered part of the IT industry, such as customer service and sales representatives, now routinely use computer technology to communicate and collaborate with colleagues and clients.

Although the IT industry encompasses a diverse range of specialized job roles, it is essential to recognize that any work that involves the use of computer technology can be considered as a form of IT work. It is important to continue promoting and

investing in the development of digital skills and technological literacy among the workforce, to ensure that individuals are equipped to succeed in the rapidly changing world of work. Additionally, it is worth noting that remote work has become an integral feature of modern society, offering numerous benefits and opportunities for individuals and organizations alike. Therefore, it is crucial to continue exploring the potential of remote work while addressing the associated challenges and risks, to ensure that remote work arrangements can contribute to a more productive, sustainable, and equitable future for all.

List of sources and references

Official documentary publications:

1. "Labor Code of the Russian Federation" dated December 30, 2001 N 197-FZ (as amended on June 13, 2023, as amended on June 15, 2023) // ConsultantPlus: reliable legal support. Moscow, 2023
2. Federal Law "On Amendments to Part Two of the Tax Code of the Russian Federation" dated April 22, 2020 N 121-FZ (last edition) // ConsultantPlus: reliable legal support. Moscow, 2023
3. Federal Law No. 102-FZ of April 1, 2020 "On Amendments to Parts One and Two of the Tax Code of the Russian Federation and Certain Legislative Acts of the Russian Federation" // Official publication of legal acts. – [P.], 04/01/2020. – URL: <http://publication.pravo.gov.ru/Document/View/0001202004010079> (Date of access: 04/18/2023)
4. On Amendments to Certain Legislative Acts of the Russian Federation: Federal Law No. 60-FZ of April 5, 2013 // Collected Legislation of the Russian Federation. - 2013. - No. 14. - Art. 1668.
5. On Amendments to Certain Legislative Acts of the Russian Federation: Federal Law No. 60-FZ of April 5, 2013 // Collected Legislation of the Russian Federation. - 2013. - No. 4. - Art. 1668.
6. Decree of the Government of the Russian Federation of April 2, 2020 No. 422 "On approval of the Rules for the provision of subsidies from the federal budget to Russian credit institutions to compensate for their lost income on loans issued in 2020 to small and medium-sized businesses for urgent needs to support and maintain employment" // GARANT.RU: information and legal portal. - [P. n. s.], April 6, 2020. - URL: <https://www.garant.ru/products/ipo/prime/doc/73741776/> (Date of access: 04/18/2023)
7. GOVERNMENT OF THE RUSSIAN FEDERATION. DECISION dated April 2, 2020 No. 409 "On measures to ensure the sustainable development of the economy". / Government of the Russian Federation. – 13 s. – URL: <http://static.government.ru/media/files/kTj6vbMop2fN43iEZ16idfPSKriXYK5o.pdf> (Date of access: 04/18/2023)
8. Appeal decision of the IC in civil cases of the Supreme Court of the Republic of Tatarstan dated 05/25/2015 in case No. 33 7493/2015 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 18.04.2023)

9. Appeal ruling of the Moscow City Court dated November 16, 2015 No. 33-42412/15 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 04/18/2023)
10. Commentary on the Labor Code of the Russian Federation (item-by-article) / ed. A. M. Kurennoy and [dr.]. - M.: NORMA; INFRA-M, 2015.
11. Decision of the Lyublinsky District Court of Moscow dated April 8, 2015 in case No. 2-3076/2015 // Garant: Ref. legal system. - M. 2023. - URL: <https://www.garant.ru/> (Date of access: 18.04.2023)

List of sources:

12. After the lifting of restrictions, 25% of Moscow companies decided to return from remote work // RBC. - [P. n. s.], January 27, 2021. - URL: <https://www.rbc.ru/business/27/01/2021/60115fd19a79476bf49f50fa> (Date of access: 04/18/2023)
13. Chronology of coronavirus: how the year of the pandemic went // RIAMO. - [M.], March 02, 2021. - URL: <https://riamo.ru/article/480630/hronologiya-koronavirusa-kak-proshel-god-pandemii-xl> (Date of access: 04/18/2023)
14. Employment and unemployment in the Russian Federation in May 2020 // Federal State Statistics Service. - [M.], 2020. - URL: https://gks.ru/bgd/free/B04_03/IssWWW.exe/Stg/d05/119.htm (Date of access: 18.04.2023)
15. GOVERNMENT OF THE RUSSIAN FEDERATION. DECISION dated April 2, 2020 No. 409 “On measures to ensure the sustainable development of the economy”. / Government of the Russian Federation. – 13 s. – URL: <http://static.government.ru/media/files/kTj6vbMop2fN43iEZ16idfPSKriXYK5o.pdf> (Date of access: 04/18/2023)
16. Ignatova O. Employers will be banned from tracking where remote employees work // Rossiyskaya Gazeta Internet portal. - [P. n. s.], 07.07.2020. – URL: <https://rg.ru/2020/07/07/rabotodateli-am-zapretiat-otslezhivat-gde-trudiatsia-sotrudniki-na-udalenke.html> (Date of access: 04/18/2023)
17. Ignatova O. The Russians named the best cities for a remote career // Rossiyskaya Gazeta Internet portal. - [P. n. s.], 03.11.2020. – URL: <https://rg.ru/2020/11/03/rossiiane-nazvali-luchshie-goroda-dlia-karery-na-udalenke.html> (Date of access: 04/18/2023)
18. In Russia, the first infected with coronavirus from China were identified // RBC. - [P. n. s.], January 31, 2020. - URL:

- <https://www.rbc.ru/society/31/01/2020/5e341f929a7947d43c9aa308> (Date of access: 04/18/2023)
19. Maryina A. Russian EdTech startup MyBuddy.ai raised \$1 million from Leta Capital // RB.RU. - [P. n. s.], April 08, 2020. - URL: <https://rb.ru/news/mybuddyai-deal/> (Date of access: 04/18/2023)
 20. Maryina A. Startup StudyFree with Russian roots raised \$600,000 to enter new markets // RB.RU. - [P. n. s.], August 03, 2020. - URL: <https://rb.ru/news/studyfree-preseed/> (Date of access: 04/18/2023)
 21. Meeting on the situation on the labor market on June 29, 2020 // Government of Russia. - [M.], June 29, 2020. - URL: <http://government.ru/news/39947/> (Date of access: 04/18/2023)
 22. Meridian Capital and ED2 launch systematic work with projects in the EdTech and HRTech sectors // CNews online edition. - [P. n. s.], April 02, 2020. - URL: https://www.cnews.ru/news/line/2020-04-02_meridian_capital_i_ed2_zapuskayut_sistemnyu (Date of access: 04/18/2023)
 23. Mikhail Mishustin held telephone conversations with the prime ministers of a number of foreign states // Government of Russia. - [M.], March 16, 2020. - URL: <http://government.ru/news/39172/> (Date of access: 04/18/2023)
 24. Myznikova D. 15 apps for meditation: a list and life hacks from entrepreneurs // RB.RU. - [P. n. s.], June 25, 2020. - URL: <https://rb.ru/list/15-prilozhenij-dlya-meditacii/> (Date of access: 04/18/2023)
 25. Podtserob M. VTsIOM: Russians have mastered remote work, but they don't like it // Vedomosti. - [P. n. S.], May 15, 2020. - URL: <https://www.vedomosti.ru/management/articles/2020/05/14/830289-vtsiom-rossiyane-dstantsionnyu-rabotu> (Date of access: 04/18/2023)
 26. Review of anti-crisis measures applied by the EAEU member states during the COVID-19 pandemic. Center for Macroeconomic Research NIFI of the Ministry of Finance of Russia, 2020.
 27. Russia will temporarily close the state border from March 30 due to coronavirus // Interfax.ru online edition. - [P. n. s.], March 28, 2020. – URL: <https://www.interfax.ru/russia/701367> (Date of access: 04/18/2023)
 28. Russian EdTech startup IntellectoKids raised \$3 million // Inc. - magazine for entrepreneurs. - [P. n. s.], 14.12.2020. – URL: <https://incrussia.ru/news/startup-intellectokids/> (Date of access: 04/18/2023)
 29. Russian vaccines against coronavirus. Characteristics and features of research // TASS Information Agency. - [P. n. s.], February 20, 2021. – URL: <https://tass.ru/obschestvo/10749489> (Date of access: 04/18/2023)

30. Russian venture market in 2020 // Inc. - magazine for entrepreneurs. - [P. n. s.], December 21, 2020. - URL: <https://incrussia.ru/understand/vc-2020/> (Date of access: 04/18/2023)
31. Startup Barometer 2020. Research of the Russian market of technological entrepreneurship // ICT.Moscow. – [M.], 07/29/2020. – URL: <https://ict.moscow/research/startap-barometr-2020-issledovanie-rossiiskogo-rynka-tekhnologicheskogo-predprinimatelstva/> (Date of access: 04/18/2023)
32. The US Department of Labor reported on an unexpected decline in unemployment in May // RBC. - [P. n. s.], 06 June 2020. – URL: <https://www.rbc.ru/economics/06/06/2020/5edad7779a7947790ef7f6d6> (Date of access: 04/18/2023)
33. The government has allocated more than 4 billion rubles to create temporary jobs // Government of Russia. - [M.], July 5, 2020. - URL: <http://government.ru/news/39970/> (Date of access: 04/18/2023)
34. We won't go to school: how investments in EdTech will change education after the pandemic // Official website of the Skolkovo Foundation. - [P. n. s.], May 26, 2020 - URL: <https://sk.ru/news/v-shkolu-ne-poydem-kak-investicii-v-edtech-izmenyat-obrazovanie-posle-pandemii/> (Date of access: 04/18/2023)
35. White Swan No. 4. Anti-pandemic solution for team work on ideas: Miro / IT Channel News. - [P. n. s.], November 9, 2020 - URL: <https://www.novostiitkanala.ru/news/detail.php?ID=149789> (Date of access: 04/18/2023)
36. 2019 AUGMENTED AND VIRTUAL REALITY SURVEY REPORT 2019 // Perkins Coie : international law firm – [B. Moscow], 2019. – URL: <https://www.perkinscoie.com/images/content/2/1/v4/218679/2019-VR-AR-Survey-Digital-v1.pdf> (Date of access: 18.04. 2023)
37. Alibaba Cloud Offers AI, Cloud Services to Help Battle Covid-19 Globally // Alibaba Cloud. - [P. n. s.], Mar 19, 2020. – URL: <https://www.alibabacloud.com/ru/press-room/alibaba-cloud-ai-cloud-services-to-help-battle-covid-19> (Accessed : 04/18/2023)
38. Alibaba Contributes RMB 3.4 Billion to Support the Global Fight against Covid-19 // RYT9. - [P. n. s.], June 5, 2020. - URL: <https://www.ryt9.com/en/prg/241049> (Date of access: 04/18/2023)
39. Alibaba Group Announces December Quarter 2019 Results // Alibaba Group Holding Limited. - [P. n. s.], February 13, 2020. – URL:

- <https://www.alibabagroup.com/en-US/document-1491861354372399104> (Date of access: 04/18/2023)
40. Alibaba Group Announces March Quarter and Full Fiscal Year 2020 Results // Alibaba Group Holding Limited. - [P. n. s.], May 22, 2020. - URL: <https://www.alibabagroup.com/en-US/document-1491860394761781248> (Date of access: 04/18/2023)
 41. Davies P., Tidey A. Coronavirus job cuts: Which companies in Europe are slashing their workforces because of COVID-19? // euronews. - [P. n. s.], 03/09/2020. – URL: <https://www.euronews.com/2020/07/24/coronavirus-job-cuts-which-companies-in-europe-are-slashing-their-workforces-because-of-co> (Accessed: 04/18/2023)
 42. Equal Pay for Equal Work (From Home) // OWL LABS - [P. n. s.], 2019 – URL: <https://resources.owllabs.com/equal-pay-for-equal-work> (Date of access: 04/18/2023)
 43. Five ways the coronavirus will affect the connectivity and tech industry in 2020 // BUSINESS INSIDER – [P. n. s.], Mar 18, 2020 – URL: <https://www.businessinsider.com/five-ways-coronavirus-will-affect-the-connectivity-tech-industry-2020> (Date of access: 04/18/2023)
 44. ILO: As job losses escalate, nearly half of the global workforce is at risk of losing livelihoods. // International labor organization. - [P. n. s.], 29 April 2020 – URL: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_743036/lang--en/index.htm (Date of access: 04/18/2023 .)
 45. Kubota Y. China Sets Up New \$29 Billion Semiconductor Fund // THE WALL STREET JOURNAL – [P. n. s.], Oct. 25, 2019 - URL: <https://www.wsj.com/articles/china-sets-up-new-29-billion-semiconductor-fund-11572034480> (Accessed: 04/18/2023)
 46. Kubota Y. China's New \$21 Billion High-Tech Manufacturing Fund Likely to Rankle U.S. // THE WALL STREET JOURNAL - [P. n. s.], Nov. 20, 2019 – URL: <https://www.wsj.com/articles/chinas-new-21-billion-high-tech-manufacturing-fund-likely-to-rankle-u-s-11574250074> (Date of access: 04/18/2023 G.)
 47. Molla R. How remote work is quietly remaking our lives // Vox - [P. n. s.], Oct 9, 2019 – URL: <https://www.vox.com/recode/2019/10/9/20885699/remote-work-from-anywhere-change-coworking-office-real-estate> (Date accessed: 04/18/2023)

48. Molla R., Ghaffary S. With E3 and SXSW canceled, the direct losses from major tech events soars beyond \$1 billion // Vox. - [P. n. s.], Mar 12, 2020. - URL:
<https://www.vox.com/recode/2020/3/3/21162802/tech-conferences-cancellation-coronavirus> (Date of access: 04/18/2023)
49. Rossignol J. Ming-Chi Kuo Says Coronavirus Outbreak Impacting iPhone Supply, Lowers Shipment Forecast // MacRumors. - [P. n. s.], February 2, 2020 – URL:
<https://www.macrumors.com/2020/02/02/kuo-says-coronavirus-impacting-iphone-supply/> (Date of access: 04/18/2023)
50. Startup ecosystem ranking report 2020 // StartupBlink. - [B. Moscow], 2020. – URL: <https://www.startupblink.com/> (Date of access: 04/18/2023)
51. State Of Remote Work 2020 // Buffer – [P. n. s.], 2020 – URL:
<https://buffer.com/state-of-remote-work/2020> (Date of access: 04/18/2023)
52. State of Remote Work 2019 // Buffer - [P. n. s.], 2019 – URL:
<https://resources.owllabs.com/state-of-remote-work/2019> (Date of access: 04/18/2023)
53. Survey: how COVID-19 is changing the workplace // Society for Human Resource Management – [P. n. s.], 2019 – URL:
<https://www.shrm.org/about-shrm/press-room/press-releases/pages/survey-how-covid-19-is-changing-the-workplace.aspx> (Retrieved: 04/18/2023)
54. Sutton S. Office, Schmoffice: How 3 Big-Name Companies Succeed With Remote Working // Entrepreneur – [P. n. s.], MAR 7, 2016 - URL:
<https://www.entrepreneur.com/business-news/office-schmoffice-how-3-big-name-companies-succeed-with/270585> (Date of access: 18.04. 2023)
55. The Future of Remote Work // NIRA - [B. Moscow], 2019 – URL:
<https://nira.com/future-of-remote-work/> (Accessed: 04/18/2023)
56. ZTE helps China Telecom realize China's first 5G remote diagnosis of new coronavirus pneumonia // ZTE. - [P. n. s.], 2020-01-27. – URL:
<https://www.zte.com.cn/global/about/news/20200127e3.html> (Date of access: 04/18/2023)

List of references:

57. Akinshin M.V. Freelance under an employment contract // Practical Accounting. - 2013. - No. 6.
58. Baeva O.N., Elshanskaya V.N. Methodological aspects of decision-making on the use of remote employment // Baikal Research Journal. - 2020. - No. 2. - p. 10.

59. Beloborodova N.A. Influence of the remote mode of work on the development of organizations and the competence of personnel // Development of the Russian society: challenges of the present: materials of the nat. scientific-practical. conf. with international participation, dedicated to the 90th anniversary of the Baikal State University. Irkutsk, 2021. - p. 126-131.
60. Bylkov V.G. Functioning of the regional labor market in the context of the COVID-19 pandemic // Bulletin of the Baikal State University. - 2021. - No. 1. - p. 43-51.
61. Bylkov V.G., Samarina M.V. Socio-economic indicators of the pre-crisis situation in the regional labor market // Proceedings of the Irkutsk State Economic Academy (Baikal State University of Economics and Law). - 2015. - No. 3.
62. Degtyarev P. Portrait of an effective remote employee // Human Resources Times. - 2021. - No. 38. - p. 35-39.
63. Fedorova N.V., Minchenkova O.Yu., Makeeva V.G. Features of the work of managers in the conditions of transferring employees to a remote form of work // Science and Art of Management. Bulletin of the Institute of Economics, Management and Law of the Russian State University for the Humanities. - 2020. - No. 1/2. - c. 32-43.
64. Gritsyuk M. Homeworkers in law // Rossiyskaya Gazeta. - 2011. - April 25.
65. Haddon L., Silverstone R. Remote work and changing the relationship "home-work" // Information society. - 2009. - No. 6. - p. 6-16.
66. Khokhlov E. B. Labor law in Russia: a textbook for bachelors / E. B. Khokhlov, V. A. Safonov. –M. : Yurayt, 2014.
67. Koropets O.A., Chudinovskikh M.V. Well-being of workers in conditions of precarious employment of Industry 4.0 // Bulletin of the Baikal State University. - 2021. - No. 3. - p. 321-329.
68. Kostryukova, N. N. Prospects for the development of atypical types of employment in the scientific sphere / N. N. Kostryukova // Internet journal "Science Studies". - 2011. - No 1 (6) URL: <http://naukovedenie.ru/sbornik6/8.pdf> (Date of access: 04/18/2023).
69. Kvetnoy, L. M. Development of remote forms of employment in the modern world economy: abstract of the thesis. dis. ... cand. economy Nuk / L. M. Kvetnoy. - M., 2011. - 24 p.
70. Life after the pandemic: economic and social consequences / V. I. Grishin, D. V. Domashchenko, L. V. Konstantinova et al. // Bulletin of the Russian University of Economics. - 2020. - No. 3 (111).

71. Lozenko V. Teleworkers in the organization: facts, arguments, generalizations // Personnel Management. - 2007. - No. 15. - P. 36.
72. Lushnikov A. M. Course of labor law: a textbook in 2 volumes. T. 2: Collective labor law. Individual labor law. Procedural labor law. / A. M. Lushnikov. - M. : Statute, 2009.
73. Malyshev A.A., Apenko S.N., Vinets A.V. Features of remote work // Innovative economy and society. - 2018. - No. 3 (21). – c. 76-81.
74. Martynova O. V. Remote employment in Russia and the prospects for its development // Young scientist. - 2016. - No. 2.
75. Motsnaya O. Legal regulation of labor relations in atypical forms of employment// Kadrovik. Labor law for personnel officer. - 2009. - No. 6.
76. Orlov V.B., Buranshina E.I. Remote work as a new reality of labor relations: an analysis of the factors of predisposition to remote work // Bulletin of the Yugorsk State University. - 2014. - No. 4 (35). – c. 40-46.
77. Orlovsky, Yu. P. Labor legislation: current issues, comments, explanations / Yu. P. Orlovsky, A. F. Nurtdinova, L. A. Chikanova. - M. : Yurayt, 2014. - 548 p.
78. Peculiarities of legal regulation of labor relations of certain categories of workers / otv. ed. T. Yu. Korshunova. - M. : Institute of Legislation and Comparative Law under the Government of the Russian Federation, Publishing House "Jurisprudence", 2015.
79. Prospects for the expansion of distance employment in Russia, 2014–2020 // J'son&PartnersConsulting website. - [P. n. s.], 2020. – URL: http://json.tv/ict_telecom_analytics_view/polnaya-versiyaprezentatsii-generalnogo-direktora-svetlany-vodyanovoy-s-press-konferentsii-bitriks24-i-json-partners-consulting20150617030352 (Date of access: 04/18/2023)
80. Remote work: pros, cons, technologies // Website of the Volgograd Chamber of Commerce and Industry. - [P. n. s.], 2020. – URL: <http://volgogradcci.ru/page/udalennaya-rabota-plyusy-minusy-tehnologii> (Date of access: 04/18/2023)
81. Salikova, N. M. Flexible and atypical forms of employment: necessity and expediency / N. M. Salikova // Russian Journal of Law. - 2012. - No 5. - P. 176 - 182
82. Sardaryan A. How to work "without tables" // Personnel management. - 2009. - No. 11.
83. Vasilyeva, Yu. V. Development of atypical labor relations in Russia / Yu. V. Vasilyeva, E. A. Braun // Russian Journal of Law. - 2014. - No 5. - P. 54 - 59.
- 3.6 Vasilyeva, Yu. V. The content of the employment contract on remote work:

- theoretical aspects / Yu. V. Vasilyeva, S. V. Shuraleva // Bulletin of the Perm University. Legal Sciences. - 2015. - No 2. - P. 88 - 97. 3.7 Vasilyeva, Yu. V. Remote work in Russia: issues of law enforcement / Yu. V. Vasilyeva, S. V. Shuraleva // Bulletin of the Perm University. Legal Sciences. - 2016. - No 32. - S. 212 - 225
84. Vorobyov V.V. Labor law: a course of lectures. / V.V. Vorobyov - M. : FORUM Publishing House: INFRA-M, 2015.
 85. Zakalyuzhnaya N.V. From home work to remote employment: similarities and differences // Legislation. - 2015. - No. 9.
 86. Zakalyuzhnaya, N.V. Legal regulation of atypical labor relations: monograph / NV Zakalyuzhnaya. - M. : KONTRAKT, 2013. - 60 p.
 87. Allen T. D. Work–Family Boundary Dynamics / T. D. Allen, E. C. Laurenz, L. Meier // Annual Review of Organizational Psychology and Organizational Behavior. – March 2014. – p. 101
 88. Bloom N., Liang J., Roberts J., Ying Z.J.. Does Working from Home Work? Evidence from a Chinese Experiment // The National Bureau of Economic Research (NBER) – [P. n. s.], March 2013 – URL: <https://www.nber.org/papers/w18871> (Date of access: 04/18/2023)
 89. COVID-19 and the workplace: Implications, issues, and insights for future research and action. / K. M. Kniffin, J. Narayanan, F. Anseel [et al.] // American Psychologist. – 76(1), 63–77.
 90. Choudhury P., Larson B.Z., Foroughi C. Is It Time to Let Employees Work from Anywhere? // HARVARD BUSINESS REVIEW - [P. n. s.], August 14, 2019 – URL: <https://hbr.org/2019/08/is-it-time-to-let-employees-work-from-anywhere> (Date of access: 04/18/2023)
 91. Deal T. E. Corporate Cultures: The Rites and Rituals of Corporate Life / T. E. Deal, A. A. Kennedy. – Addison-Wesley Publishing Company, 1982
 92. Defining the skills citizens will need in the future world of work. / M. Dondi, J. Klier, F. Panier., J. Schubert. Mckinsey.com. // - [P. n. s.] URL: <https://www.mckinsey.com/industries/public-and-socialsector/our-insights/defining-the-skills-citizens-will-need-in-the-future-world-of-work> # (Date of access: 04/18/2023)
 93. Hinds P., Elliott B. WFH Doesn't Have to Dilute Your Corporate Culture // Harvard Business Review - [P. n. s.], February 01, 2021 – URL: <https://hbr.org/2021/02/wfh-doesnt-have-to-dilute-your-corporate-culture> (Date of access: 04/18/2023)

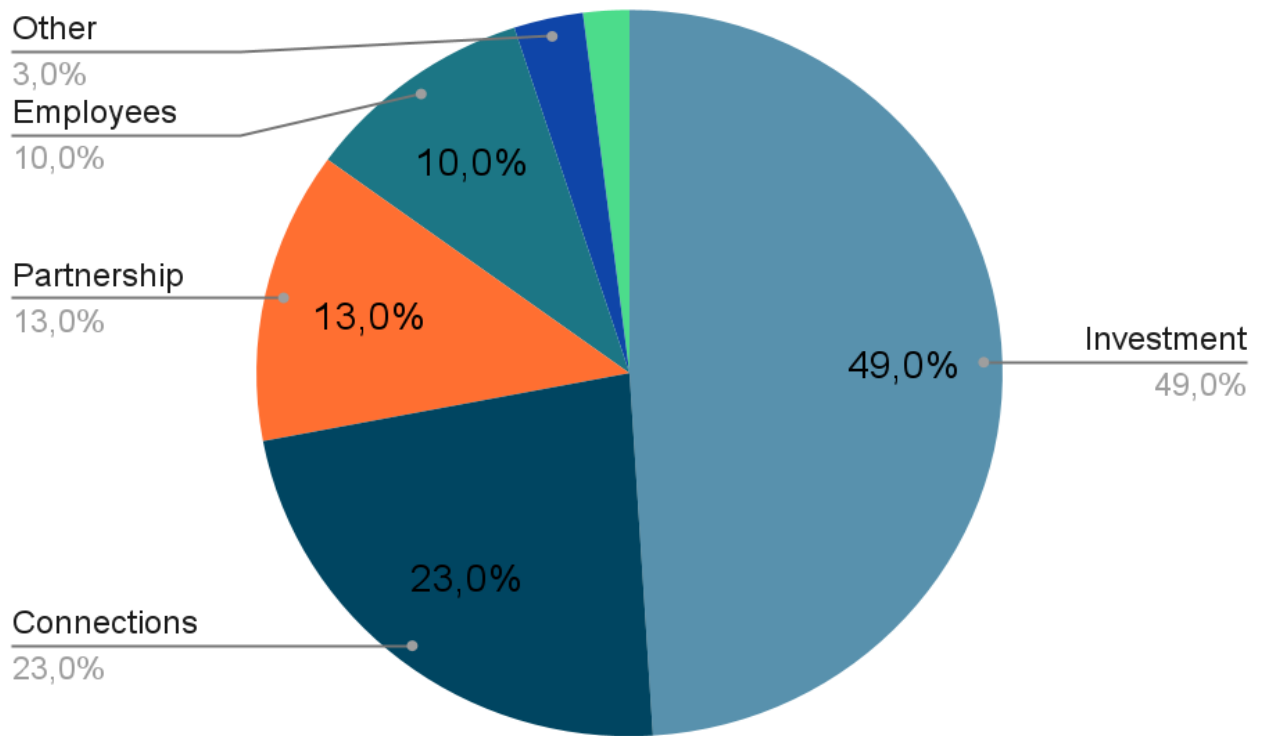
94. Hofstede G. *Cultures and Organizations: Software of the Mind*. / G. Hofstede – McGraw Hill, May 24, 2010
95. Pathiranage Y. L. A Literature Review on Organizational Culture towards Corporate Performance. / Y. L. Pathiranage, L. Jayatilake, R. Abeysekera. // *Journal of Management Accounting and Economics*. – September 2020.
96. Popov V. Russia: austerity and deficit reduction in historical and comparative perspective. // *Cambridge Journal of Economics*. - January 2012. - Volume 36, issue 1.
97. Schwartz H. Matching corporate culture and business strategy / H. Schwartz, S. M. Davis // *Organizational Dynamics*. - Summer 1981. - Volume 10, Issue 1. - Pages 30-48.
98. Teece D. J. Towards a capability theory of (innovating) firms: implications for management and policy. // *Cambridge Journal of Economics/Oxford Press*. – 05/01/2017. – Volume 41, Issue 3.
99. Vasileva-Dienes A. Conceptualising capitalism in the twenty-first century: the BRICs and the European periphery. / A. Vasileva-Dienes, V. A. Schmidt // *Contemporary Politics*. – 12/15/2018.
100. Vasileva-Dienes A. Informality trap: a foundation of Russia's statist-patrimonial capitalism. // *Contemporary Politics*. – 15.09.2018
101. Wang X. Beyond Efficiency or Justice: The Structure and Measurement of Public Servants' Public Values Preferences. / X. Wang, Z. Wang // *Sage Journals*. – 04/11/2019. – Volume 52, issue 4.
102. Yiqun X. An Analysis of the Evolution Process of Corporate Culture and Its Influencing Factors. / X. Yiqun, Y. Wanghai // - 2006.

APPENDIX A

	Work at home	Remote work
Definition	Homeworkers - persons who have concluded an employment contract on the performance of work at home from materials and using mechanisms allocated by the employer or purchased by the homemaker at his own expense	Remote workers - persons who have concluded an employment contract on remote work
Recruitment	The employment contract must be signed personally by the homemaker	An employment contract can be concluded by exchanging electronic documents
Documents when applying for a job	Documents are provided personally	Documents can be provided in electronic form, at the request of the employer sent by registered mail with notification of notarized copies
Registration of dismissal	Termination of the employment contract is carried out on the grounds provided for by the employment contract	Familiarization with the order to terminate the employment contract for remote work is carried out in the form of an electronic document on the day the employment contract is terminated. A copy is sent on paper
Electronic signature	Not provided	The use of enhanced qualified electronic signatures of a remote worker and an employer is envisaged
Necessity of an employment contract	Yes	Yes
Use of tools and mechanisms	The homemaker performs work from materials and using tools and mechanisms provided by the employer or purchased by the homemaker at his own expense	Tools are not provided. The procedure and terms for providing equipment, programs, information security tools are determined by the employment contract

APPENDIX B

IT-specialists survey results



Отчет о проверке на заимствования №1



Автор: Nedospasova O P

Проверяющий: Литвиненко Оксана

Отчет предоставлен сервисом «Антиплагиат» - <http://users.antiplagiat.ru>

ИНФОРМАЦИЯ О ДОКУМЕНТЕ

№ документа: 56
Начало загрузки: 21.06.2023 00:40:35
Длительность загрузки: 00:00:33
Имя исходного файла: дисер.docx (1).pdf
Название документа: дисер.docx (1)
Размер текста: 196 кБ
Символов в тексте: 200541
Слов в тексте: 29747
Число предложений: 1785

ИНФОРМАЦИЯ ОБ ОТЧЕТЕ

Начало проверки: 21.06.2023 00:41:09
Длительность проверки: 00:02:01
Комментарии: не указано
Поиск с учетом редактирования: да
Проверенные разделы: титульный лист с. 1, основная часть с. 2-91, приложение с. 92-93
Модули поиска: ИПС Адилет, Библиография, Сводная коллекция ЭБС, Интернет Плюс*, Сводная коллекция РГБ, Цитирование, Переводные заимствования (RuEn), Переводные заимствования по eLIBRARY.RU (EnRu), Переводные заимствования по eLIBRARY.RU (KkRu), Переводные заимствования по eLIBRARY.RU (KyRu), Переводные заимствования по коллекции Гарант: аналитика, Переводные заимствования по коллекции Интернет в английском сегменте, Переводные заимствования по Интернету (EnRu), Переводные заимствования по Интернету (KkRu), Переводные заимствования по Интернету (KyRu), Переводные заимствования по коллекции Интернет в русском сегменте, Переводные заимствования (KkEn), Переводные заимствования (KyEn), Переводные заимствования издательства Wiley, eLIBRARY.RU, СПС ГАРАНТ: аналитика, СПС ГАРАНТ: нормативно-правовая документация, IEEE, Медицина, Диссертации НББ, Коллекция НБУ, Перефразирования по eLIBRARY.RU, Перефразирования по СПС ГАРАНТ: аналитика, Перефразирования по Интернету, Перефразирования по Интернету (EN), Перефразированные заимствования по коллекции Интернет в английском сегменте, Перефразированные заимствования по коллекции Интернет в русском сегменте, Перефразирования по коллекции издательства Wiley, Патенты СССР, РФ, СНГ, СМН России и СНГ, Шаблонные фразы, Кольцо вузов, Издательство Wiley, Переводные заимствования

СОВПАДЕНИЯ

23,5%

САМОЦИТИРОВАНИЯ

0%

ЦИТИРОВАНИЯ

5,87%

ОРИГИНАЛЬНОСТЬ

70,63%

Совпадения — фрагменты проверяемого текста, полностью или частично сходные с найденными источниками, за исключением фрагментов, которые система отнесла к цитированию или самоцитированию. Показатель «Совпадения» — это доля фрагментов проверяемого текста, отнесенных к совпадениям, в общем объеме текста.

Самоцитирования — фрагменты проверяемого текста, совпадающие или почти совпадающие с фрагментом текста источника, автором или соавтором которого является автор проверяемого документа. Показатель «Самоцитирования» — это доля фрагментов текста, отнесенных к самоцитированию, в общем объеме текста.

Цитирования — фрагменты проверяемого текста, которые не являются авторскими, но которые система отнесла к корректно оформленным. К цитированиям относятся также шаблонные фразы; библиография; фрагменты текста, найденные модулем поиска «СПС Гарант: нормативно-правовая документация». Показатель «Цитирования» — это доля фрагментов проверяемого текста, отнесенных к цитированию, в общем объеме текста.

Текстовое пересечение — фрагмент текста проверяемого документа, совпадающий или почти совпадающий с фрагментом текста источника.

Источник — документ, проиндексированный в системе и содержащийся в модуле поиска, по которому проводится проверка.

Оригинальный текст — фрагменты проверяемого текста, не обнаруженные ни в одном источнике и не отмеченные ни одним из модулей поиска. Показатель «Оригинальность» — это доля фрагментов проверяемого текста, отнесенных к оригинальному тексту, в общем объеме текста.

«Совпадения», «Цитирования», «Самоцитирования», «Оригинальность» являются отдельными показателями, отображаются в процентах и в сумме дают 100%, что соответствует полному тексту проверяемого документа.

Обращаем Ваше внимание, что система находит текстовые совпадения проверяемого документа с проиндексированными в системе источниками. При этом система является вспомогательным инструментом, определение корректности и правомерности совпадений или цитирований, а также авторства текстовых фрагментов проверяемого документа остается в компетенции проверяющего.

№	Доля в тексте	Доля в отчете	Источник	Актуален на	Модуль поиска	Блоков в отчете	Блоков в тексте	Комментарии
[01]	4,46%	1,52%	Трансформация форм занятости в усл... https://core.ac.uk	01 Янв 2018	Интернет Плюс*	77	217	
[02]	4,45%	0%	https://core.ac.uk/download/pdf/16160... https://core.ac.uk	09 Окт 2020	Интернет Плюс*	0	217	
[03]	4,45%	0%	https://core.ac.uk/download/pdf/16160... https://core.ac.uk	10 Июл 2020	Интернет Плюс*	0	217	
[04]	4,18%	4,18%	не указано	13 Янв 2022	Библиография	1	1	
[05]	3,53%	3,06%	Исследование компетенций сотрудни... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Гарант: аналитика	12	16	
[06]	3,53%	0%	Исследование компетенций сотрудни... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Интернет в русском сегменте	0	16	

Отчет о проверке на заимствования №1



Автор: Nedospasova O P

Проверяющий: Литвиненко Оксана

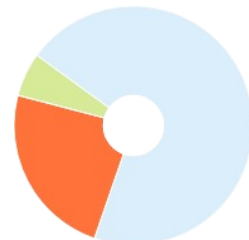
Отчет предоставлен сервисом «Антиплагиат» - <http://users.antiplagiat.ru>

ИНФОРМАЦИЯ О ДОКУМЕНТЕ

№ документа: 56
Начало загрузки: 21.06.2023 00:40:35
Длительность загрузки: 00:00:33
Имя исходного файла: дисер.docx (1).pdf
Название документа: дисер.docx (1)
Размер текста: 196 кБ
Символов в тексте: 200541
Слов в тексте: 29747
Число предложений: 1785

ИНФОРМАЦИЯ ОБ ОТЧЕТЕ

Начало проверки: 21.06.2023 00:41:09
Длительность проверки: 00:02:01
Корректировка от 21.06.2023 01:01:22
Комментарии: [Автосохраненная версия]
Поиск с учетом редактирования: да
Проверенные разделы: титульный лист с. 1, основная часть с. 2-91, приложение с. 92-93
Модули поиска: ИПС Адилет, Библиография, Сводная коллекция ЭБС, Интернет Плюс*, Сводная коллекция РГБ, Цитирование, Переводные заимствования (RuEn), Переводные заимствования по eLIBRARY.RU (EnRu), Переводные заимствования по eLIBRARY.RU (KkRu), Переводные заимствования по eLIBRARY.RU (KyRu), Переводные заимствования по коллекции Гарант: аналитика, Переводные заимствования по коллекции Интернет в английском сегменте, Переводные заимствования по Интернету (EnRu), Переводные заимствования по Интернету (KkRu), Переводные заимствования по Интернету (KyRu), Переводные заимствования по коллекции Интернет в русском сегменте, Переводные заимствования (KkEn), Переводные заимствования (KyEn), Переводные заимствования издательства Wiley, eLIBRARY.RU, СПС ГАРАНТ: аналитика, СПС ГАРАНТ: нормативно-правовая документация, IEEE, Медицина, Диссертации НББ, Коллекция НБУ, Перефразирования по eLIBRARY.RU, Перефразирования по СПС ГАРАНТ: аналитика, Перефразирования по Интернету, Перефразирования по Интернету (EN), Перефразированные заимствования по коллекции Интернет в английском сегменте, Перефразированные заимствования по коллекции Интернет в русском сегменте, Перефразирования по коллекции издательства Wiley, Патенты СССР, РФ, СНГ, СМИ России и СНГ, Шаблонные фразы, Кольцо вузов, Издательство Wiley, Переводные заимствования



СОВПАДЕНИЯ

23,5%

САМОЦИТИРОВАНИЯ

0%

ЦИТИРОВАНИЯ

5,87%

ОРИГИНАЛЬНОСТЬ

70,63%

Совпадения — фрагменты проверяемого текста, полностью или частично сходные с найденными источниками, за исключением фрагментов, которые система отнесла к цитированию или самоцитированию. Показатель «Совпадения» — это доля фрагментов проверяемого текста, отнесенных к совпадениям, в общем объеме текста.

Самоцитирования — фрагменты проверяемого текста, совпадающие или почти совпадающие с фрагментом текста источника, автором или соавтором которого является автор проверяемого документа. Показатель «Самоцитирования» — это доля фрагментов текста, отнесенных к самоцитированию, в общем объеме текста.

Цитирования — фрагменты проверяемого текста, которые не являются авторскими, но которые система отнесла к корректно оформленным. К цитированиям относятся также шаблонные фразы; библиография; фрагменты текста, найденные модулем поиска «СПС Гарант: нормативно-правовая документация». Показатель «Цитирования» — это доля фрагментов проверяемого текста, отнесенных к цитированию, в общем объеме текста.

Текстовое пересечение — фрагмент текста проверяемого документа, совпадающий или почти совпадающий с фрагментом текста источника.

Источник — документ, проиндексированный в системе и содержащийся в модуле поиска, по которому проводится проверка.

Оригинальный текст — фрагменты проверяемого текста, не обнаруженные ни в одном источнике и не отмеченные ни одним из модулей поиска. Показатель «Оригинальность» — это доля фрагментов проверяемого текста, отнесенных к оригинальному тексту, в общем объеме текста.

«Совпадения», «Цитирования», «Самоцитирования», «Оригинальность» являются отдельными показателями, отображаются в процентах и в сумме дают 100%, что соответствует полному тексту проверяемого документа.

Обращаем Ваше внимание, что система находит текстовые совпадения проверяемого документа с проиндексированными в системе источниками. При этом система является вспомогательным инструментом, определение корректности и правомерности совпадений или цитирований, а также авторства текстовых фрагментов проверяемого документа остается в компетенции проверяющего.

№	Доля в тексте	Доля в отчете	Источник	Актуален на	Модуль поиска	Блоков в отчете	Блоков в тексте	Комментарии
[01]	4,46%	1,52%	Трансформация форм занятости в усл... https://core.ac.uk	01 Янв 2018	Интернет Плюс*	77	217	
[02]	4,45%	0%	https://core.ac.uk/download/pdf/16160... https://core.ac.uk	09 Окт 2020	Интернет Плюс*	0	217	
[03]	4,45%	0%	https://core.ac.uk/download/pdf/16160... https://core.ac.uk	10 Июл 2020	Интернет Плюс*	0	217	
[04]	4,18%	4,18%	не указано	13 Янв 2022	Библиография	1	1	
[05]	3,53%	3,06%	Исследование компетенций сотрудни... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Гарант: аналитика	12	16	
[06]	3,53%	0%	Исследование компетенций сотрудни... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Интернет в	0	16	

					русском сегменте			
[07]	2,84%	1,07%	https://publications.hse.ru/pubs/share/... https://publications.hse.ru	05 Июн 2023	Интернет Плюс*	63	129	
[08]	2,65%	2,03%	Оформление трудовых отношений с ... http://ivo.garant.ru	27 Июл 2013	Переводные заимствования по коллекции Гарант: аналитика	11	13	
[09]	2,65%	0%	Оформление трудовых отношений с ... http://ivo.garant.ru	27 Июл 2013	Переводные заимствования по коллекции Интернет в русском сегменте	0	13	
[10]	2,19%	0,54%	https://repository.apa.kz/bitstream/ha... https://repository.apa.kz	18 Янв 2023	Интернет Плюс*	42	136	
[11]	2,17%	2,05%	https://sciendo.com/pdf/10.2478/rput-2... https://sciendo.com	25 Янв 2023	Перефразированные заимствования по коллекции Интернет в английском сегменте	7	8	
[12]	1,95%	1,18%	УДАЛЕННАЯ РАБОТА И ЭФФЕКТИВНО... https://cyberleninka.ru	08 Апр 2022	Интернет Плюс*	34	53	
[13]	1,85%	0,19%	http://earchive.tpu.ru/bitstream/11683/... http://earchive.tpu.ru	11 Янв 2022	Интернет Плюс*	5	59	
[14]	1,85%	0%	http://earchive.tpu.ru/bitstream/11683/... http://earchive.tpu.ru	10 Апр 2022	Интернет Плюс*	0	59	
[15]	1,8%	1,22%	Судебная практика по налоговым и ф... http://ivo.garant.ru	05 Июл 2014	Переводные заимствования по коллекции Гарант: аналитика	8	11	
[16]	1,8%	0%	Судебная практика по налоговым и ф... http://ivo.garant.ru	05 Июл 2014	Переводные заимствования по коллекции Интернет в русском сегменте	0	11	
[17]	1,73%	0,34%	Особенности регулирования труда д... http://ivo.garant.ru	14 Авг 2021	Переводные заимствования по коллекции Гарант: аналитика	3	10	
[18]	1,73%	0%	Особенности регулирования труда д... http://ivo.garant.ru	14 Авг 2021	Переводные заимствования по коллекции Интернет в русском сегменте	0	10	
[19]	1,68%	0,27%	Особенности прокурорского надзора... https://elibrary.ru	31 Дек 2021	eLIBRARY.RU	10	34	
[20]	1,64%	0,04%	Общая характеристика правового ре... http://studbooks.net	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	1	8	
[21]	1,62%	0,83%	https://link.springer.com/content/pdf/1... https://link.springer.com	26 Янв 2023	Перефразированные заимствования по коллекции Интернет в английском сегменте	3	7	
[22]	1,6%	0,63%	Особенности регулирования труда д... http://reftrend.ru	01 Янв 2017	Переводные заимствования по Интернету (EnRu)	2	8	
[23]	1,41%	0,28%	Regulation of Telework in BRICS: Lesson... https://elibrary.ru	22 Июл 2022	eLIBRARY.RU	9	26	
[24]	1,39%	0,74%	Особенности регулирования труда д... https://docplayer.ru	30 Янв 2019	Интернет Плюс*	25	36	
[25]	1,32%	0,13%	ORGANIZATIONAL AND LEGAL SUPPOR... https://elibrary.ru	16 Июл 2022	eLIBRARY.RU	4	19	
[26]	1,17%	1,17%	Коронавирус COVID-19 http://ivo.garant.ru	08 Фев 2020	СПС ГАРАНТ: нормативно-правовая документация	18	18	
[27]	1,17%	0%	Коронавирус COVID-19 http://ivo.garant.ru	08 Фев 2020	СПС ГАРАНТ: аналитика	0	18	
[28]	1,11%	0,25%	Гурьев, Анатолий Владимирович ПРЕ... http://dlib.rsl.ru	19 Фев 2018	Сводная коллекция РГБ	8	17	
[29]	1,1%	0,06%	Тугушев, Рафаил Измаилович Финанс... http://dlib.rsl.ru	09 Ноя 2022	Сводная коллекция РГБ	3	10	
[30]	1,06%	0,03%	Коронавирус COVID-19 ГАРАНТ http://base.garant.ru	04 Окт 2020	Интернет Плюс*	2	27	
[31]	1,05%	0,73%	Корпоративная культура как фактор ... http://ivo.garant.ru	21 Мая 2022	Переводные заимствования по коллекции Гарант: аналитика	7	10	
[32]	1,05%	0%	Корпоративная культура как фактор ... http://ivo.garant.ru	21 Мая 2022	Переводные заимствования по коллекции Интернет в русском сегменте	0	10	
[33]	1,04%	0,75%	https://journals.um.si/index.php/lexon... https://journals.um.si	26 Янв 2023	Перефразированные заимствования по коллекции Интернет в английском сегменте	2	3	
[34]	1,02%	0,58%	Удаленная занятость в России и перс... http://elibrary.ru	04 Авг 2016	Переводные заимствования по eLIBRARY.RU (EnRu)	2	5	
[35]	0,98%	0%	Орлов, Герасим Николаевич Опцион... http://dlib.rsl.ru	15 Окт 2019	Сводная коллекция РГБ	0	19	Источник исключен. Причина: Маленький процент пересечения.
[36]	0,96%	0,04%	https://cllpj.law.illinois.edu/content/dis... https://cllpj.law.illinois.edu	26 Дек 2022	Перефразированные заимствования по коллекции Интернет в	1	5	

английском сегменте								
[37]	0,92%	0%	не указано	13 Янв 2022	Шаблонные фразы	0	44	Источник исключен. Причина: Маленький процент пересечения.
[38]	0,91%	0%	noyabr_2020_goda.docx https://mvd.ru	10 Апр 2023	Интернет Плюс*	0	29	Источник исключен. Причина: Маленький процент пересечения.
[39]	0,87%	0,22%	Скачать Часть 6 (pdf) (1/11) http://moluch.ru	05 Янв 2017	Переводные заимствования по Интернету (EnRu)	1	5	
[40]	0,87%	0,08%	Антикризисная финансовая поддерж... http://ivo.garant.ru	03 Окт 2020	СПС ГАРАНТ: аналитика	2	12	
[41]	0,85%	0%	https://www.hse.ru/data/xf/086/333/11... https://hse.ru	09 Мая 2019	Интернет Плюс*	0	30	Источник исключен. Причина: Маленький процент пересечения.
[42]	0,85%	0%	Архипов, Владислав Владимирович С... http://dlib.rsl.ru	19 Авг 2020	Сводная коллекция РГБ	0	18	Источник исключен. Причина: Маленький процент пересечения.
[43]	0,84%	0,31%	Еремин, Виктор Валерьевич Арбитра... http://dlib.rsl.ru	27 Июн 2022	Сводная коллекция РГБ	9	14	
[44]	0,81%	0,71%	Анализ рынка дистанционной занято... http://elibrary.ru	07 Янв 2016	Переводные заимствования по eLIBRARY.RU (EnRu)	2	3	
[45]	0,79%	0,79%	Развитие дистанционного труда в Рос... http://elibrary.ru	24 Янв 2020	Переводные заимствования по eLIBRARY.RU (EnRu)	3	3	
[46]	0,78%	0%	https://s.vaael.ru/pdf/2021/8-2/1818.pdf https://s.vaael.ru	06 Янв 2023	Интернет Плюс*	0	26	
[47]	0,77%	0%	не указано http://dspace.susu.ru	08 Ноя 2018	Интернет Плюс*	0	32	Источник исключен. Причина: Маленький процент пересечения.
[48]	0,74%	0%	Smart Technologies for Society, State a... https://dokumen.pub	04 Апр 2022	Интернет Плюс*	0	28	Источник исключен. Причина: Маленький процент пересечения.
[49]	0,73%	0,17%	Бизнес. Образование. Право. Вестник ... http://biblioclub.ru	21 Янв 2020	Сводная коллекция ЭБС	4	13	
[50]	0,67%	0%	Russian Law for Communication in Engli... http://biblioclub.ru	21 Янв 2020	Сводная коллекция ЭБС	0	13	Источник исключен. Причина: Маленький процент пересечения.
[51]	0,67%	0%	Юдинцева, Лариса Анатольевна Фина... http://dlib.rsl.ru	15 Окт 2019	Сводная коллекция РГБ	0	12	Источник исключен. Причина: Маленький процент пересечения.
[52]	0,66%	0,4%	«АДСКИЙ ПРОСОС»*	11 Июн 2020	СМИ России и СНГ	9	9	
[53]	0,64%	0%	Трохинова, Ольга Игоревна Легитим... http://dlib.rsl.ru	25 Окт 2019	Сводная коллекция РГБ	0	10	Источник исключен. Причина: Маленький процент пересечения.
[54]	0,61%	0,04%	Право и экономическая деятельност... http://studentlibrary.ru	19 Дек 2016	Медицина	2	8	
[55]	0,61%	0%	Sports Law in Russia https://book.ru	03 Июл 2017	Сводная коллекция ЭБС	0	14	Источник исключен. Причина: Маленький процент пересечения.
[56]	0,6%	0%	https://www.iep.ru/files/text/trends/20... https://iep.ru	11 Мар 2022	Интернет Плюс*	0	24	Источник исключен. Причина: Маленький процент пересечения.
[57]	0,6%	0%	https://www.iep.ru/files/text/trends/20... https://iep.ru	12 Дек 2022	Интернет Плюс*	0	24	Источник исключен. Причина: Маленький процент пересечения.
[58]	0,59%	0%	Когда фсс не признает расходы на вы... http://txt.rushkolnik.ru	07 Янв 2017	Переводные заимствования по Интернету (EnRu)	0	2	
[59]	0,58%	0,04%	Меры, принимаемые в связи с корон... https://sevastopol.bezformata.com	21 Мая 2020	СМИ России и СНГ	1	6	
[60]	0,56%	0%	Трудовое право России (учебник, изд... http://ivo.garant.ru	09 Окт 2021	СПС ГАРАНТ: аналитика	0	11	Источник исключен. Причина: Маленький процент пересечения.
[61]	0,55%	0%	Языком цифр Директор информаци... http://osp.ru	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	0	4	
[62]	0,52%	0,52%	не указано	13 Янв 2022	Цитирование	7	7	
[63]	0,52%	0%	Digital Economy and the New Labor Ma... https://dokumen.pub	13 Мая 2022	Интернет Плюс*	0	22	Источник исключен. Причина: Маленький процент пересечения.
[64]	0,51%	0,06%	Кодификация российского частного ... http://studentlibrary.ru	19 Дек 2016	Медицина	1	5	
[65]	0,51%	0,09%	Пробелы в российском законодатель... http://ibooks.ru	09 Дек 2016	Сводная коллекция ЭБС	2	6	
[66]	0,51%	0%	Глава 49.1. Особенности регулирован... http://studfiles.ru	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	0	3	
[67]	0,48%	0%	Новости бухучета и налогообложени... http://ivo.garant.ru	14 Мар 2020	СПС ГАРАНТ: аналитика	0	10	Источник исключен. Причина: Маленький процент пересечения.

[68]	0,48%	0%	Новости бухучета и налогообложени... http://ivo.garant.ru	14 Мар 2020	СПС ГАРАНТ: аналитика	0	10	Источник исключен. Причина: Маленький процент пересечения.
[69]	0,48%	0,36%	Организационные траектории разви... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Гарант: аналитика	4	5	
[70]	0,48%	0%	Организационные траектории разви... http://ivo.garant.ru	16 Апр 2022	Переводные заимствования по коллекции Интернет в русском сегменте	0	5	
[71]	0,47%	0%	Нечаев, Александр Васильевич Неои... http://dlib.rsl.ru	07 Сен 2020	Сводная коллекция РГБ	0	11	Источник исключен. Причина: Маленький процент пересечения.
[72]	0,46%	0%	Миронова, Анна Алексеевна Стратеги... http://dlib.rsl.ru	25 Окт 2019	Сводная коллекция РГБ	0	10	Источник исключен. Причина: Маленький процент пересечения.
[73]	0,45%	0,32%	Актуальность применения адаптивно... http://elibrary.ru	29 Апр 2017	Переводные заимствования по eLIBRARY.RU (EnRu)	2	3	
[74]	0,45%	0%	ФИПС - Федеральное государственно... http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	4	
[75]	0,44%	0%	Principles of law. Round Table discussio... https://book.ru	03 Июл 2017	Сводная коллекция ЭБС	0	11	Источник исключен. Причина: Маленький процент пересечения.
[76]	0,44%	0%	Меры государственной поддержки м... https://elibrary.ru	20 Дек 2022	eLIBRARY.RU	0	6	
[77]	0,44%	0,07%	Правовое регулирование труда педаг... https://docplayer.ru	19 Дек 2019	Интернет Плюс*	2	10	
[78]	0,44%	0%	Legal Liability: The main approaches in ... https://book.ru	03 Июл 2017	Сводная коллекция ЭБС	0	10	Источник исключен. Причина: Маленький процент пересечения.
[79]	0,44%	0%	Legal Liability: The main approaches in ... https://book.ru	03 Июл 2017	Сводная коллекция ЭБС	0	10	Источник исключен. Причина: Маленький процент пересечения.
[80]	0,43%	0%	https://mjltm.org/article-1-331-en.pdf https://mjltm.org	05 Мая 2022	Интернет Плюс*	0	17	Источник исключен. Причина: Маленький процент пересечения.
[81]	0,42%	0,26%	Дипломная работа: АНАЛИЗ ОТРАСЛ... https://referatbank.ru	17 Июл 2020	Интернет Плюс*	3	12	
[82]	0,42%	0%	Economic Systems in the New Era: Stabl... https://dokumen.pub	09 Мая 2023	Интернет Плюс*	0	17	Источник исключен. Причина: Маленький процент пересечения.
[83]	0,42%	0%	Становление и развитие цифровой эк... http://dep.nlb.by	16 Янв 2020	Диссертации НББ	0	6	Источник исключен. Причина: Маленький процент пересечения.
[84]	0,42%	0%	Попова, Антонина Александровна Пр... http://dlib.rsl.ru	16 Июн 2021	Сводная коллекция РГБ	0	8	Источник исключен. Причина: Маленький процент пересечения.
[85]	0,4%	0%	Frontier Information Technology and S... https://dokumen.pub	21 Фев 2022	Интернет Плюс*	0	17	Источник исключен. Причина: Маленький процент пересечения.
[86]	0,4%	0,2%	https://research-api.cbs.dk/ws/portalfil... https://research-api.cbs.dk	03 Фев 2023	Перефразированные заимствования по коллекции Интернет в английском сегменте	2	3	
[87]	0,38%	0,11%	Эссе по трудовому праву Дистанцион... http://new-ref.ru	28 Янв 2017	Переводные заимствования по Интернету (EnRu)	1	2	
[88]	0,35%	0,07%	О постановлении Пленума Верховног...	21 Мая 2020	СМИ России и СНГ	2	5	
[89]	0,35%	0%	Совершенствование политики занято... https://elibrary.ru	31 Дек 2021	eLIBRARY.RU	0	7	Источник исключен. Причина: Маленький процент пересечения.
[90]	0,34%	0%	Реализация программ субсидирован... https://elibrary.ru	20 Дек 2022	eLIBRARY.RU	0	2	
[91]	0,34%	0%	Государственная поддержка малого ... https://elibrary.ru	31 Дек 2020	eLIBRARY.RU	0	2	
[92]	0,33%	0,33%	УДАЛЕННАЯ РАБОТА КАК ОДНА ИЗ С... http://elibrary.ru	03 Янв 2019	Переводные заимствования по eLIBRARY.RU (EnRu)	2	2	
[93]	0,31%	0%	Петрова, Дарья Сергеевна Последств... http://dlib.rsl.ru	12 Июл 2022	Сводная коллекция РГБ	0	8	Источник исключен. Причина: Маленький процент пересечения.
[94]	0,3%	0,08%	Постатейный комментарий к Трудов... http://ivo.garant.ru	13 Янв 2018	Переводные заимствования по коллекции Гарант: аналитика	1	3	
[95]	0,3%	0%	Постатейный комментарий к Трудов... http://ivo.garant.ru	13 Янв 2018	Переводные заимствования по коллекции Интернет в русском сегменте	0	3	
[96]	0,29%	0%	Меры финансовой поддержки, реали...	17 Авг 2019	СМИ России и СНГ	0	2	
[97]	0,28%	0%	Российские клинические рекомендац... http://studentlibrary.ru	26 Янв 2018	Медицина	0	5	Источник исключен. Причина: Маленький процент пересечения.

[98]	0,28%	0%	Чэнь, Цзиньлин Политические аспект... http://dlib.rsl.ru	15 Окт 2019	Сводная коллекция РГБ	0	6	Источник исключен. Причина: Маленький процент пересечения.
[99]	0,27%	0%	Правовое регулирование сбережени... http://dep.nlb.by	06 Дек 2018	Диссертации НББ	0	2	
[100]	0,26%	0%	Кравченко, Елизавета Юрьевна Фено... http://dlib.rsl.ru	14 Ноя 2022	Сводная коллекция РГБ	0	6	Источник исключен. Причина: Маленький процент пересечения.
[101]	0,26%	0%	Монография Трансформация 7	21 Апр 2022	Кольцо вузов	0	7	Источник исключен. Причина: Маленький процент пересечения.
[102]	0,26%	0%	Формирование организационной ку... http://medical-diss.com	18 Мая 2019	Интернет Плюс*	0	6	Источник исключен. Причина: Маленький процент пересечения.
[103]	0,26%	0%	Digital Age: Chances, Challenges and Fut... https://dokumen.pub	30 Дек 2021	Интернет Плюс*	0	11	Источник исключен. Причина: Маленький процент пересечения.
[104]	0,25%	0,12%	Perceptions and Attitudes Toward COVI... https://frontiersin.org	10 Окт 2020	СМИ России и СНГ	1	2	
[105]	0,25%	0%	Минерально-сырьевой комплекс Кра...	12 Ноя 2020	СМИ России и СНГ	0	4	Источник исключен. Причина: Маленький процент пересечения.
[106]	0,25%	0%	COVID- 19 and maternal and child food ... https://doi.org	31 Июл 2020	Издательство Wiley	0	2	
[107]	0,25%	0%	Монография Трансформация 11	17 Мая 2022	Кольцо вузов	0	7	Источник исключен. Причина: Маленький процент пересечения.
[108]	0,24%	0%	Kalmykia in Russia's past and present n... http://bibliorossica.com	27 Мая 2016	Сводная коллекция ЭБС	0	5	Источник исключен. Причина: Маленький процент пересечения.
[109]	0,24%	0%	Козьминых, Ольга Валерьевна Мини... http://dlib.rsl.ru	12 Янв 2021	Сводная коллекция РГБ	0	5	Источник исключен. Причина: Маленький процент пересечения.
[110]	0,22%	0%	Предоставление информации акцион...	21 Дек 2018	СМИ России и СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[111]	0,22%	0%	СОВРЕМЕННЫЕ ФОРМЫ НЕСТАНДАРТ... http://elibrary.ru	10 Янв 2020	Переводные заимствования по eLIBRARY.RU (EnRu)	0	2	Источник исключен. Причина: Маленький процент пересечения.
[112]	0,2%	0%	https://globalizacia.com/wp-content/up... https://globalizacia.com	03 Мар 2023	Интернет Плюс*	0	9	Источник исключен. Причина: Маленький процент пересечения.
[113]	0,19%	0%	ФИНАНСОВАЯ ПОДДЕРЖКА СОЦИАЛ...	26 Июн 2021	СМИ России и СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[114]	0,19%	0%	ПРОБЛЕМА ОБЕСПЕЧЕНИЯ ДОСТОЙН... http://elibrary.ru	19 Янв 2018	eLIBRARY.RU	0	4	Источник исключен. Причина: Маленький процент пересечения.
[115]	0,19%	0%	Новый взгляд на организацию труда: ... https://ey.com	12 Янв 2022	Интернет Плюс*	0	5	Источник исключен. Причина: Маленький процент пересечения.
[116]	0,18%	0%	Государственная регистрация промы... http://www1.fips.ru	03 Ноя 2016	Патенты СССР, РФ, СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[117]	0,18%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	4	Источник исключен. Причина: Маленький процент пересечения.
[118]	0,18%	0%	Артемова, Диана Игоревна Управлен... http://dlib.rsl.ru	25 Окт 2019	Сводная коллекция РГБ	0	5	Источник исключен. Причина: Маленький процент пересечения.
[119]	0,16%	0%	https://ctep-urgi.urfu.ru/fileadmin/user... https://ctep-urgi.urfu.ru	17 Мая 2022	Интернет Плюс*	0	6	Источник исключен. Причина: Маленький процент пересечения.
[120]	0,16%	0%	Что исследование переходных эконо...	24 Дек 2018	СМИ России и СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[121]	0,16%	0%	Киселева, Ольга Анатольевна Приме... http://dlib.rsl.ru	19 Авг 2020	Сводная коллекция РГБ	0	4	Источник исключен. Причина: Маленький процент пересечения.
[122]	0,16%	0%	Бюджетная эффективность государст... http://dep.nlb.by	16 Янв 2020	Диссертации НББ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[123]	0,15%	0%	Federal Institute of Industrial Property (... http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	4	Источник исключен. Причина: Маленький процент пересечения.
[124]	0,15%	0%	УМЛ ДДОВ окон.англ 2021	24 Июн 2021	Кольцо вузов	0	4	Источник исключен. Причина: Маленький процент пересечения.
[125]	0,15%	0%	Формирование подходов к определе... http://elibrary.ru	01 Фев 2021	eLIBRARY.RU	0	3	Источник исключен. Причина: Маленький процент пересечения.
[126]	0,14%	0%	Т. 25, № 3 http://emil.ru	20 Дек 2016	Медицина	0	2	Источник исключен. Причина: Маленький процент пересечения.

[127]	0,14%	0%	It's Not the Flu: Popular Perceptions of ... https://frontiersin.org	07 Мая 2021	СМИ России и СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[128]	0,14%	0%	Kabdulashimova K.A. Diploma Thesis.do...	22 Мая 2023	Кольцо вузов	0	4	Источник исключен. Причина: Маленький процент пересечения.
[129]	0,14%	0%	Labour Code of the Republic of Kazakhs... http://adilet.zan.kz	21 Янв 2016	ИПС Адилет	0	3	Источник исключен. Причина: Маленький процент пересечения.
[130]	0,14%	0%	Международное трудовое право http://studentlibrary.ru	19 Дек 2016	Медицина	0	3	Источник исключен. Причина: Маленький процент пересечения.
[131]	0,13%	0%	Правительство Китая отказалось от у... http://tadviser.ru	24 Дек 2021	СМИ России и СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[132]	0,13%	0,13%	Трудовое право России (учебник, изд... http://ivo.garant.ru	09 Окт 2021	ПЕРЕФРАЗИРОВАНИЯ ПО СПС ГАРАНТ: аналитика	1	1	
[133]	0,13%	0%	Civil Procedure Code of the Republic of ... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	3	Источник исключен. Причина: Маленький процент пересечения.
[134]	0,13%	0%	О нормативных правовых актах Росс... http://adilet.zan.kz	21 Янв 2016	ИПС Адилет	0	2	Источник исключен. Причина: Маленький процент пересечения.
[135]	0,13%	0%	9780821396582	17 Мая 2023	Кольцо вузов	0	3	Источник исключен. Причина: Маленький процент пересечения.
[136]	0,12%	0%	https://saarj.com/wp-content/uploads/... https://saarj.com	26 Апр 2022	Интернет Плюс*	0	6	Источник исключен. Причина: Маленький процент пересечения.
[137]	0,12%	0%	Воробьева Е.В. Заработная плата в 20... http://ivo.garant.ru	24 Авг 2019	Переводные заимствования по коллекции Гарант: аналитика	0	1	
[138]	0,12%	0%	Воробьева Е.В. Заработная плата в 20... http://ivo.garant.ru	24 Авг 2019	Переводные заимствования по коллекции Интернет в русском сегменте	0	1	
[139]	0,12%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[140]	0,11%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[141]	0,11%	0%	Можно ли в срочном трудовом догов... http://sevastopol.bezformata.ru	23 Дек 2018	СМИ России и СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[142]	0,11%	0%	Freedom of Conscience in Russia: Restri... https://sova-center.ru	29 Апр 2021	СМИ России и СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[143]	0,1%	0%	Issues of concern in the development o... https://book.ru	03 Июл 2017	Сводная коллекция ЭБС	0	2	Источник исключен. Причина: Маленький процент пересечения.
[144]	0,1%	0%	WFH Doesn't Have to Dilute Your Corpo... https://hbr.org	02 Янв 2021	СМИ России и СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[145]	0,1%	0%	Цветков, Валентин Викторович Меха... http://dlib.rsl.ru	08 Ноя 2022	Сводная коллекция РГБ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[146]	0,1%	0%	Civil Code of the Republic of Kazakhstan... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	2	Источник исключен. Причина: Маленький процент пересечения.
[147]	0,1%	0%	Summary	20 Дек 2018	СМИ России и СНГ	0	3	Источник исключен. Причина: Маленький процент пересечения.
[148]	0,1%	0%	не указано http://newizv.ru	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	0	1	Источник исключен. Причина: Маленький процент пересечения.
[149]	0,1%	0%	The economic viability of remote emplo... https://e3s-conferences.org	01 Янв 2022	ПЕРЕФРАЗИРОВАННЫЕ заимствования по коллекции Интернет в английском сегменте	0	1	Источник исключен. Причина: Маленький процент пересечения.
[150]	0,1%	0%	https://saarj.com/wp-content/uploads/... https://saarj.com	29 Ноя 2022	Интернет Плюс*	0	4	Источник исключен. Причина: Маленький процент пересечения.
[151]	0,1%	0%	https://saarj.com/wp-content/uploads/... https://saarj.com	20 Дек 2022	Интернет Плюс*	0	4	Источник исключен. Причина: Маленький процент пересечения.
[152]	0,09%	0%	Дистанционная (удаленная) работа и ... http://ivo.garant.ru	30 Апр 2022	Переводные заимствования по коллекции Гарант: аналитика	0	1	Источник исключен. Причина: Маленький процент пересечения.
[153]	0,09%	0%	Дистанционная (удаленная) работа и ... http://ivo.garant.ru	30 Апр 2022	Переводные заимствования по коллекции Интернет в русском сегменте	0	1	Источник исключен. Причина: Маленький процент пересечения.

[154]	0,08%	0%	https://documents1.worldbank.org/cur... https://documents1.worldbank.org	06 Окт 2022	Интернет Плюс*	0	3	Источник исключен. Причина: Маленький процент пересечения.
[155]	0,08%	0%	Sociology of Medicine: textbook http://studentlibrary.ru	26 Янв 2018	Медицина	0	2	Источник исключен. Причина: Маленький процент пересечения.
[156]	0,08%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[157]	0,08%	0%	download pdf version http://jurvestnik.psu.ru	05 Янв 2018	Перефразирования по Интернету (ЕН)	0	1	Источник исключен. Причина: Маленький процент пересечения.
[158]	0,08%	0%	Federal Institute of Industrial Property (... http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[159]	0,07%	0%	An Empirical Comparison of Human Val... https://frontiersin.org	21 Мая 2020	СМИ России и СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[160]	0,07%	0%	https://is.muni.cz/publication/1459476/... https://is.muni.cz	24 Июн 2022	Интернет Плюс*	0	3	Источник исключен. Причина: Маленький процент пересечения.
[161]	0,07%	0%	Glucocorticoid Negative Feedback in Re... https://frontiersin.org	06 Июл 2020	СМИ России и СНГ	0	2	Источник исключен. Причина: Маленький процент пересечения.
[162]	0,07%	0%	моногр Айдарова А.Б. англ	15 Дек 2022	Кольцо вузов	0	2	Источник исключен. Причина: Маленький процент пересечения.
[163]	0,07%	0%	Oncology http://emll.ru	21 Дек 2016	Медицина	0	2	Источник исключен. Причина: Маленький процент пересечения.
[164]	0,07%	0%	Criminal Procedure Code of the Republi... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	2	Источник исключен. Причина: Маленький процент пересечения.
[165]	0,07%	0%	Предмет и виды трудовых споров о п...	01 Янв 2019	СМИ России и СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[166]	0,06%	0%	Жолдасбекова БАҚАРУ ПСИХОЛ - НА...	05 Мар 2023	Кольцо вузов	0	2	Источник исключен. Причина: Маленький процент пересечения.
[167]	0,06%	0%	A Basis for the theory of medicine http://emll.ru	28 Апр 2017	Медицина	0	2	Источник исключен. Причина: Маленький процент пересечения.
[168]	0,06%	0%	X Европейский конгресс ревматолого... http://emll.ru	21 Дек 2016	Медицина	0	2	Источник исключен. Причина: Маленький процент пересечения.
[169]	0,05%	0%	On amendments in the order of the Mi... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[170]	0,05%	0%	Сборник конференции	18 Мая 2022	Кольцо вузов	0	1	Источник исключен. Причина: Маленький процент пересечения.
[171]	0,04%	0%	On public service - "Adilet" ILS http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[172]	0,04%	0%	Main Activities of Rospatent in 2002 (1/2) http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[173]	0,04%	0%	On Administrative Infractions - "Adilet" I... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[174]	0,04%	0%	АНТИПЛАГИАТ -. Англ 2 Цифровая пед...	21 Апр 2023	Кольцо вузов	0	1	Источник исключен. Причина: Маленький процент пересечения.
[175]	0,04%	0%	On Taxes And Other Obligatory Payme... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[176]	0,04%	0%	On joint stock companies - "Adilet" ILS (... http://adilet.zan.kz	21 Янв 2016	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[177]	0,04%	0%	Физиологические лаборатории Всесо... http://emll.ru	20 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[178]	0,04%	0%	On Customs Affairs in the Republic of K... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[179]	0,04%	0%	Criminal Code of the Republic of Kazakh... http://adilet.zan.kz	04 Окт 2017	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[180]	0,04%	0%	Pharmacology http://studentlibrary.ru	16 Янв 2018	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[181]	0,04%	0%	Tinnitus http://emll.ru	21 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.

[182]	0,04%	0%	Шур, Елизавета Александровна Публи... http://dlib.rsl.ru	27 Июн 2022	Сводная коллекция РГБ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[183]	0,04%	0%	Electroencephalography http://emll.ru	21 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[184]	0,04%	0%	Ян Цзяньфэй Перспективы и потенци... http://dlib.rsl.ru	28 Дек 2021	Сводная коллекция РГБ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[185]	0,04%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[186]	0,04%	0%	Training of Specialists and Improving of ... http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[187]	0,04%	0%	Электромагнитные поля и здоровье ... http://emll.ru	21 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[188]	0,04%	0%	Labour Code of the Republic of Kazakhs... http://adilet.zan.kz	21 Янв 2016	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[189]	0,03%	0%	Labour Code of the Republic of Kazakhs... http://adilet.zan.kz	21 Янв 2016	ИПС Адилет	0	1	Источник исключен. Причина: Маленький процент пересечения.
[190]	0,03%	0%	Структурные характеристики и элект... http://dep.nlb.by	11 Ноя 2016	Диссертации НББ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[191]	0,03%	0%	darchev_k_a_bankovskie-ekosistemy-i-...	20 Мая 2023	Кольцо вузов	0	1	Источник исключен. Причина: Маленький процент пересечения.
[192]	0,03%	0%	Т. 8, № 5 http://emll.ru	20 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[193]	0,03%	0%	Политические элиты в старых и новы... https://e.lanbook.com	21 Янв 2020	Сводная коллекция ЭБС	0	1	Источник исключен. Причина: Маленький процент пересечения.
[194]	0,03%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[195]	0,03%	0%	Беляева, Татьяна Васильевна Стратег... http://dlib.rsl.ru	28 Янв 2020	Сводная коллекция РГБ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[196]	0,03%	0%	Federal Institute of Industrial Property http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[197]	0,03%	0%	Cooperation with the Russian Federatio... http://www1.fips.ru	25 Июн 2015	Патенты СССР, РФ, СНГ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[198]	0,03%	0%	Модели, алгоритмы и технология инт... http://dep.nlb.by	11 Ноя 2016	Диссертации НББ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[199]	0,03%	0%	[Резюме докладов] http://emll.ru	21 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[200]	0,03%	0%	Структурно-фазовое состояние и сво... http://dep.nlb.by	11 Ноя 2016	Диссертации НББ	0	1	Источник исключен. Причина: Маленький процент пересечения.
[201]	0,03%	0%	Т. 9, № 2 http://emll.ru	20 Дек 2016	Медицина	0	1	Источник исключен. Причина: Маленький процент пересечения.
[202]	0,02%	0%	http://philosociology.com/UPLOADS/_P... http://philosociology.com	01 Мар 2022	Интернет Плюс*	0	1	Источник исключен. Причина: Маленький процент пересечения.
[203]	0,02%	0%	http://philosociology.com/UPLOADS/_P... http://philosociology.com	18 Окт 2022	Интернет Плюс*	0	1	Источник исключен. Причина: Маленький процент пересечения.