UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

ATTITUDES OF EMPLOYEES TOWARDS REMOTE WORK IN SELECTED COUNTRIES

Ljubljana, January 2023   MIA TODOROVIĆ

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LIST OF ABBREVIATIONS

sl. - Slovene

DT – (sl. Digitalna transformacija); Digital transformation

EU – (sl. Evropska unija); European Union

HR – (sl. Človeški viri); Human Resources

ICT – (sl. Informacijska in komunikacijska tehnologija); Information and Communication Technology

IT – (sl. Informacijska tehnologija); Information Technology

WFA – (sl. Work from anywhere); Delo od koder koli

WFH – (sl. Delo od doma); Work from home

INTRODUCTION

The Covid-19 pandemic, which has affected the whole world, brought a key change to all companies in terms of how they conduct their work. Suddenly, remote work became compulsory, while offices became less significant. Modern Information Technology (hereinafter: IT) helped in creating new business models (Savić, 2020) that previously was a characteristic only of multinational firms and ad-hoc communities (Gerard, Lakhari & Puranam, 2020). The digital transformation (hereinafter: DT) of the workforce and the evolution of the work environment happened much earlier than forecast (Gerard, Lakhari & Puranam, 2020). It required adjustment of the company's culture, management strategy, technological mix, and operational arrangement. Also, besides the implementation of new technology, something that is very important in mitigating disruption of the way of doing business is the adoption of a digital workforce mindset. The characteristics that describe this mindset are abundance, development, agility, convenience with ambiguity, cooperation, and accepting diversity (Savić, 2020). European Commission (2020) pointed out the importance of remote work to preserve jobs and production.

The concept of remote work is nothing new. It is defined as working outside the usual working environment which is the employer's workplace (Olson, 1987). Researchers have used various terminologies: working from home, telecommuting (Dutcher, 2012; Allen, Golden & Shockley, 2015), teleworking (Morgan, 2004; Karia & Asaari, 2006), flexible workplace (OECD 2016; Cebr, 2019), etc. For the present research, I will refer to the term remote work, because it is the most present in the research studies which I found.

Since the 1970s, remote work has been referred to as a future way how companies will organize their workforce (Nilles, 1976). As IT has evolved, it has become part of the everyday business environment. It provides people access to do their work from any location and collaborate with colleagues (Spreitzer, Cameron & Garrett, 2017) as long as internet access is possible (Jalagat, 2019). Consequently, the physical location of a workplace began to lose importance, and remote work became increasingly popular (Rupietta & Beckmann, 2016). Although the term remote work mostly relates to work from home, it also implies other locations that are outside the employer's office. For instance, Allen, Golden, and Shockley (2015) refer to coffee shops, libraries, co-working spaces, etc., while Choudhury, Foroughi, and Larson (2019) besides work from home (WFH) refer as well to work from anywhere (hereinafter: WFA). WFA is a new kind of remote work where employees have both temporal and geographic flexibility. This geographic flexibility means that you can choose where to live.

In 2019, only 5.4% of the European Union (hereinafter: EU) workforce used remote work as a form of working. Sweden, Finland, and the Netherlands were among the EU member states with the highest share of employees working remotely regularly or at least sometimes

in 2019. While Portugal, Estonia, and Slovenia were countries that had the largest growth in the prevalence of remote work over the past decade. Differences between the shares of remote work among countries explain through their different industrial structures. Those countries with the higher share were countries in which most employees are in knowledge and Information and Communication Technology (hereinafter: ICT) intensive services (European Commission, 2020).

Numerous academic studies have demonstrated the benefits associated with remote work. Previous studies show that it has an impact not only on employees and employers but also on society as a whole (Dockery & Bawa, 2014). Among some benefits are increased autonomy, job satisfaction (Gagne & Deci, 2005), increased productivity (Eng, Moore, Grunberg, Greenberg & Sikora, 2010; Bloom, Liang, Roberts & Ying, 2013; Choudhury, Foroughi & Larson, 2019), better work-life balance (Johnson, Audrey & Shaw, 2007), reduced commuting time which immediately leads to reduced travel and other costs, reduced traffic congestion and air pollution which contribute to the environmental improvement (Karia & Asaari, 2006), the possibility for companies to reduce real estate costs, and more job opportunities for women who have kids (Johnson, Audrey & Shaw, 2007), students and disabled persons (Morgan, 2004). Ford, Milewicz, and Serebrenik (2019) also state that remote work can give support and empower the participation of underrepresented/marginalized transgender communities.

Where the influence of remote work on productivity is concerned, studies show mixed results. Nowakowski (2019) quotes that besides the opportunity to work at a time when you are the most productive, productivity increases because of fewer distractions from colleagues. Conversely, isolation or lack of face-to-face contact with colleagues can negatively influence employees' productivity (Rockman & Pratt, 2015; Morikawa, 2020). Among other things that cause a decrease in productivity is disruptions by kids which makes you less focused. Dutcher (2012) indicates that remote work increases employees' productivity, but only among those employees who have creative tasks. In other words, employees' productivity of those who work remotely depends on features of occupation and kind of tasks (Bailey & Kurland 2002). Generally, many studies related to productivity are somewhat contradictory. This can also be seen when it comes to the relationship between remote work and work-life balance. While some research finds that remote work contributes to a better work-life balance, others claim that it can cause the creation of many issues (Mulki, Bardhi, Lassk & Nanavaty 2009; Dockery & Bawa, 2014). On the one hand, this way of working allows the chance to care more about family (Madsen, 2003; Johnson, Audrey & Shaw, 2007), while on the other, there is a possibility that if we work from home, some disruptions will affect us to work longer hours than we would otherwise and thus upset the work-life balance (Bailey & Kurland, 2002; Dockery & Bawa, 2014).

Other challenges to remote work which are stated in the literature include the growing presence of information technologies in the daily conduction of tasks related to the job decreased social aspect of work meaning informal conversation with colleagues (Ammons

& Markham, 2004; Rockmann & Pratt, 2015); working outside of employer's premise probably impact on the occurrence of limited career development opportunities (Khalifa & Davison, 2000; Jalagat, 2019); those employees who used to work at the office can struggle in the adaptation of remote work because do not have enough IT skills to be part of virtual office; and new circumstances also can impact employees to share less knowledge with each other (Drew, 2013).

Even today, more than two years after the onset of the COVID pandemic, remote work remains an important topic. The question arises as to whether remote work will become permanent. According to Canada's Workforce Report, the software and information technology services industries have the most remote work job opportunities, and the number is expanding. It increased from 12.5% in September 2020 to 30% in September 2021. The number of remote jobs offers has increased in other industries as well, including media and communication services, wellness and fitness, and the healthcare sector (Pumble, 2022). In 2020, PwC did a comparative study with 120 leaders and 1,200 US office workers. According to 73% of the CEOs polled, working remotely has been successful (Apollo Technical LLC, 2022). However, some companies are still forcing employees to be physically present, while other companies have adopted remote work policies, allowing employees to spend some or all parts of their work remotely.

According to a survey done by Upwork, 30% of business leaders who were asked what their biggest concern about remote work was, replied that it was maintaining the corporate culture. Also, they fear that they are unable to properly control their staff while working remotely. Despite this, 61.9% of companies aim to increase the usage of remote work both now and in the upcoming years. For instance, in 2022, 16% of companies around the world are entirely remote, 44% forbid remote work, and the remaining 40% practice hybrid work (SquareTalk, 2022). Understanding how employees feel about remote work is necessary, as employees play a very sufficient role in any company's overall success (Cascio, 2006; Sharma & Sharma, 2014). Employees who are highly engaged and motivated can ensure the company's survival in these unexpected external crises such as the Covid-19 pandemic. Likewise, business leaders need to be agile and pay attention to the workforce (Carnevale & Hatak, 2020). Further, companies will need to ask themselves, "why are we doing this?" to maintain remote work beyond the pandemic and comparable scenarios. Aside from employee well-being, among the main reasons why companies may choose to continue allowing employees to work remotely are possibilities to optimize company costs like reduced office rentals, increased individual and team productivity, flexible corporate culture, adaptive business trends, and evolving market needs (Wrike, 2022). Considering that, remote work is here to stay, temporary solutions will not help. Companies need to plan for the long term and rethink their business plans, organizational culture, and strategies.

The purpose of this research is to examine Montenegrin and Slovenian employees' attitudes and behavior towards remote work. This topic is very interesting for analysis because due to the Covid-19 pandemic working remotely became extremely popular and a part of the

everyday life of millions of employees. The huge switch from office work to remote work can be a good test of the efficiency of working outside of the usual working environment. I hope that this thesis will help when a similar situation occurs next time in order to make remote work more feasible. Even if another crisis does not occur working outside of the employer's premises will likely become permanent for many of us in the future. Therefore, this thesis should also help those who are considering retaining remote work even after the pandemic passes.

The master's thesis consists of six main chapters. Section one discusses the phenomenon of remote work including theoretical background on different definitions of remote work, its history, the importance of digital technologies, and current remote work trends. The second chapter presents the benefits and challenges of remote work for employers and employees. In the third chapter, I researched the social and economic outlook of Montenegro and Slovenia, as well as their view on digital transformation and government policies which need to be modified to support remote work to a full extent. I wanted to find out what are the future remote work possibilities in each of these two countries. The fourth chapter describes the research framework and methodology of the thesis. Therefore, for the empirical part of this thesis, I collected data using an online questionnaire. The research was conducted on a sample of a total of 147 employees in Montenegro and Slovenia, collected through the 1ka platform. The survey link was sent to all employees who were suitable to work remotely and excluded those occupations which are not. Further, I was focused only on those who worked in the office before the outbreak of the Covid-19 pandemic for a better comparison of these two ways of working. The questionnaire has two versions, one in the Montenegrin language, meant for employees in Montenegro, and another one in Slovenian, meant for employees in Slovenia. The results of the research are presented and analyzed with the software IBM SPSS Statistics in the fifth chapter. This is finally followed by a discussion that provides a summary of the main findings and practical implications of the research.

1 REMOTE WORK

1.1 Definitions of remote work

Researchers have studied remote work and its effects for the past three decades in fields like business and economics, psychology, and environmental sciences (Čok, Mrak, Breznik, Foški & Lamovšek, 2022). However, the various terms and definitions of remote work used in the available literature pose a considerable barrier in reviewing the scientific findings on the concept of work performed away from a traditional office. Researchers use different terminologies and conceptualizations. Those who name this mode of work, in the same way, do not necessarily mean that they define it in the same way. Since results from different studies are frequently not comparable, the lack of a generally accepted description and conceptualization has seriously hampered our knowledge of this work mode (Allen, Golden

& Shockley, 2015). Further, I will look at the several terms and definitions that have been utilized in the existing literature.

Remote work, telecommuting, telework, working from home, working at home, virtual work, e-commuting, mobile work, flexible workplace, digital nomads, and freelancing are just some of the terms used to describe work mode that contributes to the digital transformation of the workforce (Nilles, 1997; Bailey & Kurland, 2002; Raiborn & Butler, 2009). In most cases, the technology, location, contractual terms, and time describe this mode of work.

According to Choudhury (2019) and Olson (1983), there is working from home and working from anywhere. Something that distinguishes these two concepts is the distance from the traditional corporate office. A range of 50 miles from the office describes working from home, whereas outside of that range describes working from anywhere. These definitions may not be widely recognized, but they can be important when making some distinctions about flexible work arrangements. There is also a distinction to be made between work from home and work at home. Work at home is regarded as a permanent kind of business activity in a residential building, whereas work from home is typically regarded as an occasional alternative to a traditional workplace (Čok, Mrak, Breznik, Foški & Lamovšek, 2022). However, this division is absent from Perez, Sanchez & de Luis Carnicer (2002). They claim that the term "work from home" might refer to those who do so regularly, but likewise to those who do not necessarily do it every day. The self-employed who do not have a main place of business is not included in this group.

On the other hand, Eddleston and Mulki (2017) have a different perspective on defining and dividing types of working outside of business premises. Their division consists of remote work (working full-time remotely) and telecommuting (working one to three days per week remotely). Gajendran and Harrison (2007) are also among those that use the term telecommuting. They define it as an alternative work arrangement that would ordinarily be performed in the main workplace, but in this case, employees accomplish duties via digital technology (Mokhtarian, 1991; Nilles, 1994; Bailey & Kurland, 2002; Gajendran & Harrison, 2007). Through email, collaboration platforms, online chats, video conferences, mobile devices, and telephones, employees stay in touch with their employers and co-workers. Usually, for them, it is common to work from home or nearby sites, such as coffee shops, libraries, or coworking spaces (Allen, Golden & Shockley, 2015).

The term »remote work« is often regarded as being more inclusive than »telecommuting«. Some studies claim that whereas remote work suggests that an employee resides outside of the company's primary headquarters or office, telecommuting typically only refers to working from home. The differences between remote work and telecommuting include differences in labor laws, financial obligations, cultural backgrounds, time zones, scheduling, and expectations, to name just a few. Many times, remote workers are independent contractors and freelancers who spend their time away from the typical office

environment (Savić, 2020). However, some define remote work, in its broadest meaning, as work that refers to any circumstance in which the employee is physically separate from the employer's premises (Allen, Golden & Shockley, 2015). Of course, the most common workplace is the home (Dzotsi, 2012), but other possible places are also satellite work centers, share office facilities, and other places that make it possible to do it effectively (Allen, Golden & Shockley, 2015; CIPD, 2016). The employer needs to provide employees with equipment for conducting remote work, like laptops, smartphones, access to a work email account, and other essential platforms (Viktorovich, Rozentsvaig, Bakhteeva, Soshnikova & Sherpaev, 2020). It is also important to note that some researchers only count as remote workers those who work outside of the employer's physical premises for more than 80% of the time. Others just count people who work from home constantly, while others include anyone who works from home at any time (even if it's just occasionally, like once or twice a month) (Othman, Yusof & Osman, 2009).

Except that, according to several studies, remote work is more broadly defined, it is also a more frequent searched term than telecommuting. Furthermore, in addition to that, there are more information resources available that address remote work. To be more precise, the term remote work appears on 17.2 million online pages, whereas telecommuting appears on 13.9 million (Savić, 2020). Figure 1 represents the frequency of searches for telecommuting vs remote work from 7 January to 6 April 2020.

Figure 1: Google Trends - frequency of searches for telecommuting (blue) vs remote work (red) from 7 January to 6 April 2020
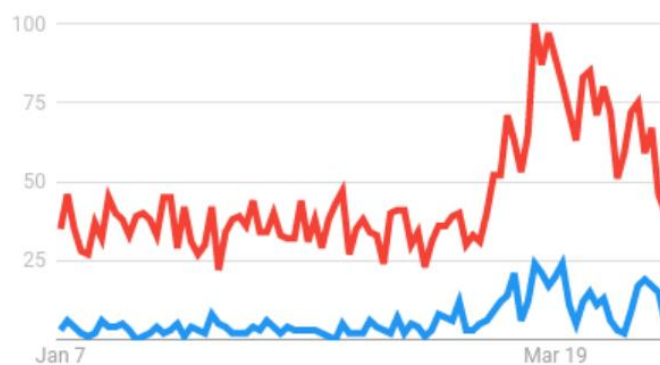
Source: *Savić (2020).*

Scholefied (2009) uses for this mode of work name - telework. He defines it as a regime of working that is strictly done from home at least one day a week. Dixon (2003) has a different perspective, and he does not imply that telework is work exclusively only from home but can be also some other location near home. Eurofound and ILO (2017) use the same name and definition as Dixon (2003). In other words, they state that telework refers to work done outside of the traditional office using ICT like cell phones, tablets, laptops, and desktop computers. Nilles (1997), the founder of telework research, is also among those who define

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telework as simply working away from the traditional workplace using technology. This type of work allows you to work from anywhere and at any time.

Similarly, the phrase »virtual work« is a term frequently used to describe individuals, groups of people, or organizations that engage virtually but do not meet in person due to geographic dispersion. A virtual worker is one who "can accomplish work without going to the office," according to Rubin (2007). He also places a strong emphasis on flexibility and the ability to set your schedule. However, employees who work from home or a location other than an office and who have work agreements with multiple employers are named freelancers (Nakrošienė, Bučiūnienė & Goštautaitė, 2019). Whereas the term »flexible work« frequently implies a wide range of flexible work initiatives, including flexible time and reduced work weeks. As a result, compared to most literature, it provides a more comprehensive view of work done outside the traditional office (Tietze & Musson, 2010; Allen, Golden & Shockley 2015).

The digital nomad is a freshly coined phrase that fits into the same category. These workers primarily work remotely to benefit from all that this type of employment has to offer. They can work and travel at the same time thanks to it. Consequently, they do not base their decision on a job, but rather on the amount of spare time they want to have. Most digital nomads work in technical fields such as programming, website design, digital marketing, and so forth (Muller, 2016).

Some state that different terms are used for work done outside the traditional office depending on the place where are you from. In the United States is known as telecommuting while in Europe it is called homeworking, working at a distance, off-site workers, or remote workers. All these terms are used to communicate the idea that work is something you do rather than somewhere you go (Baruch, 2001).

As already emphasized at the beginning of this master's thesis, I will refer to the term remote work, because it is the most present in the research studies which I found. However, the focus is on working from home.

1.2   History of remote work

Once remote work was thought uncommon and nearly unbelievable. Today it is already a widespread form of work. The concept of remote work is nothing new and it has a long history. The first »working man« (Homo ergaster), who lived 1.4-1.9 million years ago, did not travel far from home to hunt. It was a common manner of working and bringing food to the table at the time. Thousands of years later, houses where farmers lived and worked, emerged in England. Regarding tradespeople, during the Middle Ages, they also did most of the work from home. Later, although the industrial revolution altered the working environment, several professions and jobs were still done from home (Dishman, 2019). According to Westfall (1998), there are theoretical mentions of remote work back to 1920

and some practical ideas appear to have emerged during the mid-1900s. However, the first "modern" research dates to 1976.

In the 1970s, telephone customer assistance became one of the earliest examples of remote work in the United States (Taboroši, Strukan, Poštin, Konjikušić & Nikolić, 2020). Also, in the 1970s, during the period of the oil crisis, the idea of remote working became very popular (Waters, 2015). The reason for that was the rapid rise in oil prices, which also caused the increased cost of commuting. Consequently, remote work was considered a great solution (Deloitte, 2011). At the same period, Jack Nilles, who has been referred to as the "father of remote work", choose to work from home due to the unbearable traffic (Damato, 1997).

Although the concept of remote work has been for a long time and many individuals supported this regime of working, corporations did not begin to offer flexible working options until 1980 (Dishman, 2019). For instance, in Europe, corporations started implementing remote work in the early 1980s as a result of cost savings, increased recruiting flexibility, and emissions reduction (Vega & Pratt, 2003; Pgi, 2016). In Los Angeles, remote work was introduced in 1984. Their residents worked from home, due to increased traffic congestion during the Olympics (Hoang, Nickerson, Beckman & Eng, 2008). Further, for instance, during emergencies when employees were unable to access the workplace, such as the disaster in Japan in March 2011 and the terrorist attacks in New York on September 11, remote work started to be a highly considerable option. Therefore, in the case of any similar unforeseen event, remote work should be a solution for keeping the business operational (ILO, 2020). The advent of technologies contributed even greater breadth to accepting the idea of remote working. Moreover, besides accepting the idea, there began to be a greater possibility for adopting this way of working (Deloitte, 2011). However, according to the literature, employees must also have an appropriate job design for remote work. Working remotely is best for employees with primarily knowledge-based jobs, limited face-to-face contacts, and a high degree of autonomy (Bailey & Kurland 2002).

The European Council requested that the social partners establish agreements for the modernization and upgrading of labor policy within the scope of the European Employment Strategy. On July 16, 2002, the European Framework Agreement on Remote Work was signed at the European level as a result of the discussions. The framework agreement governs employment and working conditions, health and safety, training, and workers' collective rights. The parties to the agreement stipulated that the measures would be put into effect by July 2005 in each nation that was a member of the European Union (Eurofound, 2010).

1.3   Digitalization

Throughout human history, the consequences of technology have been thoroughly recorded (Beniger, 1986; Bradley & Nolan, 1998; Bradley, Madnich & Kim, 2016). Researchers like Cascio and Montealegre (2016) classifies civilization's growth and advancement into three

eras: the agricultural era, the industrial era, and the digital era. The ability to gain new information and knowledge has had a significant impact on each of these eras.

The Digital era or more precisely digitalization has a significant impact on most economic structures, social revolutions, cultural transformations, and business models (Mazzone, 2014; Cascio & Montealegre, 2016). The reason for this is the implementation of digital technologies. They have become an integral part of any organization or operating environment. Furthermore, they transform the whole business world and have had a profound impact on society and industry over the past few years (PwC, 2013; Kuusisto, 2015; Aloqaili, Alharthy, Alsaudon & Alshaalan, 2019). Digitalization is an inevitable part of our lives. It changes the way we work, communicate, shop, educate, and even how we enjoy life (Parviainen, Kaariainen, Tihinen & Teppola, 2017; Soderholm et al, 2018).

Although it seems like a recent development, the first stages of the digital era began with the advent of computers in the 1950s with a focus on improving the efficiency of the physical world (Mowery & Simcoe, n.d.). Personal computers were first introduced in the 1980s, followed by laptops and mobile phones in the 1990s (Caldow, 2009; Kizza, 2013). Additionally, throughout the 1990s and 2000s, the concepts of digital goods, services, and media were already well understood. At that time, mass media advertising campaigns were thought to be crucial digital avenues with which to contact customers. Despite the fact, that most transactions were still in brick-and-mortar establishments and often with cash (Schallmo, Williams & Boardman, 2017).

Since the discovery of the Internet, the workplace started experiencing an unprecedented transformation (Castells, 2010). It became a constantly linked environment that provides employees with rapid access to everything, they need to do their jobs (Mowery & Simcoe, n.d.). In other words, they can communicate in a much faster and simpler way via instant messages (Igloo Softeare, 2017) and perform their jobs on any device, anytime, and from anywhere (Attaran, M., Attaran, S., & Kirkland, 2019; Cijan, Jenić, Lamovšek & Stemberger, 2019). Digital workplace, a term that Charles Grantham and Larry Nichols coined in 1993 (Perks, 2015), helps in removing obstacles and connects organizations, people, information, and processes (Urbach & Roglinger, 2019). Jeffrey Bier was also among the first to use this term in the late 1990s (Williams & Schubert, 2018).

Digital tools have become the main component of success. It is an asset that helps workers to be more effective and efficient (Aloqaili, Alharthy, Alsaudon & Alshaalan, 2019). Also, in this more digital age, the relationship between companies and customers has altered, and because of that new business models are emerging. Digitalization provides solutions and produces value opportunities from digital data. It contributes to sustainability and new opportunity creation not only for businesses but also for the whole of society. All these technological changes led to the industrial revolution (Parsons & Oja, 2004). Accordingly, traditional manufacturing has turned into intelligent manufacturing. The Internet of Things (IoT), big data, augmented reality, cloud, mobile computing, blockchain, and other

technologies (such as 3D printers) attribute to this change. Likewise, "Digital manufacturing techniques", "the smart factory", "advanced manufacturing techniques" and "Industry 4.0" are some more terms used in describing a new phase of technological change (Cascio & Montealegre, 2016; Soderholm et al, 2018; Talan, 2019). Digital technologies help companies to keep up with constant unforeseen changes in business environment (Williams & Schubert, 2018; Soderholm et al, 2018).

However, the company needs to know to deal with digitalization in the right way. If it succeeds in that, it can have benefits such as increased corporate process efficiency, quality, and consistency of work (Aloqaili, Alharthy, Alsaudon & Alshaalan, 2019). Since the beginning of time, humans have changed the way we keep information. Kuusisto (2015) states that with help of digitalization, information has become more available and transparent. Also, data is evolving into a form of economic capital (Talan, 2019). By merging structured and unstructured data, offering better perspectives of organization data, and integrating data from other sources, digitalization can also give you a better real-time picture of operations and results. Therefore, new digital ways of doing business can impact improving employee satisfaction as well as productivity at work by automating tasks that are part of every workday and enabling employees to focus more on complex tasks (Parviainen, Kaariainen, Tihinen & Teppola, 2017; Vuori, Helander & Okkonen, 2018).

Also, according to Sabbagh et al. (2012) digitalization ensures gradual economic growth. Countries that are at the most advanced level of digitalization gain 20% more economic benefits than those at the beginning. Digital transformation has been shown that helps in reducing unemployment, improving quality of life, and increasing citizen access to public services. Governments work more transparently and efficiently with the help of digitalization. (Parviainen, Kaariainen, Tihinen & Teppola, 2017).

In today's digital business world, even though, the significance of digitalization is widely recognized, in practice, it happens frequently that companies face challenges (Williams & Schubert, 2018; Urbach & Roglinger, 2019). Companies that have difficulties to set an efficient digital strategy and transforming digitally are usually those who have previous generations' knowledge management systems. These companies have a higher risk of being left behind. Consequently, it is very important to adopt digital mindsets and create a culture that could support digital transformation and innovations (Talan, 2019). Besides the lack of an overarching digitalization strategy and competing agendas, the most common barriers are security concerns and not possessing enough technical skills (Parviainen, Kaariainen, Tihinen & Teppola, 2017).

It is very difficult to say that there is a business that is not at least partly influenced by digitalization. The harsh reality of COVID-19 has brought the concept of DT to the forefront. It has accelerated the transition to digital business processes (Burchardt & Maisch, 2019; ILO, 2020). Moreover, on multiple levels, Covid-19's effect on the workforce was evident. This encompasses a shift in employment, as well as its diversity, volume, velocity, and

monetary worth (Savić, 2020). Such a situation has imposed a role on human resource management (HRM) to assist organizations in guiding the uncertain present and future. Changes in rules, processes, workplaces, and collaboration were necessary (Gigauri, 2020). Also, it was increasingly necessary that workers adapt to the requirements of the environment and possess or just upgrade their digital skills (Soderholm et al, 2018) to use technologies to execute their tasks remotely (Sheppard, 2020). Parry and Battista (2019) state that digital technologies allow online working. They automate duties and decision-making. If employees are unaware of how to use technology, businesses cannot benefit from it to its fullest extent (Elias, Smith & Barney, 2012).

Further, DT will bring exciting changes to our lives, and it will reshape the global economy even more. It is noticeable that DT shows no signs of slowing. Therefore, companies should keep pace with it (Parviainen, Kaariainen, Tihinen & Teppola, 2017; Burchardt and Maisch, 2019).

1.3.1   The importance of digital technologies

As was already indicated, significant technological developments in the field of IT took place in the second half of the 20th century. It was crucial to the emergence of remote work. The laptop computer, which replaced the traditional office and allowed employees to work outside of the company's premises, was one of the key inventions for the growth of remote work. People rapidly realized that the aforementioned alterations would also permanently alter the way they work (Caldow, 2009).

However, for companies to make a successful migration to remote work these days, there are several considerations they need to pay attention to. One of them is that working remotely has been possible due to newer technologies, but it requires the use of the proper one. (Ward, 2017; PwC, 2020).

Early explorers, like Christopher Columbus, were the forerunners of today's remote workers. However, they were unable to utilize modern ICT and could not interact with their superiors (Brooks, 2008). Precisely technological advances have enabled workers to communicate over a long distance and thus contributed to a greater representation of remote work (Westfall 1998; Olson, 1983; Timsal & Awais 2016; Rupietta & Beckmann, 2018). So, electronic communication technologies like computers and telephones (Deloitte, 2011) make it easier to communicate without requiring both parties to be present at the same time and face-to-face (Olson 1983; Brakenhoff, n.d.). Thanks to that, over the years, employees have more and more flexibility to work from anywhere. Also, computers and other communication technology make remote work simple and economical (RTA 2009; Cousins & Robey 2015) In that way, people would not think twice about working remotely. They desire to work in a more cost-effective, faster, and environmentally friendly manner. Likewise, those who have already switched to remote working provide incentives for others to embrace new technologies and make further investments (Ward, 2017).

However, exactly this technology is also an obstacle for many employees to work remotely because some companies are not able to provide the necessary systems, infrastructure, and other resources required for the appropriate conduction of remote work (PwC Malta, 2020). Suitable information, communication technology, and other equipment are significant so that the home office can function approximately the same as a traditional office. (Deloitte, 2011; ILO, 2020) The employer must be aware that failure to provide the employee with appropriate conditions for remote work may adversely affect performance, efficiency, and well-being. In addition, inadequate equipment leads to reduced productivity and eventually worker disengagement (ILO 2020). PwC (2020) research found that the most significant resources for effective implementation of remote work are stable and fast Internet connection, IT infrastructure, and communication tools. As time goes on, it is becoming increasingly clear that digital transformation is not something that can be postponed. It requires immediate attention and investment.

It is important to consider that the representation of remote work does not depend only on physical attributes, for instance providing equipment, but also on cognitive development. In individual capacity exists significant disparities, therefore, employers should provide different employees with different levels of support to successfully transit to work from distance. Therefore, employers need to assess whether their employees are digitally capable of using the equipment provided to perform this mode of work. If they are found not to be, employers need to provide the necessary training. Some individuals may have to work harder to develop digitally or just upgrade skills than others (Larson & Makarius, 2017; PwC, 2020; Building 20, 2020).

Given that the younger generations have grown up with technology, it is reasonable to assume that they can work remotely. Also, this way of work suits them more than the elderly (Nicholas, 2012). Companies must adjust to new demands and adopt a new organizational structure based on digital technology and the emergence of social networks (Lehdonvirta, 2016).

Furthermore, like with any firm, some level of managerial oversight is essential. If monitoring is costly, basic organizational design principles advocate shifting from behavior to outcome-based control. In that way, workplace digitalization may be more practical, because of assessing the employee's results based on results rather than behaviors (Gerard, Lakhari & Puranam, 2020). Simultaneously, digital technologies have advanced so much that they can monitor and track the activities of employees. Therefore, they can replace supervision that a manager would otherwise perform (ILO, 2020).

1.4   Trends in Remote Work

1.4.1   Remote work before and during Covid-19 pandemic

Due to advances in ICT, the incidence of remote work arrangements in businesses has expanded in recent decades (Shamir and Salomon 1985; Baruch 2000; Areheart & Roberts, 2019). In 2002, member countries of the European Union signed the European Framework Agreement on remote work. Also, those countries that joined the EU in 2004 and 2007 agreed on that. The goal of this agreement is to increase job security for remote workers. Besides that, it aims to assist the EU in its transition to a knowledge-based economy. The relatively strong uptake of remote work in European countries is largely due to the support that EU member nations have given it as it became a strategic government goal and policies, and campaigns were created to encourage uptake. Employees using ICT while working outside of the office was highly common in 2006, with the highest rates in certain Scandinavian nations (see Figure 2). ICT innovations and the extensive expansion of broadband and quicker internet services helped that mobile phone usage increase. Moreover, it helped in the development of mobile and personal digital assistants. Already in that period, all of that represented a good potential for remote work (Deloitte, 2011).

Figure 2: Percentage of employees using ICT while working outside of business premises, 2006
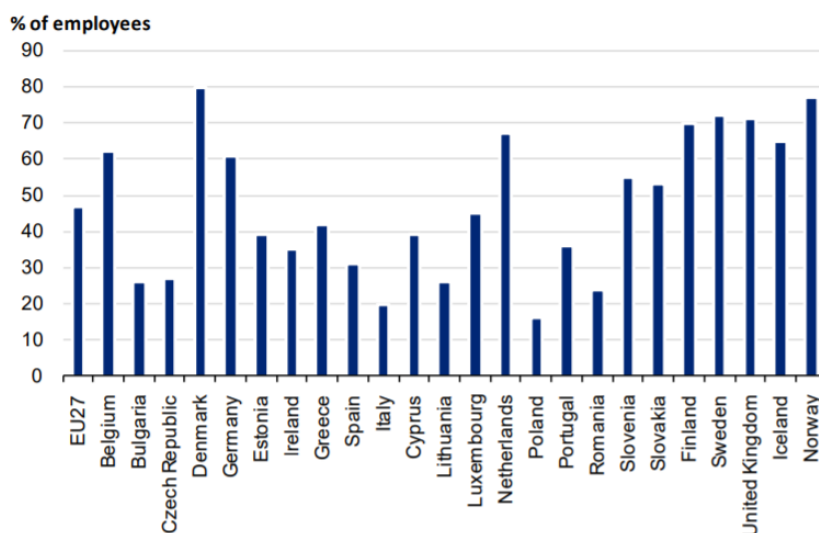
Source: Deloitte (2011).

Several years later, more precisely in 2019, the percentage of people that work remotely was not as high as it was maybe expected (European Commission, 2020). The proportion of people who were working remotely only occasionally attributed to an increase from 5.5% in 2006 to 9% in 2019. While the proportion of EU workers who usually work remotely climbed only a little, at 5.4%. Before the pandemic, only a small percentage of the workforce

worked remotely (ILO, 2020; European Commission, 2020; European Union, 2021). Sweden, Finland, and the Netherlands were among the EU Member States with the highest share of employees working remotely regularly or at least sometimes in 2019. While Portugal, Estonia, and Slovenia were countries that had the largest growth in the prevalence of remote work over the past decade (European Commission, 2020).

In the spring of 2020, the global pandemic drove companies to alter the way they carry out their businesses. Then, it started the largest remote work experiment in human history (Ward, 2017; Building 20, 2020) in order to mitigate the pandemic's impact on public health and the economy (Bisello, Fernandez-Macias, Milasi & Sostero, 2020). Most of the previous study has focused on pre-planned and voluntary remote work programs (Bloom, Liang, Roberts & Ying, 2013; Choudhury, Foroughi, & Larson, 2019). However, this time, an extraordinary scenario necessitated sweeping changes to the usual office structure and the concept of modern office work. The appearance of the Covid-19 pandemic forced a larger number of people to work remotely (European Commission, 2020; Spiggle, 2021; KPMG, 2022). However, simultaneously, this situation created the conditions to help many companies to evaluate remote work while also their clients and suppliers worked remotely. In that way, everyone got a chance to see how well it could work (ILO, 2020).

Companies were not fully prepared for this sudden revolution in the way of working. Even for the most experienced companies and workers, the scenario of forced widespread remote work is tough. There was also a significant number of workers for whom physical distancing measures, lockdowns, and other such measures, had extremely devastating consequences. For instance, many workers were forced to take undetermined lengths of leave, furloughs, decreased working hours, compensation, layoffs, and job losses. Some of them also experienced whole firm closures (ILO, 2020). The reason for that was precisely because the potential for the development of this work regime is dependent on the company's occupation structure as well as the availability of appropriate infrastructure to support and permit remote work (Berg, Bonnet & Soares, 2020; Bisello, Fernandez-Macias, Milasi & Sostero, 2020). Besides that, the degree of economic growth also determined how quickly communities can adopt remote labor, especially when the majority of people are involved (Ward, 2017).

Remote work presence increased the most in countries that were most hit by the virus and where remote work was highly developed before the pandemic. Nearly 60% of employees in Finland have shifted to working from home. Over 50% of employees worked remotely in Luxembourg, the Netherlands, Belgium, and Denmark, while around 40% worked remotely in Ireland, Austria, Italy, and Sweden. In Europe, on average, 24% of employees who had never worked from home before began to work remotely, compared to 56% of employees who had previously worked from home on occasion. Accordingly, with the appropriate technology, tools, and work reorganization, a lot more occupations can be done remotely than was previously thought. Thanks to video conferencing, online shopping, special deliveries, telemedicine, e-learning, electronic trading, etc. (PwC, 2020), people have managed to cope with the pandemic to some extent. Modern technologies have helped

prevent business closures around the world (Berg, Bonnet & Soares, 2020; Gerard, Lakhari & Puranam, 2020).

Many companies and employees are already noticing the many advantages of this way of doing business. However, some prefer the usual office work. For instance, some senior managements refuse to enable staff to work remotely for fear of decreasing productivity. Also, some companies do not have the appropriate infrastructure, and processes for conducting remote work in the long run. Even after 2 years from the beginning of the pandemic, there are still questions regarding the permanent shift to remote work in some companies and its functionality of it (PwC, 2020).

In the continuation of the thesis, there will be more talk about the benefits and challenges of remote working, both on the part of employees and from the perspective of employers.

1.4.2   Representation of different occupations in remote work

The European Commission and Eurofound's Joint Research Centre collaborated to do research on the prevalence of remote work across jobs in Europe before and during the Covid-19 epidemic (Sostero, Milasi, Fernandez-Macias & Bisello, 2020). They wanted to know which aspects and to what extent contribute to making a job possible to be done from distance. They believed that the main factor that impacts the potential of remote work is the occupation of the population. Those jobs that require a notable number of physical tasks cannot be done remotely (OECD, 2021; Sokolic, 2022). While all other jobs are theoretically possible to be done from the distance. Therefore, they made an estimation based on European occupational data and concluded that 37% of dependent employment in the EU can be done remotely. The results of this assessment are similar to results from real-time surveys performed during the Covid-19 crisis (Eurofound 2020). In 2/3 of EU countries, based on their estimates 35 to 41% were those jobs that are possibly to be remote. The EU country with the most occupations that can be conducted from home was Luxembourg and the last place was Romania, that can be seen from the graph below (see Figure 3) (Bisello, Fernandez-Macias, Milasi & Sostero, 2020).

Figure 3: Percentage of employees in teleworkable occupations by member state, EU27
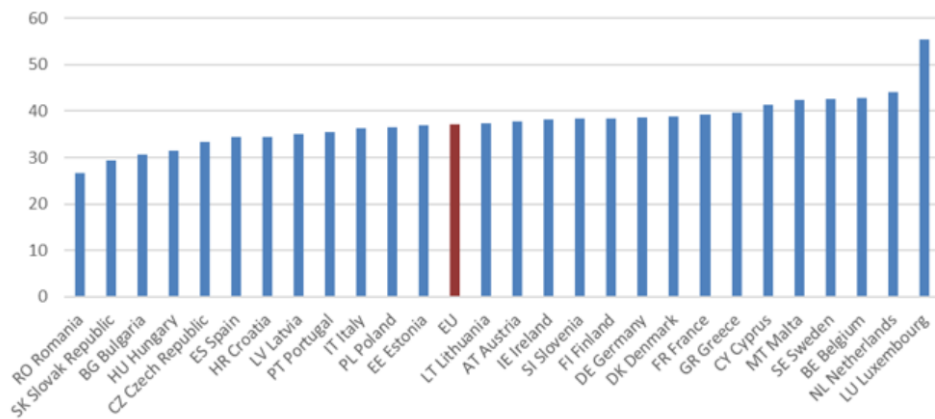
Source: Bisello, Fernandez-Macias, Hurley, Milasi, & Sostero (2020).

Therefore, before Covid-19 only a small number of workers worked remotely although their job characteristics allowed them to do so. The reason for that is that except for task composition of the job and technical feasibility, things that determine whether the work will be carried out remotely or not are also an organization of work and the position in the occupational hierarchy. Working from home is far more common among managers and professionals (Barrero, Bloom & Davis, 2021, European Commission, 2020). Likewise, there is also a difference based on educational qualifications. It is a higher probability that those who graduated and have higher qualifications to have occupations appropriate for remote work than those who are not (Bisello, Fernandez-Macias, Milasi & Sostero, 2020). Therefore, high-skilled workers are generally more equipped for large-scale remote work in ICT and knowledge-intensive industries (European Commission, 2020; KPMG, 2022). Remote work is also prevalent among professionals in the legal, business, administrative, and science fields (see Figure 4).

Figure 4: Prevalence of telework by occupation, EU27
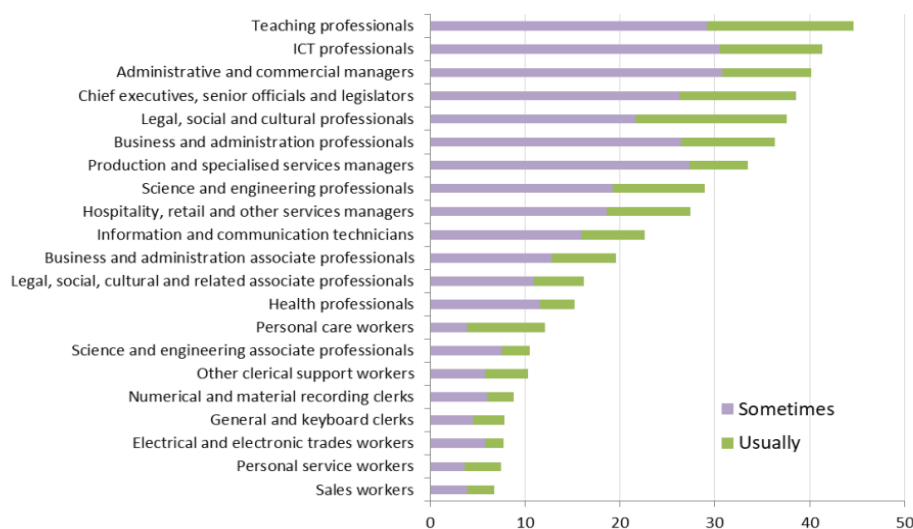
Source: European Commission (2020).

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The Covid-19 pandemic's onset has highlighted significant disparities in the incidence of remote work across EU Member States. One of the key explanations for the variable frequency of remote work between countries is differences in the industrial and occupational structure (European Commission, 2020; KPMG, 2022). Also, it is understandable why remote work was fundamentally more common in 2019 in nations like Sweden, Finland, and Denmark. Mainly because they employ more people in knowledge and ICT-intensive services (European Commission, 2020). However, the prevalence of remote work can vary greatly between countries, even within the same occupation. In some countries, workers in some specific occupations may have greater access to remote work than in other countries. It depends on management and supervisory styles, how work is organized, and national legislation governing things like work flexibility. For example, in the Netherlands, more than 60% of ICT workers worked remotely in 2018 regularly. While, on the other side, regularly in Germany worked only 32% and in Italy 11% of ICT workers were remotely. Aside from the fact that countries such as the Netherlands, Sweden, and Finland embrace remote work due to a significant representation of occupations that can be conducted remotely, in these countries is also a big presence of large companies (European Commission, 2020). Remote work is often more prevalent in medium and large companies than in smaller ones (Bisello, Fernandez-Macias, Hurley, Milasi & Sostero, 2020; OECD, 2021).

According to many findings, access to remote work has grown more evenly spread throughout white-collar occupations during the Covid-19 pandemic. However, also it made new opportunities for leading in new opportunities for low and mid-level clerical and administrative workers. Remote employment makes it far more difficult to monitor work effort, necessitating a higher level of trust. The lack of familiarity with digital tools among businesses and employees, as well as prior experience with remote working arrangements, may limit its adoption and efficacy (Milasi, Gonzalez-Vazquez & Fernandez Macias, 2020). There's also a risk that businesses will respond to this challenge by utilizing intrusive digital tools to monitor work efforts remotely (Kohen, 2020). As a result, it might have negative consequences for job quality, privacy, and autonomy (Chang, Liu & Lin, 2015; Bader 2019; Bisello, Fernandez-Macias, Hurley, Milasi & Sostero, 2020).

Also, to eliminate the remote work divide, younger and lower-qualified employees, as well as experienced employees in white-collar occupations, should have access to remote work arrangements. Because workers with excellent digital abilities are probably better positioned to respond to the demands of remote working during the Covid-19 crisis, substantial training opportunities were critical. The widespread growth of remote employment will inevitably widen the social gap between those who must perform physical chores and those who can give intellectual and social services from anywhere (Bisello, Fernandez-Macias, Hurley, Milasi & Sostero, 2020).

It is important to emphasize that a lot of jobs even if they can be conducted remotely, they demand substantial social engagement (European Commission, 2020). Therefore, it makes

working remotely sub-optimal. The most advanced videoconferencing technologies cannot equal the quality of face-to-face encounters.

1.4.3 Different economic development of countries and remote work

Recent articles that examined the possibility of remote work in countries at various stages of economic development are also worth mentioning (Gottlieb, Grobovšek & Poschke, 2020). As a result, in addition to occupational structure, economic considerations such as access to broadband internet and the chance of possessing a personal computer are major predictors of working remotely (Bana, Benzell & Solares, 2020). The data show that the ability of jobs to be done from home grows in tandem with the country's economic development (ILO, 2020; Dingel & Neiman, 2020). Therefore, developed economies countries have a big share of occupations in ICT, professional services, banking and insurance, and public administration. In that way, they can mobilize a larger percentage of their workforce to work from home (Hensvik, Barbanchon & Rathelot, 2020, Mongey & Weinberg, 2020). Additionally, those developed economies consider permanently switching to remote work (Gottlieb, Grobovšek & Poschke, 2020). On the other hand, in poorer countries, evidence of the capacity to work remotely is very limited. However, developing countries rely heavily on low-wage occupations that have fewer opportunities to be performed remotely (Sokolic, 2022). Such as manufacturing, agriculture, construction, and tourism. For instance, border closures and lost revenue have severely harmed those tourism-dependent economies during COVID-19 (ILO, 2022). Furthermore, in low-income countries, the social, physical, and IT infrastructure is frequently less suited to home-based labor than in high-income countries (Gottlieb, Grobovšek & Poschke, 2020).

1.4.4 Occurrence of gender and generation differences in remote work

Women are those who have a much larger share of occupations suitable for remote work than men. Consequently, it is rare for a woman to work in sectors such as agriculture, mining, manufacturing, utilizes, and construction. Women are more likely to work in office-based, secretarial, or administrative professions that are more suited to remote working (Bisello, Fernandez-Macias, Hurley, Milasi & Sostero, 2020).

Different generations may have different perspectives on remote work. According to Pasini (2018), Millennials are thought to have a weak work ethic whereas Baby Boomers are thought to be inefficient with technology. Nevertheless, that does not always have to be true. Companies must remember that not every member of a generation fits the stereotype and that certain individuals may deviate from it. Also, it is stated in one article that younger generations tend to prefer technologies that allow more freedom and mobility. On the other side, Baby Boomers might favor in-person interactions over distant working methods (Damla & Shannon, 2018). These, however, can be mere assumptions. For instance, according to a survey conducted by PwC, 64% of surveyed Millennials indicated that they would occasionally want to work remotely. Additionally, this survey revealed that a slightly

higher proportion of Gen X and Baby Boomers (66%) would want to work remotely (Zimmerman, 2016).

Even if not all employee generations are equally prepared to transition to remote work, experience and high-caliber skills are the most crucial elements in a successful remote job. Regardless of your generational affiliation, anyone can succeed as a remote worker provided, they put in the appropriate effort.

1.4.5   Differences in company policies

The representation of remote work can be considered not only between countries but also between many companies.

Many multinational companies have a different perspective toward remote work. Yahoo is among those that do not support working from distance. They implemented a policy prohibiting employees from working remotely across the board. The reason for this choice is that they discovered that remote work has a detrimental impact on innovation levels. Besides that, remote work slowed down delivery times. It may also harm employee and employer motivation and performance. According to Arun Pathak et al (2015), employee communication levels are moderately greater when she/he works in an office environment. Employees can cooperate more effectively and positively as a result of this. Netflix CEO Reed Hastings is also among the opponents of remote work. For him, it is a huge disadvantage to be unable to meet in person, especially abroad (Barrero, Bloom & Davis, 2021). Other companies, such as Best Buy, Google, and Hewlett-Packard, have attempted to introduce some limits but did not eliminate the option to work remotely (Basile & Beauregard, 2016). However, technological improvements have contributed to the increased representation of remote work. For instance, Apple and Amazon focus primarily on hiring workers who work remotely daily. These organizations engage remote workers to save money on office space, and this method of working has been shown to reduce absenteeism across the board (Reddan, 2015). One more proponent of remote work is the CEO of Rite Aid company, Heyward Donigan. During the peak of the Covid-19 pandemic, his company adapted to remote work incredibly well, because they have learned how to do it and how to operate a business from anywhere (Barrero, Bloom & Davis, 2021).

1.4.6   Remote work forecasts after Covid-19

The era of traditional work as we know it is over. Remote work has, at last, become widely accepted. The World Economic Forum (2018) predicted that by 2022, over 50% of all employees would need major reskilling and upskilling (Savić, 2020). Remote work is a potential strategy for adjusting to the new demands while preparing your company for the future. Additionally, a company that permits remote work would draw and keep workers who value flexibility and sustainability. It is crucial to note that remote work is a mutually

beneficial arrangement between a company and its employees. Both parties need to evaluate the option only if they both think it is helpful (independently) (Linden & Oljemark, 2018).

A variety of factors affect how widely remote work is going to be spread. For instance, its impact on labor standards and productivity. As well as its support for more general policy goals like Europe's digital and green transitions (European Commission, 2020).

Companies are imagining what the future of work will be like as we continue to feel the effects of COVID-19 around the world. Thus, one can question whether remote work will stick around and, if so, what kind of economic influence it might have. For both individuals and employers, work will undoubtedly stay to be more flexible and virtual in the future. Also, the number of employees who are eager to work remotely is increasing. Referring to work done not only from home but also from other locations. According to a Cisco Systems poll conducted in 12 markets in Europe, the Middle East, and Russia, 87% of 10.000 respondents said they wanted the freedom to pick their working environment and hours when they work (KPMG, 2022). However, this does not necessarily imply that more individuals will start working remotely or that this trend will continue. Many employees would like a hybrid work arrangement. In other words, they would like an arrangement in which they could work remotely and, in an office (Deloitte, 2020; Spiggle, 2021).

Numerous research findings indicate that one of the main barriers to utilizing remote working to its full potential is the tax and legal implications. As a result, the largest regional and global catalysts for economic growth can be revised thresholds for triggering taxation, social security duties, permanent establishment, and so on, as well as altering the legislation governing mobility. Most businesses prioritize remote work within national borders. As regards working remotely across borders, most businesses contemplate it only for a short period, for fewer than 90 days (KPMG, 2022). Certain employers do not allow their employees to work in regions where the company does not have a permanent presence. These employers only allow employees to work in locations where they are already formed for tax reasons. So, its company has a tax-reporting and withholding presence (Deloitte, 2020).

2   BENEFITS AND CHALLENGES OF REMOTE WORK

Remote work is appealing to many organizations, individuals, and society. However, there are also those for who this way of working does not suit (Perez, Martinez Sanchez & Pilar de Luis Carnicer, 2003; Gajendran & Harrison, 2007; Dockery & Bawa, 2014). There is a lot of research on this topic from the perspective of the employee but also from the perspective of the employer that shows different experiences in adapting to remote work.

Among the benefits that people cannot have by working from the office is less commuting, that impacts employees' well-being, other stress factors, and cost savings. Thanks to remote work, employers are able not only to save money on office space but also to acquire and keep individuals who value the opportunity to be more available to family demands (ILO,

2020). Furthermore, employers are now in the position to offer employees greater autonomy in terms of their working hours and location flexibility (Bailey & Kurland, 2002; Harpaz 2002; ILO, 2020). These opportunities are especially beneficial for families with young children (Ammons & Mrkham, 2004). All of that, often lead to higher job satisfaction. Consequently, satisfaction lowers absences and impacts on higher employee retention. Remote work helps an employee to work when she/he feels most productive. Increased productivity is the most mentioned benefit of remote work (Bailey & Kurland, 2002; Morgan 2004). However, higher productivity, that is a very important aspect for both employees and employers, is still being explored (Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009; Savić, 2020).

On the other hand, in addition to the few benefits that will be discussed in the next chapters, both employees and employers are aware of the challenges that come with working remotely. A home setting has the dual ability to increase or mitigate conflict. Therefore, it can increase work schedule flexibility, resulting in longer working hours (Hill & Martinson, 2003). Also, other things that it can create are stagnation regarding career development that in turn also affects the feeling of loneliness, social isolation, and performance of the employee to not be as it would be if she/he worked from the office (Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009; Savić, 2020). All these challenges that employees and thus the employer may face further have an effect on the way how a family functions or in other words work-life balance that entails many other questions. Consequently, employers justifiably may have concerns about the loss of organizational coherence and management over employees that work remotely. Besides that, among employers' concerns is data security (Savić, 2020).

An experiment on a global level, that resulted from the Covid-19 pandemic has helped business continuity and has revealed major benefits, but it has also revealed gaps within companies. If companies are looking for a permanent transition to remote work, it requires consideration of all aspects of this new style of working to reap the benefits and overcome the challenges (PwC Malta, 2020) In other words, it is very significant for employers to consider the opinions of their employees regarding working remotely. Employees should be part of the decision-making process. Since they are the ones who make up the company (ILO, 2020). Otherwise, various generations may be placed in uneven positions. Particularly senior managers and workers with extensive work experience may be so accustomed to working in an office setting that they may find it difficult to quickly adapt to the new remote working culture (Guantario, 2020).

However, those companies that successfully switch to remote work for sure create a competitive advantage. While saving on costs, they are also able to have a more productive and happier workforce (Building 20, 2020). Nevertheless, the focus should not only be on keeping productivity, but also on other things like altering the organization's culture, management, and technology infrastructure (PwC Malta, 2020).

Every benefit and challenge are in some way connected. In other words, while something may be beneficial to someone, for others it may be a challenge. It will be researched more in detail in the next chapters.

2.1   Benefits for employer

The benefits for the employer that I will focus on are the following: recruitment and retention, reduced absenteeism, business resilience, increased productivity, and cost savings.

Recruitment and retention

Employers have been experimenting for several years with new strategies to develop and retain their employees. And many potential candidates are usually drawn to companies that offer flexibility in the workplace. This manner of working gives employees independence. Independence may be a big benefit because it allows employees to do their daily responsibilities while also building in additional personal tasks that they may need to complete throughout the day (Ward, 2017).

Further, the traditional company model imposes the possibility of employing only people who live within reasonable commuting distance of the office or who are willing to relocate. While today remote employment allows employers to break down geographical constraints and expand their pool of potential employees (Murphy, 2017). As a result, employers benefit from remote work since it enables them to hire the best candidate for each position regardless of their location (Lister & Harnish, 2011). Moreover, employers become immediately more appealing to recruits if they offer remote work. Also, if they allow current employees who may be considering moving to another city or country to continue working for the company and make the transition to remote work. Remote work provides an opportunity for employers to access to the best talents worldwide, and a possibility to retain the best ones (Deloitte, 2011).

Reduced absenteeism

An employer can benefit by offering an option of remote work in a way that sick days can be cut down for minor illnesses. That is the case when the employee could work but stays home to prevent infecting others. Therefore, it is good to have the possibility to work remotely not only if you are the one who is sick, but also if it is a child or other dependent person. In that situation, absent days can be reduced, and employers would benefit greatly (Council of Economic Advisors, 2010; Johns, 2010).

Business resilience

Amidst situations like natural disasters, pandemic threats, transportation strikes, or harsh weather, employers should be able to provide remote work. In that way, their employees can continue to work wherever they are (ATAC, 2006). For instance, in the event of an epidemic

such as Covid-19, remote work can help businesses withstand sudden circumstances such as being quarantined to prevent the spread of infection. Likewise, if it is difficult for the employee to reach the office in case of a situation like floods, inclement weather events such as snowstorms, or because of mass transport bottlenecks. It is more practical that the workplace comes to the employee's home than vice versa. Consequently, remote work helps in the minimization of potential losses for both sides, but especially for employers (Deloitte, 2011).

Increased productivity

Although increased productivity due to remote working is usually cited as an advantage for employees, it can represent from a different perspective an even greater benefit for employers. The flexibility to work in comfort and at the time when an employee feels most productive also can lead to the decision to work additionally at a time when otherwise you would be commuting. Higher productivity and any amount of additional work due to remote work hugely could benefit employers (Deloitte, 2011). However, whether someone is more productive when working remotely depends on several factors, which will be discussed in the next chapter.

Cost savings

Remote work allows employers to save a lot of money. If remote work became more prevalent, it entails the possibility that employers are in a position to reduce the cost of renting office space (Nowakowski, 2019; Building 20, 2020). Nowadays, employers may not have the costs of office space at all or are somewhat reduced, considering that if a part of the employees work remotely, they do not need large business premises. Also, in the case when a substantial percentage of employees work remotely, there is an option of moving office space to a cheaper and less central location because there is no longer a necessity to be near a transportation hub for easy worker access. In addition to reducing such costs, employers with this type of work have lower costs of electricity, gas, and water use (Meyer, 2000).

However, although remote work reduces many costs it also creates some others. These costs relate to home office costs, that usually the employer's duty to subsidize them. The employer is obliged to provide necessary equipment such as computers, phones, etc. for efficient conduction of remote working. Regarding electricity costs, home offices are more energy savers than traditional offices (Deloitte, 2011). Therefore, remote work is also a cost to the employer, but somewhat less so than office work. It allows savings to some extent.

2.2   Benefits for employees

The following are the employee benefits that were most cited in the literature that I researched and will be discussed in greater depth below: increase productivity, the flexibility of location, work-life balance, cost savings, commuting, and job satisfaction.

Productivity

Previous research on remote work had found increased productivity as a benefit of working from distance instead of working on business premises (Olson 1989; Kurland & Bailey 1999; Council of Economic Advisors, 2010; Bailey, 2012). For instance, Bloom, Liang, Roberts and Ying (2013) discovered with a field experiment a 14% improvement in productivity among call center employees in Chinese travel agency who work from home. Also, according to the survey conducted by PwC company, respondents stated that increased productivity is among the advantages of remote working (PwC Malta, 2020). The employees are more likely to work harder when they work from home (Eriksson & Petrosian, 2020) At the home office, there are usually fewer distractions because it associates for many with a place where they can have silence and greater concentration (Golden & Veiga, 2008). Likewise, working from home provides an opportunity for employees to work in clothes that is much more comfortable than what they would otherwise wear in a traditional office. Among other elements that can contribute to higher productivity at home is the avoidance of office polemics that are not only time-consuming but also depending on the topic of conversation may affect the creation of negative feelings in the whole office (Olson 1983). Thus, on the business premises, it is simpler to get distracted and talk to colleagues than in the home environment (Nowakovski, 2019). Furthermore, less commuting is one more benefit of remote work for an employee. It has an impact on the reduction of stress that consequently leads to increased productivity. Besides the reduction of stress, employees' time usually spent on the road now can use for extra work. It consequently explains increased working hours and productivity (Shin, Sheng, & Higa, 2000). Sometimes, room temperature also influences the individual's productivity, and for instance, while working from home it is possible to adjust it according to personal preferences (Deloitte, 2011). In comparison with office workers, according to Butler, Aasheim, and Williams (2007), remote workers' productivity increases even more over a longer period than on short-term.

Among recent research on this topic, Barrero, Bloom, and Davis (2020) found that even during the COVID-19 pandemic, employees' productivity was higher while working from home than from the office before this unexpected huge ''experiment''. It is important to emphasize that their survey was based only on productivity while working from home during a situation that befell the whole world. The productivity of those people who worked remotely even before the pandemic could have been lower during it. As a result, it is vulnerable to the detrimental effects of closed schools and pandemic-related stress, among other possible productivity stumbling blocks. Barrero, Bloom, and Davis's (2020) positive findings coincide with discoveries from other surveys for instance survey of UK businesses

and their adoption of remote work during the pandemic. Riom and Valero (2020) discovered that many organizations have incorporated new technologies and, perhaps most critically, have adapted to increase staff productivity.

It is unsure whether all these findings will be generalizable to a larger group of people. However, something that would surely benefit employees' productivity growth, not only considering the outcome after the pandemic, is the possibility to choose what working arrangements work best for each employee. Furthermore, it is important to emphasize that productivity also depends on the characteristics of occupations and industries that employees operate.

Flexibility of location

People who work remotely do not have to live close to the main traditional office. They can choose where they would like to live because they possess more flexibility in deciding which location is perfect for them and their lives. It can be a country town or region, or a place where real estate is more affordable. There are many options without jeopardizing your job and career. Important to emphasize, also is that remote work allows those who have fewer job opportunities because of living in the regional areas to join the workforce (Deloitte, 2011).

Work-life balance

People have reported a considerable improvement in work-life balance because of remote work (Brakenholff, n.d.; Ammons and Markham, 2004). Participants in the PwC survey believe that remote work does not constrain them to work during traditional working hours, they have a chance to rearrange their work hours in a way to work when they feel most productive and focused. However, besides that, employees have a chance to manage their work hours also to benefit their family demands and other similar obligations (PwC Malta, 2020; Deloitte, 2011; Galinsky, Bond, & Sakai, 2008; Brakenhoff, n.d.). For instance, this flexibility in scheduling may be especially advantageous to workers with young children (Michael & Smith, 2015). A flexible working environment with the chance to organize your time (Brakenhoff, n.d.) and with less commuting allows you to feel less stressed and lead a perhaps healthier lifestyle (PwC Malta, 2020; Deloitte, 2011). A healthier lifestyle implies physical and psychological health. Also, it means more opportunities to have better leisure time than before. Managers are happy when they know that their employees manage to have balance better work-life balance (Brakenhoff, n.d.). Additionally, depending on the work that the remote worker does and the company's rules, he/she may choose when to have leisure time. While remote work is great for employees who possess an organized personality, for those who not it can be very challenging to keep work and personal life separate. Some people may discover that friction between work and life responsibilities poses a problem. (Mallia 2000). More will be mentioned in the chapter on remote work challenges for employees.

Cost savings

In addition to all these benefits that I have stated that remote work, in fact, one of its characteristics, less commuting brings with it, also is related to cost savings. People who work remotely can save more money by driving less to and from work office. In other words, remote work allows those who drive to work to spend less money on fuel, tolls, and vehicle upkeep, as well as potentially cheaper insurance rates. On the other side, people who do not go by car to work, have a chance to save on public transport expenses. Other things that remote workers can save on our meals (eating out) because now people have more time to prepare something at home and by working remotely, they spend less money on business clothing (Lister & Harnish, 2011).

Commuting

Remote work reduces or eliminates the necessity for commuting (Kurland and Bailey 1999; Bloom, Liang, Roberts & Ying, 2013; Choudhury, Foroughi & Larson, 2019). So, it enables you to less time traveling to work (PwC Malta, 2020). According to a study conducted in Australia, eliminating the commute is worth roughly $7000 per employee per year, in terms of lost leisure time. It is considered that way because the time spent traveling to and from work is often not part of work time. Researchers figured that if workers would continue to work remotely, they would save 65 minutes every day on their commute (Building 20, 2020).

The daily commute represents a very important factor in employees' well-being because it is related to the duration, mode of transportation, and other stress factors associated with commuting. For instance, traffic congestion, public transport delays, etc. Hence, all these factors contribute to employees' total subjective well-being (Grant, Wallace & Spurgeon, 2013). People are more stress relievers when they do not need to travel to work (Olson, 1983). Chatterjee et al. (2020) state in their research study that commuting results in decreased performance and affects the daily mood of the employee. In one another study conducted, respondents, stated that they felt more productive and driven because they did not have to go through the hardship of commuting (Olson, 1983). Remote work leads to reducing commuting, which furthermore also helps in reducing the carbon emissions that arise precisely because of this daily commute (Eriksson & Petrosian, 2020).

Although the employee is the one who benefits more from not having to drive to and from the work office than employers, the employer also can benefit to some extent if the employee instead commuting uses some of that time to work additionally. In that way, they will increase the length of time they spend working for their employer and thus the amount of work they complete (Deloitte, 2011).

Increased job satisfaction

Less commuting and consequently less stress can not only have an impact on the increased productivity of the employee but also on his/her job satisfaction (Baltes, Briggs, Huff,

Wright & Neuman, 1999; Allen 2001; Turcotte 2010). Considering that, the person is more likely to feel positive about work (Barton, 2017) and their employer. In addition, better work/life balance contributes also to higher job satisfaction. Improvement of that balance is possible thanks to remote work, because in that way employees to some extent have freedom in their working hours (Ward, 2017). According to Lister & Harnish (2011), one of the highest contributors to job satisfaction is the employee's sense of empowerment. In other words, that employer has enough confidence in its employee that she/he does not have to constantly check them to see if they are doing their job properly. Furthermore, remote work also promotes employees' loyalty to the company and consequently greater levels of job satisfaction (Anderson & Kelliher, 2009).

2.3   Challenges for employer

In terms of challenges for employers, I will concentrate on the top five. Technical feasibility, security concerns, cultural issues and trust, lack of proper communication, and the emergence of new costs such as providing equipment to carry out this mode of work.

Technical feasibility

Without suitable ICT infrastructure and internet connections, remote work cannot be adequately carried out. Therefore, one of the biggest employer concerns is that experience of remote work will not be the same as working in a traditional office. High speed, high bandwidth internet services, and the appropriate ICT infrastructure are necessities for overcoming the barrier to the growing acceptance of remote work (Scholefield, 2009). Employers who provide the option of working remotely should also be willing to provide their employees with the necessary equipment to perform the work in such a way. However, although some employers permit remote work, there are also these employees who have constraints with their home internet connection for instance because of their living location. Network black zones and the distance of living from telephone exchange have a significant impact on the quality of internet services. Therefore, these employees are denied the opportunity to work remotely even though their employer may be a supporter of this way of working (Deloitte, 2011).

Security concerns

Although the employer may be able to provide all the necessary equipment to the employee for efficient remote work, other concerns arise. Valid employer concerns are about the security of IT systems and sensitive corporate information. Therefore, remote work itself requires greater file transfer online, which in turn gives you a higher risk of security breaches. Nevertheless, according to the literature, a greater risk of security breaches is an unintentional security breach due to carelessness (Whiteman, 2006). For instance, a remote worker can unintentionally download some viruses that could then infect the business network. An unsecured internet connection can also jeopardize the security and

confidentiality of files. In order to avoid such situations, the employee must respect business policy very carefully also outside of the traditional office. Consequently, an effective way of protecting data security is through the involvement of IT staff in the development of policy exclusively for remote work (Bednarz, 2006).

Cultural issues and trust

A crucial component of working remotely is trust. However, many employers lack confidence in remote workers' ability to maintain the same level of productivity without direct supervision (Deloitte, 2011; Ward, 2017). Less efficient work is something that managers state as a concern even if they are the ones who support remote work (Scholefield, 2009). They believe that without continuous supervision employees do not work hard enough as they would in the office. In addition to supervision, something that they consider an important factor for productive work is the environment where they work. For instance, at home, there are numerous possible distractions such as a television, family members, or pets. Moreover, in the research on this topic that is conducted during the peak of the COVID-19 pandemic, more managers reported an increase in productivity and effectiveness than a decrease (Ozimek, 2020). Also, during that time, some employers were able to maintain strong communication with their employees and provide adequate support in all elements of remote work. In exchange, they received a highly engaged workforce, enhanced trust, and a long-term favorable impact on the organizational culture (ILO, 2020).

Nevertheless, finding a way to measure work output, and create arrangements for work requirements and expectations, can help the employer in removing his/hers doubts in terms of productivity from home (Deloitte, 2011; Mautz, 2019). Management should set clear remote work goals and policies. Moreover, Basile and Beauregard (2016) state in their study that human resource (hereinafter: HR) is the one that should ensure a pleasant experience while working remotely. Also, HR should make sure that employees can work effectively regardless of their location (Ward, 2017).

Apart from doubts about the trust in employees that they will be as dedicated and productive as they would be when working from the office, there are other doubts about how working remotely can affect organizational performance and the overall culture of the company. Canonico's study (2016) is one of the studies that concluded that remote work could have a detrimental impact on organizational performance which can then have an impact on the whole culture of the company. Employees are concerned that if they don't have face-to-face interactions, the company's culture may deteriorate (Building 20, 2020). Moreover, employees are generally resistant to change unless it is perceived to benefit their needs. Therefore, remote work may increase tension levels due to a shift in cultural climates (Canonico, 2016). Employers need to treat employees fairly and implement certain working rules. These rules can be such as ensuring that employees have the facilities and equipment, they need to perform their jobs. Also, employers need to provide their employees with a dose of security and take their health and safety into account. In that way, employers could

avoid any stated risk related to working remotely. Moreover, thus, their employees will stay motivated, and their performance levels will be equal to that expected (Ward, 2017).

Communications and management

Remote work changes a lot of aspects of the business itself and as a result of it, employers have many uncertainties about the effectiveness of that way of working. They believe that it is much more difficult to conduct quality communication from a distance (Hertel, Geister & Konradt, 2005). The reason why they think so is that electronic communication sometimes provides less information or simply leads to misunderstandings. Furthermore, when teams work in the same location, they are more likely to provide more extensive and better feedback to each other. Certainly, better feedback helps everyone on the team to improve their business. However, by working remotely, teamwork declines unknowingly over time. Taking all this into account, the employers' concerns are justified. To eliminate or reduce concerns to some extent, managers are the ones who need to take responsibility and try to ensure effective communication. Regular communication is the key to working remotely. It ensures good cooperation, trust, and transparency (ILO, 2020). Also, good communication and connection with managers, colleagues, and the company as a whole make sure that the risk of isolation, which is one of the most common challenges of remote working, is minimized (ILO 2020).

According to recent research, employers have increased their connection with workers as a result of the COVID-19 outbreak. They have boosted communication on health and safety tips and guidance on working from home. Likewise, they have started sharing more advice with each other on how to manage remote staff (ILO, 2020).

Something that should also be considered is that not all employers can implement changes appropriately in their businesses. In order to increase the acceptance of remote work, it is also necessary to show more transparently to employers all the benefits of this type of work. Developing a business case would reduce the concerns caused by remote work. Also, it would be pointed out how to implement it with as few business disruptions as possible (Deloitte, 2011).

Costs

For employers who have never done remote work before or those who do not have the necessary equipment to do remote work, the introduction of a new way of working can be an expensive endeavor. Some of these basic essential types of equipment are laptops and a secure network that allows employees to access file servers from distance. Another cost can be focused on the cost of employee productivity, which due to changes in the way of working can be lower until they adapt to remote work. The introduction of remote work for the first time can cause many new costs for the employer, but they are mostly present only in the first year. Although, upon the introduction of remote work the financial disadvantage immediately arises, by considering the broader and long-term business picture, the benefits

of doing remote work outweigh the costs (Deloitte, 2011). All these benefits are mentioned in the chapter entitled "Benefits for an employer".

2.4 Challenges for employee

Work life balance

Some respondents who were involved in the research of Grant, Wallace, and Spurgeon (2013) thought that combining work and private life helped their social lives at home. However, others reported that blurring these lines was stressful (Dockery & Bawa, 2014). Moreover, it was difficult for them to genuinely leave work when the day ended. Without boundaries, you may work more hours than thus causally intrusions the work-life balance (Mulki, Bardhi, Lassk & Nanavaty 2009; Dockery & Bawa, 2014; PwC Malta, 2020; Virtanen, 2020). Many other research studies also confirm the presence of long hours in remote work (Doherty, Andrey & Johnson, 2000; Duxbury & Higgins 2002; ILO, 2020). Besides working overtime, compared to traditional office workers, remote workers are more likely to work during the holidays and the weekends (Mulki, Bardhi, Lassk & Nanavaty 2009; Dockery & Bawa, 2014; Eurofound and ILO, 2017). In addition, many other studies on this topic have also concluded that remote workers are more likely to always be available for work (Mellner, Kecklund, Kompier, Sariaslan & Aronsson, 2016). Some employees also stated that having their work equipment at home bothers them during their leisure time. Digital and portable technologies that support remote work are also known to be "always there''. It is they who make work mobile and difficult to leave work behind outside of work hours which can lead to time management conflicts (Meyer 2000; Gajendran, Ravi & Harrison, 2007). Also, late emails and a work culture that promotes overtime and availability around the clock aggravated the situation (Grant, Wallace & Spurgeon, 2013). DeFilippis et al. (2020) studied meeting and email data across 16 major cities and thousands of companies located there. They discovered that remote workers attend more, but shorter, meetings per day, send and receive more emails, and have nearly hour longer workdays (Barrero et al, 2021).

One of the explanations for higher productivity is precisely long working hours that result in work-life imbalance (Brakenhoff, n.d.). Instead of using time for their loved ones, employees work overtime. However, many employees try to prove themselves by working overtime and by being always available, because they are not as visible to their superiors and colleagues as those who work in the traditional office (Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009). Consequently, remote workers feel overworked and stressed (Eurofound and ILO 2017). However, employers are those who profit from such dedication.

For certain individuals, it can be very difficult to keep the two intellectually and emotionally separate (Baard & Thomas, 2010). If an overlap of life roles occurs, stress will mostly affect family life (Visser & Martin, 2008; Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009). Some find this type of work stressful not because of working more, but because it is difficult for

their families to understand that they are working at home. Particularly for parents with young children. Remote work may result in a lack of space and privacy. Children are spending more time at home, which may mean that they have fewer activities to keep them occupied. As a result, parents find it difficult to focus on their jobs while also providing for their children (Olson, 1983; Guantario, 2020). For instance, throughout the COVID-19 pandemic, working from home for those with children at home and shared working spaces, conditions for working have been far from ideal. Also, specifically, single parents and parents of children with disabilities stated that the situation was extremely stressful (ILO, 2020).

It is very important to carefully handle roles because otherwise, it will negate the benefits of remote work in terms of work/life balance. Also, a solution for the reduction of distraction is possible by separating physically for instance home office with a door (Deloitte, 2011).

Isolation

As mentioned above, it is difficult to balance work and family life. Therefore, for a person who lives alone working remotely might be more feasible because there are minimal distractions and other duties in the home setting compared to a family person. However, on other hand, a person who lives alone may experience greater loneliness and social isolation (Olson, 1983; Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009; Ward, 2017). And, according to many research papers, the main drawback of remote work is exactly the feeling of loneliness and lack of socialization. A good example of that is the experiment of a Chinese travel agency. Bloom, Liang, Roberts, and Ying (2013) observed that after the trial period was over, some of the participants elected to return to office. Even though they may lose productivity and flexibility, their decision was like that mostly due to a perception of loneliness when they work from home. Also, results of the PwC survey showed that loneliness was amongst the highest drawbacks of working remotely. Those who experienced isolation among the things they state they are missing is usually informal chats with colleagues by the coffee machine. Fewer human interaction and social contact with work colleagues can impact mental health. (Baruch, 2001; PwC Malta, 2020). Moreover, remote work makes maintaining social relationships at work more difficult (Grant, Wallace & Spurgeon, 2013) because they become less and less present over time (Olszewski & Mokhtarian, 1994). Isolation for long periods of time, actually a lack of face-to-face contact also can lead to impairment of remote workers' capacity to interact successfully with colleagues. Likewise, there is a chance for them to lose the ability to perceive tone and nonverbal signals.

Dissatisfaction with a job and lower commitment stem from a sense of isolation and alienation from the organization (Igbari & Guimareas 1999). One of the main reasons for the feeling of isolation cited in many studies is the lack of management's role in supporting its employees and organizing one-on-one meetings from time to time to keep abreast of developments in the organization (Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009).

Remote work is not for everyone. Part-time remote work and coming to the office from time to time can mitigate the risk of isolation. However, if the employer is not capable of providing that option for employees, the alternative can be used to the greater extent instant messaging, video calls, etc. (Deloitte, 2011).

Communicate legal and regulatory obligations

The least popular drawback of remote work among respondents to the PwC survey, but worth mentioning, was maintaining continuing compliance with data security and GDPR responsibilities. This could imply that workers who work remotely are unaware of their duties in these areas. Workers should be aware that maintaining confidentiality and privacy is significant not only when working from the office, but also when working remotely. However, for the employees to be conscious that confidentiality requirements and the need to follow data protection legislation such as GDPR, employers are the ones who should inform and remind them about it (PwC Malta, 2020).

Lack of technical assistance

According to the literature, a frequently mentioned drawback is that the introduction of remote work is not accompanied by support, especially technical support (Scholefield, 2009). It is important to emphasize that not all generations of employees are ready in the same way to switch to a different way of working, i.e., working remotely. Therefore, employees should receive some basic ICT training as part of their before-remote working training to enable them to deal with minor challenges. Furthermore, employers should have protocols in place that provide remote workers solutions for IT issues in the same way as for office employees (Deloitte, 2011).

Career development

Olson (1983) states that interaction with colleagues is crucial for someone's professional development. Working remotely cannot always provide you with the same amount of support as working in an office. So, an employee working remotely may have a lack of visibility to his/hers superior (Olson, 1983; Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009) Sometimes these employees have an "out of sight, out of mind" attitude when it comes to role promotions and other possibilities (Bloom, Liang, Roberts & Ying, 2013). They believe that they must strive more than office workers to prove themselves, because their unacknowledged contributions may result in poorer performance ratings (Mulki, Bardhi, Lassk & Nanavaty-Dahl, 2009). For instance, they assume that these more visible office employees may get the best projects (Deloitte, 2011). Furthermore, Jizba and Kleiner (1990) in their study state that working from home provides fewer opportunities for personal and skill development and in some way influences career progress to be on hold.

Also, something that may prevent employees from progressing in their careers could be due to a decrease in positive colleagues' pressure and the opportunity to compare productivity

with each other. Additionally, there are fewer opportunities to participate in networking activities that could lead to development. (Baard & Thomas, 2010; Ward, 2017) Consequently, a remote worker may have insufficient awareness of the performance criteria of higher-level roles. In that way, the actions that they need to take individually to advance their careers will be missed. If remote work were integrated into the organization's processes and required minimal effort on the part of the employee to stay involved and benefit from opportunities, simultaneously if the employer treats all employees equally, the risk for career progression would be mitigated (Deloitte, 2011). However, there is no guarantee that working remotely will not impact long-term career paths even if a superior recognizes remote supervision as a viable option (Olson, 1983).

Exclusion from workplace decisions

Another drawback of remote work for employees that can build on the previous one is the exclusion from workplace decisions. Remote workers sometimes feel left out of workplace decisions since they were not physically present there during the discussion (Ward, 2017) Also, some remote workers believe that their co-workers hesitate to contact them at home although they were told that they are available whenever needed during working hours. The exclusion from conversation and decision-making processes leads to the development of knowledge gaps that could be problematic in the future. Business management needs to emphasize that contacting a remote worker at home should be handled in the same manner as calling them in the office. Nowadays, there is a variety of equipment that can help improve and maintain communication between employees regardless of where they work (Deloitte, 2011).

3 REMOTE WORK IN SLOVENIA AND MONTENEGRO

The gap between those who can and who cannot afford to work remotely has been growing because it is simpler for individuals in highly compensated professions to make the switch to this way of working (European Commission, 2020). Therefore, many people engaging in manual labor and those with limited computer literacy are unable to take advantage of working remotely (Štebe & Vovk, 2021). Nowadays, highly skilled labor force and high-end modern industries are mostly presented in developed countries. In these countries, the opportunity for remote work is higher (ILO, 2021).

It was already covered in more detail in the earlier chapters. In this one, I will examine the possibility of remote work in Slovenia and Montenegro.

3.1   Slovenia

3.1.1   Description of the country

In the heart of Europe is a small country called Slovenia. More precisely, Slovenia is in the Balkan Peninsula's central European area. It is bordered by Italy to the south, Austria to the north, Hungary to the west, and Croatia to the east. It is a member of the European Union, the Council of Europe, the United Nations and the World Trade Organization. Slovenia ascended to membership in the EU in 2004. Slovene is the official language of Slovenia. The capital city is Ljubljana (WTF Stories, 2022). According to forecasts from the Republic of Slovenia Statistical Office, Slovenia currently has 2.1 million residents (Razpotnik, 2022). Due to its low birth-rate and rising life expectancy, Slovenia is one of the European nations that is aging the fastest. Despite immigration, the population of working-age people is declining (World Population Review, 2022).

3.1.2   Social and economic outlook

The unemployment rate, in Slovenia, in the first quarter of 2022 was 4.3% or 44,000 unemployed persons. 21,000 persons, or 48% of all unemployed people, were long-term unemployed. In other words, they had been seeking work for at least a year. In comparison to the previous quarter as well as to the same time last year, the number of long-term jobless remained stable on average (Rojc & Vratanar, 2022). It is important to notice that the Slovenian unemployment rate is lower than the European average rate of 6.6% (Eurostat, 2022). On the other side, in Slovenia, 980,000 people in private households were employed in the first quarter of 2022. Their number declined by 1,000 people in the fourth quarter of 2021. However, it climbed by 52,000 people, or 6%, in the first quarter of 2021. In the age range of 20-64, men had an employment rate of 80.4% while women had a rate of 74.1% (Rojc & Vratanar, 2022).

Slovenia's economy is modest, yet it is vibrant and expanding quickly. Despite being a small nation, it has a lot of promise. This country had a GDP of €52.2 million in 2021 (Statistical Office of the Republic of Slovenia, 2022). The nation has an advanced infrastructure and a good standard of living. The nation has a strong rail and road infrastructure, which greatly enhances its connectivity. Slovenia has become a more desirable destination to live for individuals from all over the world. Also, since that, there has been an increase in the demand for Slovenian labor (WTF Stories, 2022).

3.1.3   Supporting the digital transformation

Slovenia has adopted the "DIGITAL SLOVENIA 2020" strategy. This strategy represents a commitment to accelerating the development of a digital society. Besides development, also the goal of the strategy is to overcome gaps precisely in the area of digital society. Likewise,

it should encourage accelerated growth of digital entrepreneurship, greater information and communication technology industry competitiveness, overall digitization, creation of broadband infrastructure, development of digital infrastructure, and the growth of an inclusive information society. ICT, as well as the internet, provide numerous prospects for widespread economic and social benefits. Only a robust ICT sector can guarantee economic expansion and effectively handle the problems facing contemporary society. ICT use and investment are closely correlated with GDP and productivity. This strategy should determine the key strategic development orientations and unite other related strategies (Digital Slovenia, 2020).

Slovenia's information society development level has been trending downward relative to other EU members for about fifteen years now. It has had a detrimental impact also on other development areas. This predicament is a result of far insufficient investments in the growth of the information society and a lack of public understanding of the significance of ICT and the internet for the advancement of the economy, the state, and society at large. Competitors in Europe have historically made higher and more methodical investments, which has resulted in more rapid development than Slovenia has been able to achieve (Digital Slovenia, 2020).

The dispersed settlement of rural areas should be considered while planning the future growth of broadband infrastructure in Slovenia. This is a significant impediment for potential private investors - electronic communications operators - in developing sustainable business strategies in these sectors. In Slovenia, around one-third of the population, or 236,000 homes, lack access to basic broadband infrastructure, which is almost entirely concentrated in rural areas. To increase the sustainability of private investors' business models for future investments in these sectors, public money from the integrated budget as well as European funds must be set aside for regional development, agricultural, and rural development (Digital Slovenia, 2020).

3.1.4 Government policies and other trends in remote work

Regarding remote work, it has been specifically included in changes to Slovenia's Labor Relations Law in the 2000s. However, in 2005, only 2.2% of people who were employed used remote work. These employees frequently have greater educational backgrounds. In a study for the "Research on the Internet" project, the Centre for Methodology and Informatics at the University of Ljubljana concluded that there are more teleworkers than corporations acknowledge. This study discovered that it is challenging to quantify remote workers who choose this type of job on their own initiative since they frequently do it without a formal agreement with the employer. According to the poll conducted as part of the aforementioned study, remote workers in Slovenia had the following characteristics: the majority of them live in the central region of Slovenia, primarily in large towns, are internet users, mostly men, and have at least a bachelor's degree. Another thing that stands out is that remote work

is done more frequently in businesses with highly educated employees than it is in businesses with less educated employees (Lužar & Kanjuo Mrčela, 2008). Higher-skilled jobs in information technology, telecommunications, telemarketing, and technical consulting may be performed remotely in developed countries like Slovenia (ILO, 2021). Therefore, the biggest barrier to working remotely, aside from education level, is the nature of the job, followed by a lack of funding and staff. Also, the strict employment laws and managers' concern about losing control over the workforce are among the recognized barriers to remote work (Štebe & Vovk, 2021).

Nowadays, even though Slovenia performs slightly better than the EU-27 it still falls short of northern European nations where more than 30% of people work remotely (Štebe & Vovk, 2021). Slovenia seems like a country that has long enabled and supported this way of working, it is not quite like that. Few businesses permit remote work for their employees. There are a lot of things that need to be fulfilled and enabled to provide and conduct remote work permanently (EU JRC, 2020). The tax code and the purpose of the land's zoned areas are typically among the most restricting elements (Čok, Mrak, Breznik, Foški & Lamovšek, 2022). The lack of an adjusted regulatory framework, the management culture, and organizational structures all exhibit resistance to permitting remote work. Even in the public sector, Slovenian organizational cultures vary, making it impossible for a sizable portion of workers to work remotely (Štebe &Vovk, 2021). However, as the years go by, many more companies offer and hire people remotely. Moreover, the OECD's proposals and the corresponding government reaction in Slovenia advocate for the active promotion of remote work employment (Štebe & Vovk, 2021). President Borut Pahor's climate policy advisory team, which includes some of the most prominent environmental specialists, is also advocating for this new green practice (Daily News, 2020).

Remote work has many advantages. According to Jonas Sonnenschein of the NGO Umanotera, they are less driving, which means less pollution, noise, and traffic congestion. That is especially crucial for Ljubljana. However, there are some drawbacks. The first is heating. Heating, particularly in the winter, has a substantial environmental impact. Because large corporate buildings have more efficient heating systems than normal homes, it is preferable to minimize heating at home and work in offices during the winter. Another disadvantage is that people must frequently purchase additional IT equipment to work remotely (Daily News, 2020).

Article 68 of Slovenia's Employment Relationship Act defines work from home as any activity carried out by an employee "at his/her house or in the premises of his/her choice that are outside of the employer's work premises". It is important to emphasize that under Slovenian legislation both remote work and telework are regarded as "work from home". Hence, work from home comprises all forms of out-of-office work (CMS Law-Now, 2021).

If we recall the beginning of 2020 and the emergence of the coronavirus, the number of unemployed increased at that time. Manufacturing experienced the greatest decrease in

employment during the initial wave of the epidemic. The greatest decline was also in administrative and support services, accommodation and food services, and arts, entertainment, and recreation. Besides that, most of the people who lost their jobs are those who were part of the private sector and those up to 29 years of age. According to Bembi and Ehovin Zajc (2020), fixed-term employees, student workers, and temporary agency workers faced the most severe employment losses (Breznik & Lužar, 2021; Štebe & Vovk, 2021).

On the other side, as already mentioned remote work has become a much more frequent way of working due to the pandemic. 217,428 persons were registered to work remotely in Slovenia in 2020. It was a hundred times greater than it was in the year of 2019 prior the Covid. Likewise, there are 10% more women than men who work remotely (Eurofound, 2020). Covid-19 has had a significant impact on work procedures. This way of working was mostly conducted in education, public administration, defense, social security, computer programming, and consultancy (Government of the Republic of Slovenia, 2021). The widespread adoption of remote work policies in Slovenia during the pandemic's onset proved to be a legal difficulty. The main cause for that was that both government and businesses looked for a legal way to mobilize their employees to work remotely (CMS Law-Now, 2021). However, it is established by the Ministry of Labor's instructions that the application of Article 169 of the Employment Relationship Act can give employers the discretionary authority to direct their employees to work remotely (move a place of employment) in an emergency. Article 169 defines an emergency as a situation in which the lives and health of employees are threatened. Such as example Covid-19 pandemic. Also, according to this Article, remote work policies can only be implanted temporarily when an emergency is in progress (CMS Law-Now, 2021).

Nations around the world, including Slovenia, had to modify their employment organizations to keep their workers safe and productive (CMS Law-Now, 2021). Remote work at that time saved many companies from a total shutdown.

3.1.5   Future state of remote work

Furthermore, after some time since the situation with the coronavirus calmed down, many people predict that remote work will be more present than before. We can say that it is already a common part of our everyday life. However, for an activity to be recognized legally as remote work, not only during emergencies but also raised some challenges. To overcome them, remote work must meet several criteria. Hence, to seal the mentioned contract it is not enough to have an annex or addendum to a previous agreement. A new contract should be drawn up. According to Slovenian law, rights, obligations, and conditions must be the same for remote workers and regular employees (Lužar & Kanjuo Mrčela, 2008; CMS Law-Now, 2021). Likewise, all that needs to be clearly defined in the contract. The contract must state that the employer will provide the employee with compensation for the use of the employee's personal resources. Every employee who is authorized to work remotely must be reported to

the Slovenian Labor Inspectorate by the employer. In Slovenia in the second wave of the pandemic, reporting of remote work to the Labor Inspectorate began to be recorded through the website SPOT (eVem). Also, to alter the law surrounding remote work, the Economic and Social Council formed a working committee (Breznik & Lužar, 2021). Moreover, the government is poised to pass legislation that includes revisions to existing remote work regulations, making it easier for businesses to embrace this way of working arrangements with their employees. Among further most significant expected changes are establishing the right of employees to work remotely in accordance with the EU Directive on Work-Life Balance; modifying tax laws to allow employers to reimburse workers who work remotely for certain expenses; and making it a part of national legislation that employees have the right to disconnect (CMS Law-Now, 2021) Social partners, on the other hand, emphasize "digital literacy" and suggested education programs for people who were temporarily laid off or worked part-time during an emergency (Breznik & Lužar, 2021).

Furthermore, Slovenia is also a great place for a digital nomad to live. It is portable and lightweight. Additionally, if you're accustomed to living in a large city, it's a cheap place to live (WFH stories, 2022).

3.2 Montenegro

3.2.1 Description of the country

The smallest country in the Western Balkan is Montenegro. Its contribution to World Cultural Heritage is impressive to its size. It borders Serbia (to the north), Kosovo (to the east), Bosnia and Herzegovina (to the west), Albania (to the southeast), Croatia (to the southwest), and the Adriatic Sea (to the south) (Sekretarijat za razvojne projekte, n.d.). Montenegrin is the official language. The capital city is Podgorica (Monstat, 2019). According to World Population Review (2022a), currently, Montenegro has 626,763 residents.

3.2.2 Social and economic outlook

One of Montenegro's primary goals is to join the European Union (European Bank for Reconstruction and Development, 2021). Montenegro is transforming and preparing to join the EU since 2010 when the nation officially became a candidate for membership (UNIDO, 2020). In this regard, the greatest hurdles for the tourism industry's future development will be the internationalization and globalization of its businesses. In addition, the use of current information technology in the development, promotion, and distribution of destination products and tourism services (Vučetić, 2016). Travel and tourism contributed more than 20% of the GDP (Lukšić & Orlandić, 2020; ILO, 2020a; Kaluđerović & Muratović, 2021). 14,500 jobs were directly impacted by travel and tourism which also contributed to 30,500

jobs overall employment. $942.5 milliard in exports were generated by tourism or 51.4% of all exports (WTTC 2014). Montenegro is one of the developing countries that highly depends on tourism and do not have many industries that provide a possibility for remote work.

The Montenegro Statistical Office estimates that 287 thousand persons in Montenegro were in the labor force in 2019 (UNIDO, 2020). The age group 25-49 dominates the age structure of the labor force (active population) in Montenegro. It is represented by 175 thousand persons, although the same group also represents the bulk of the employed population (147 thousand people). The breakdown of employment by industry reveals that the service sector employs the largest percentage of people (73.4%), followed by construction (19.4%), and then agriculture, forestry, and fisheries (7.1%) (UNIDO, 2020; ILO, 2020).

Today, Montenegro's economy can be regarded as small but forward-thinking and fast-growing (ILO, 2020; European Bank for Reconstruction and Development, 2021). The nation has experienced numerous crises and shocks concurrently. They have hampered its extensive economic achievements. The nation's initial factories and minor plants debuted at the beginning of the 20th century. Due to inadequate infrastructure, a lack of materials, and multiple conflicts in the area, there has not been a surge in industrialization, which has slowed Montenegro's economic progress (UNIDO, 2020). Despite these challenges, Montenegro has continually concentrated on expanding the tourism industry since achieving independence in 2006. The economy of Montenegro is largely dependent on tourism, and it is thanks to it that the GDP per capita is about a third higher than the average of the Western Balkans (European Bank for Reconstruction and Development, 2021). 2.6 million tourists visited Montenegro in 2019 because of its stunning, still-untouched natural beauty. Investments made to advance the tourism industry and its supporting infrastructure are now paying off. The tertiary sector's connections to other economic sectors are also important to note. Meeting the demands of the tourism industry is the primary focus of industry and farm output (construction, supply of products) (UNIDO, 2020).

Particularly in the case of imports and exports of goods, Montenegro's economy is characterized by much higher imports than exports. Serbia is the most significant trading partner. China was the most important trading partner among non-European nations (UNIDO, 2020)

Montenegro experienced strong economic growth between 2017 and 2019 and a declining unemployment rate. In fact, to be more precise, during 2019, employment increased by 2.6%, mainly in the construction, tourism, and retail sectors (Lukšić & Orlandić, 2020). Since 2013, a decline in the unemployment rate has been a sign of Montenegro's progress. Nevertheless, Montenegro has a much higher long-term unemployment rate than the EU does (Komar, 2021). The COVID-19 pandemic exacerbated the situation, as Montenegro's unemployment rate again increased in 2020 after a few years of moderate job growth acceleration (Komar, 2021; Investitor.me, 2021; International Monetary Fund, 2021).

Overall employment fell by 4.2% during the first few months of 2020 compared to the same time in 2019, according to MONSTAT. The International Labor Organization estimates that during the second quarter of 2020, Montenegro lost about 31,000 full-time equivalent jobs because of layoffs and other temporary work suspensions. Industries that are the central driving force to the growth of the Montenegrin economy were most impacted (see Figure 5) (Lukšić & Orlandić, 2020). In the first place is the hospitality industry (United Nations Montenegro, 2021). Hospitality revenues for the first three quarters of 2020 are 88 percent lower than in 2019, at just under 122 million euros. The comparison statistics from 2019, when Montenegro received one billion and 100 million euros from tourism, best demonstrates the magnitude of the loss (Tomović, 2021). Other affected sectors were manufacturing wholesale, and retail trade. Transportation, construction, professional, scientific, and technological operations, as well as administrative and support services, were other sectors that were impacted in addition to them (ILO, 2020a; Komar, 2021; United Nations Montenegro, 2021)

Figure 5: Industries with the highest percentage of layoffs

Hospitality services	25	N = 20
Sale of non-food products	18	N = 15
Transport, traffic and storing	13	N = 10
Sale of food and pharmacies	11	N = 9
Civil engineering	11	N = 9
Other services	5	N = 4
Other economic activities	5	N = 4
State/local government and administration	4	N = 4
Art, entertainment and recreation	4	N = 3
Agriculture	2	N = 1
Other	2	N = 1

Source: United Nations Montenegro (2021).

Companies in Montenegro adopted various actions and adjusted key components of their business model to adapt and cope with the approaching crisis as efficiently as possible. Montenegrin Employers Federation (MEF) in cooperation with the ILO and the EBRD conducted the survey. 42% of the surveyed business organizations halted operations, while 35% continued to operate only partially. Accordingly, companies in the aforementioned sectors that were most impacted also received instructions to shut down since containment measures drastically reduced business activities. On the other side, in response to the COVID-19 crisis, 28% of enterprises primarily decided to reduce working hours, limit the volume of work, or have their operations completely suspended (22%) due to health protection measures. A huge number of companies sent their employees on unpaid leave or just cut their wages. A tiny percentage of workers disclosed that at least one family member had either lost their job or stopped receiving pay even though they were still employed

(Kaluđerović & Muratović, 2021). Also, to survive the crisis, some companies took loans or used savings (Lukšić & Orlandić, 2020; United Nations Montenegro, 2021).

In Montenegro, the pandemic highlighted existing flaws and difficulties, such as high youth unemployment, poor female labor participation, marginalization of marginalized groups from the labor market, and high long-term unemployment (Komar, 2021). Other effects of the pandemic on the economy include decreased commodity prices, a decline in tourism, a suspension of international trade, capital flight from emerging nations, credit restraints, and increased uncertainty (Lukšić & Orlandić, 2020).

3.2.3   Supporting the digital transformation

In 2016, a survey was conducted on the territory of Montenegro on the use of information and communication technologies (ICT) in 600 companies. Companies with 10 or more employees were the target group that was interviewed over the phone. In Montenegro, 94.9% of surveyed companies stated that they use computers in their operations. When it comes to the Internet, research has shown that 99.1% of companies that use a computer have access to the Internet (Lukšić & Orlandić, 2020). According to the results of the research, 69.3% of companies (which use a computer in their business) provide their employees with remote access to the company's e-mail system, documents, or applications (Monstat, 2016). All of this, therefore, suggests a solid foundation for digital transformation (ITU, 2021). However, Montenegro still has a long way to go before reaching its full ICT potential. The education system needs to be updated, and the quantity of highly educated specialists must be raised.

3.2.4   Government policies and other trends in remote work

Even before the pandemic, Montenegro had been considering modernizing its remote work policies. The nation is required to implement the EU framework agreement on remote work as other important social partners from the EU. As a precautionary step to the unpredictable event and response to a government order to reduce face-to-face contact, enterprises have accelerated adopting remote work protocols (Borić, Vukčević & Veljović, 2020; ILO, 2021). However, although the use of ICT was not so foreign to employees throughout Montenegro, implementation of this type of work structure has proven difficult for Montenegro, because of the lack of regulation and practice (ILO, 2021). Less than 25% of businesses were completely functioning, and 13% of those allowed employees to work remotely (Investitor.me, 2021), demonstrating their adaptability to such circumstances (Tomović, 2021). It is significant to highlight that corporations (92% of them) rarely chose to spend money on new technology, software, or digital solutions to address the problems the new crisis brought about. Similarly, during the COVID-19 crisis, most firms did not start using the Internet more or increased their use of it (Lukšić & Orlandić, 2020). Those who have introduced remote work, due to a lack of relevant practice, employers are now more likely to disobey the law. Furthermore, many employees are unsure of their rights and obligations

(Borić, Vukčević & Veljović, 2020). However, these companies' experiences may be useful in the context of a broader transformation in business practices in Montenegro. Consequently, to specify the working conditions, rights, and obligations of employers and employees, remote work in Montenegro must be governed by pertinent regulations and bylaws, particularly by collective agreements (Kovačević, 2020; Karanović & Partners, 2020).

Montenegrin Employers Federation (MEF) in conjunction with the International Labor Organization (ILO) and the European Bank for Reconstruction (EBRD) surveyed the topic regarding measures that companies implemented to adapt to the new circumstances. Nearly one-third of survey respondents had implemented remote work, while the findings varied depending on the size of the business. Remote work was least prevalent in micro-enterprises and most pervasive in large ones (ILO, 2020; ILO, 2021). Micro, small, and medium enterprises and entrepreneurs are at the highest risk because they typically have the least liquidity and the lowest rates of return (ILO, 2020). According to the data of the Union of Employers of Montenegro, in 50% of cases, micro-enterprises completely stopped working during the Covid pandemic (Tomović, 2021). Considering the economic structure of Montenegro, 99.6% of all economic units are entrepreneurs, micro and small firms that employ up to 59.04% of the population, this information seems pertinent (Investitor.me, 2021). This data demonstrates not only their crucial role in employment but also the overall economic system's susceptibility. There are no detailed statistics on the prevalence of remote work in particular sectoral structures, but many employees in the tourism industry hold high-contract roles (ILO, 2021). Hence, the coronavirus pandemic shut down many companies and jobs, and nearly destroyed economies that rely on tourism and services.

Despite the lack of a legal foundation, employers in Montenegro implemented remote working during the onset of the Covid-19 pandemic, as previously mentioned. In practice, government policies allow firms to implement this form of work unilaterally when the nature of the work allows it (UPCG, n.d.; ILO, 2021). Furthermore, depending on the nature of the work in some sectors of the economy, it is much easier to conduct remote work and therefore achieve more. In the year 2020, Covid-19 and the governments' introduced changes impacted the political, economic, and social climate in Montenegro (Komar, 2021). All employment agreements for work conducted outside of the employer's corporate premises must be kept in specific records according to Article 43. It is also required to notify the labor inspector of any employees who execute their work in this manner. If there is an imminent threat to the employee's life and health, and the performance of job activities outside of the employer's business premises may jeopardize the environment and/or public health, the labor inspector may prohibit such employment. It is clear that in the near future, this subject needs serious consideration to determine whether increased regulation would be beneficial (Karanović & Partners, 2020; ILO, 2021).

Article 42 of the Montenegrin Labor Law provides for the possibility of establishing an employment relationship outside the employer's corporate headquarters when the nature of

the work allows it (UPCG, n.d.; Borić et al. 2020; ILO, 2021). This Article only addresses the possibility of remote employment rather than regulating it in its entirety. Any additional work activity that might be relevant to the registered business activity of the employer is also included in the scope of this employment agreement. There are two possible ways to execute this organizational structure: working from home and telecommuting. They distinguish telecommuting and working from home in the following ways: telecommuting is a work arrangement in which work activities are carried out using various information technologies anywhere in the world, whereas work from home occurs when an employee performs their working tasks primarily and continuously from their residence (Borić, Vukčević & Veljović, 2020). The Montenegrin legislator makes it clear that carrying out work-related duties away from the employer's corporate headquarters constitutes a pure employment relationship, and those employees continue to be entitled to all labor and social rights and benefits resulting from the employment contract and the relevant laws. A non-governmental organization, Montenegrin Employers Federation (Unije poslodavaca Crne Gore) issued a non-binding opinion for its members in March 2020. They stated that remote work may be introduced in the event of extraordinary circumstances (such as COVID-19) solely based on the employer's internal decision, which will be communicated to the employees (Borić, Vukčević & Veljović, 2020). Likewise, although some believe that remote work will not remain in Montenegro, the Union of Employers has submitted an initiative to change the law in order to legally determine this type of work (Kovačević, 2020).

In addition to having an impact on the economy, the COVID-19 epidemic drastically altered work-life dynamics. Work-life balance was a significantly more frequent difficulty in Montenegro, for both men and women, than it is on average in the EU, according to Eurofound data, not just during lockdowns, but also prior. A significant portion of respondents in Montenegro reported being too exhausted from work to conduct household chores at least a few times per month in 2016, which was significantly more than the corresponding EU average. Furthermore, in 2016, more than half of Montenegrin respondents reported difficulty completing family responsibilities due to working at least several times per month, which was also much higher than the EU average. The least prevalent work-life balance issue was difficulty concentrating at work due to family responsibilities. Those who worked from home had trouble juggling it with childcare. Therefore, the occurrence of the "at home" mode, especially in the case of women, disproportionally increased the burden of family care during "office hours." Additionally, working from home implied being always accessible, which sometimes resulted in longer workdays and/or lower-quality downtime (Komar, 2021).

3.2.5 Future state of remote work

The fastest approach to take advantage of the digital transformation and provide useful solutions for all Montenegrin citizens is through cooperation and engagement with the ITU, the UN, and the EU, particularly on matters of digital strategy and legislation. In the area

and with the EU, Montenegro is dedicated to delivering better and more varied digital services, cross-border cooperation, and data exchange (ITU, 2021).

Montenegrin strategic documents specify the next measures to bridge digital gaps and chart a path to a more contemporary society. As a result, their policies are in line with the projected digital revolution of Europe by 2030. The digitalization of public services and commercial operations, safe and sustainable infrastructure and digital knowledge and skills are all major forces behind Montenegro's future development. In the meantime, Montenegro is developing a national initiative to recruit digital nomads. In other words, those who make a living online do not have a fixed address (ITU, 2021). Due to its business-friendly economic structure and low corporate tax rate, Montenegro has also the potential to attract foreign investment. The total FDI inflow declined from USD 490 million in 2018 to USD 453 million in 2019, according to data from UNCTAD21's 2020 World Investment Report, while the FDI stock was assessed at USD 5.6 billion in 2019, with an investment per capita ratio that was among the highest in Europe. Tourism, real estate, energy, telecommunications, finance, and construction are the industries drawing the greatest FDI. The Russian Federation, Italy, Norway, Austria, Hungary, and the United Kingdom are the major investment nations. Italy was the largest investor in 2018 (13.7% of all inflows), followed by Serbia and the Russian Federation (UNIDO, 2020).

4   METHODOLOGY

This chapter consists of four sections: purpose and goals, research questions and hypotheses, research design, and sample description. Before presenting the research questions and hypotheses, I explained the purpose and goals of my master's thesis. Subsequently, research design that was employed to investigate the subject is discussed. Lastly, I described my gathered sample.

4.1   Purpose and goals

The main purpose of this master's thesis is to examine Montenegrin and Slovenian employees' attitudes and behavior toward remote work. The huge switch from office work to remote work due to the Covid-19 pandemic can be a good test of the efficiency of working outside of the usual working environment. Given that the mentioned health crisis is unlikely to be the last, I hope that this thesis will use it when a similar circumstance occurs in the future to make remote work more feasible. Even if another crisis does not occur, working outside of the employer's premises will likely become permanent for many of us in the future. Therefore, this thesis should also help those who are considering retaining remote work even after the pandemic passes.

The goals include the following:

o To review the benefits and challenges of remote work
o To assess global trends regarding remote work,
o To analyse the attitudes of employees towards remote work in selected countries,
o To assess the main benefits and challenges to remote work as perceived by workers in the selected countries,
o To provide recommendations on how to make remote work more feasible for companies.

4.2 Research questions and hypotheses

Five hypotheses were developed in order to provide relevant responses to the research questions. The list of hypotheses tested in the study is presented below, it includes hypotheses related to different employees' attitudes toward remote work in Montenegro and Slovenia (H1), preference for remote work over working in an office (H2-H3), differences in attitudes toward remote work between generations (H4), and work style preferences of employees with small children (H5).

o RQ1: What are top 3 benefits of remote work for Slovenian and Montenegrin employees?
o RQ2: What are top 3 challenges of remote work for Slovenian and Montenegrin employees?
o RQ3: Do Slovenian and Montenegrin employees have different attitudes or behavior towards remote work?
   • H1: Attitudes and behavior towards remote work differ among Slovenian and Montenegrin employees.
o RQ4: Do workers in Montenegro and Slovenia prefer remote work over working in an office?
   • H2: Montenegrin employees prefer working remotely to working in an office.
   • H3: Slovenian employees prefer working remotely to working in an office.

Based on the literature review, the topic of remote work is very popular and interesting for analysis, especially since Covid-19 that forced many companies to work remotely. The transition from office to remote work can be an excellent test for the effectiveness of working outside of the traditional working setting. The reason, I decided to analyze attitudes toward remote work in Montenegro and Slovenia lies in a specific economic, technological, and social environment that is different between these previously mentioned countries. Therefore, in addition to all differences that exist between Montenegro and Slovenia, we will find out if there are any differences when it comes to this topic.

o RQ5: Do attitudes towards remote work differ across generations and family structure?
   • H4: Younger generations have more positive attitudes towards remote work.

Younger generations have grown up in an age of technology. As a result, it is reasonable to believe that they will be able to work remotely with ease and enjoyment. Similarly, it is expected that they will favour remote work more than older colleagues (Nicholas, 2012). The older generation may be in an unequal position. Especially senior managers and persons with extensive work experience. They can find it difficult to rapidly adjust to the new culture of remote working because they may be so used to working in an office environment (Guantario, 2020).

- H5: Workers with small children have more negative attitudes towards remote work.

Ammons and Mrkham (2004) found that remote work is especially useful for families with small children. However, other studies indicate that remote work is challenging for employees who have small children, particularly because remote work may result in a loss of space and privacy (Guantario, 2020).

4.3 Research design

This thesis is based on primary and secondary data sources and aimed to be a comparative study of attitudes and behavior towards remote work between employees from Montenegro and Slovenia.

In the theoretical part, in the first chapters, I presented the literature on topics about remote work. I acquired data from various secondary sources, among which were scientific and popular books, research articles, and websites.

Since I wanted to get a deeper understanding of employees' perceptions the collection of primary data was necessary for the empirical part of the thesis. So, I studied how employees cope with sudden changes and switch to remote work. I collected data through a structured online questionnaire.

There are a few reasons for the proposed research method. Since my target population is those who have at least once experienced remote work, they should be comfortable with technology. Therefore, reaching them through social media and email will be most convenient. Online questionnaires are also a rapid way to reach an appropriate number of responses (Evans & Mathur, 2005; Nayak & Narayan, 2019). Especially since I attempted to cover a larger geographical area, such as two countries in my instance.

4.3.1 Primary data collection

As it is already mentioned, primary data was collected via an online questionnaire using a platform called 1KA. The link to surveys was sent to respondents who were the targeted population. The survey was organized in two versions, Montenegrin and Slovenian language

since the target audience was employees from these two countries. I tried to cover a broad set of companies across Montenegro and Slovenia of all sizes (small, medium, and big), different industries, and also to cover different roles of employees in the company. The survey instruments were adapted from pre-existing questionnaires on remote work that have been validated by previous research (Bloom, Liang, Roberts & Ying, 2015; Nowakowski, 2019; Building 20, 2020; Virtanen, 2020)

At the beginning of the survey the participants were asked how often they worked remotely according to different periods concerning Covid-19 (before, during, and after). Further, the employees were asked two questions related to the challenges and benefits of remote work. A 5-point Likert scale, ranging from 1= "strongly disagree" to 5= "strongly agree", was used to measure both questions. Next, employees from both countries were provided with a set of twelve 5 Likert scale questions where they were asked to rate their level of agreement or disagreement with the statements related to how they experienced remote work. The survey also included questions on demographics, such as gender, age, marital status, kids, the industry in which they are employed, how big a company where they work, and their role in the company.

I set both survey versions in the native language of the country where I am conducting research. Since Montenegrin is my mother tongue, I did not need assistance with the Montenegrin survey, but I did for the Slovene one. Therefore, I received help with translation from two Slovene natives with excellent English skills. They independently translated it from one another. The original English scales used in this study were translated into Slovene. Consequently, the electronic forms were produced after some editing and revisions. The final versions of the questionnaires, both Montenegrin and Slovenian, can be found in Appendix C and D.

My target population was those who have at least once worked remotely and have experience with this kind of work. Firstly, I sent a direct email, Viber, or WhatsApp message to employees who work in different companies in Slovenia and Montenegro and are suitable to work remotely. Also, I invited the respondents to forward the link to the survey to their suitable connections. Responses were collected with purposive and convenience sampling. Purposive sampling is based on the researcher's assessment of whether a respondent fits the target population or not (Etikan, Abubakar Musa & Alkassim, 2015). Therefore, I decided to whom will I send the link to the survey via direct emails, Viber, and WhatsApp messages. The survey was active from October 10th, 2022, to October 20th, 2022. The total number of received surveys was 260, however, only 147 of them were fully finished. Specifically, 72 respondents in Montenegro filled out the entire survey, whereas 75 respondents did it in Slovenia. Before beginning the survey, participants were familiar with its length.

4.3.2   Data analysis methods

I analysed the obtained primary data using IBM SPSS Statistics version 22.0 and Microsoft Excel version 16.11.1 from Microsoft. I examined the demographic characteristics of the sample. So, the respondents were from two groups, Montenegrin and Slovenian employees. Different statistical methods in SPSS were used to examine the relationship between dependent and independent variables: descriptive, one-sample t-test, and independent sample t-test.

4.4   Sample description

The sample of employees was divided into two groups, depending on their working location respondents were allocated to the groups of employees in Montenegro and Slovenia. The research sample consists of 147 employees divided into two groups. The first group consists of 72 employees in Montenegro, while the second group represents employees in Slovenia, and consists of 75 survey respondents. In order to examine differences in demographic characteristics between employees in Montenegro and Slovenia, both groups were analysed.

The age of the Montenegrin group varies from 23 to 58 and the average is 26.8. While the range of the Slovenian group is from 22 to 55 and the average is a bit higher 27.8. Regarding the distribution of gender, most Montenegrin survey respondents are females, 71% exactly, while the number of male participants is 28% and the rest 1% didn't want to declare. On the other hand, a similar situation is with Slovenian respondents, 60% of them are female, 39% are male and 1% didn't want to declare.

As it goes for marital status, 58% of respondents in Montenegro are unmarried, whereas 38% are married and 4% are divorced. In the Slovenian group of respondents, the situation is a little bit different. There are more of those who are married, 57% exactly, and 43% are unmarried. Among respondents in both groups, predominate those who do not have kids under 12 years old. To be more precise, in Montenegro 72% of respondents do not have kids under 12 years old, while other 28% have. In Slovenia, as I already said, the situation is very similar, there are 68% of respondents do not have kids under 12 years old, and 32% have kids that range of age.

As mentioned in the methodology, I tried to gather responses from Montenegrin and Slovenian employees that work in different types of companies, regarding the size and industry. Figure 6 shows quite an even distribution by the size of the companies that respondents work for.

According to the Companies Act [*Zakon o gospodarskih družbah (ZGD-1), Ur. l. RS, no. 65/09*], a micro company is described as a company with up to 10 employees, a small company between 11 and 50, a mid-size company between 51 and 250, and a big company with more than 251 employees or a public company. The same is true in Montenegro.

Montenegro   **Slovenia**
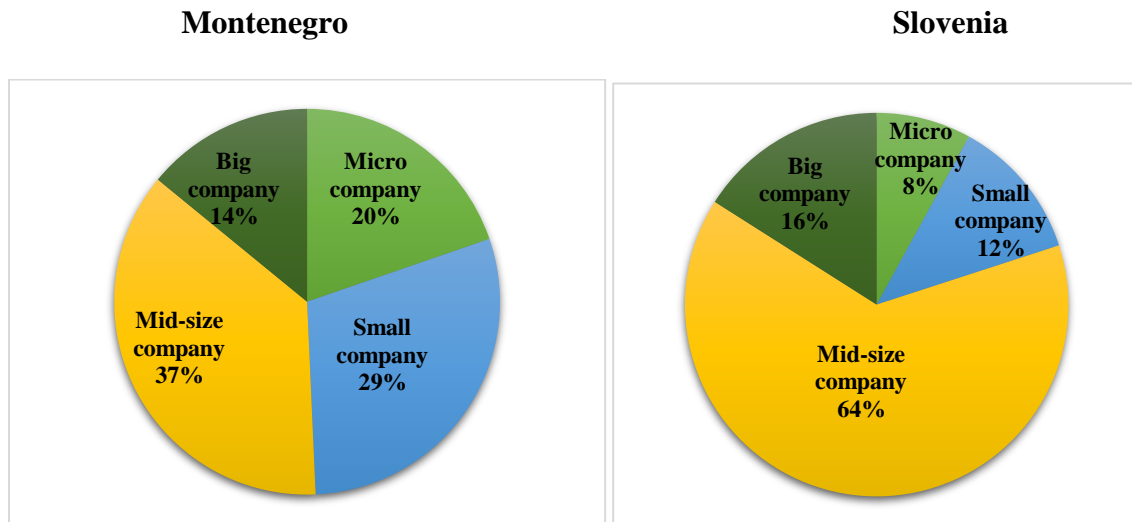
Source: own work (N=146).

The next demographic question was related to the role of the employee in the company. In both groups of respondents, most of them are specialists/employees, followed by director/manager and trainee. Figure 7 shows the distribution of survey respondents by their role in the company.

*Figure 7: Distribution of survey respondents by the role in the company*

Montenegro   **Slovenia**
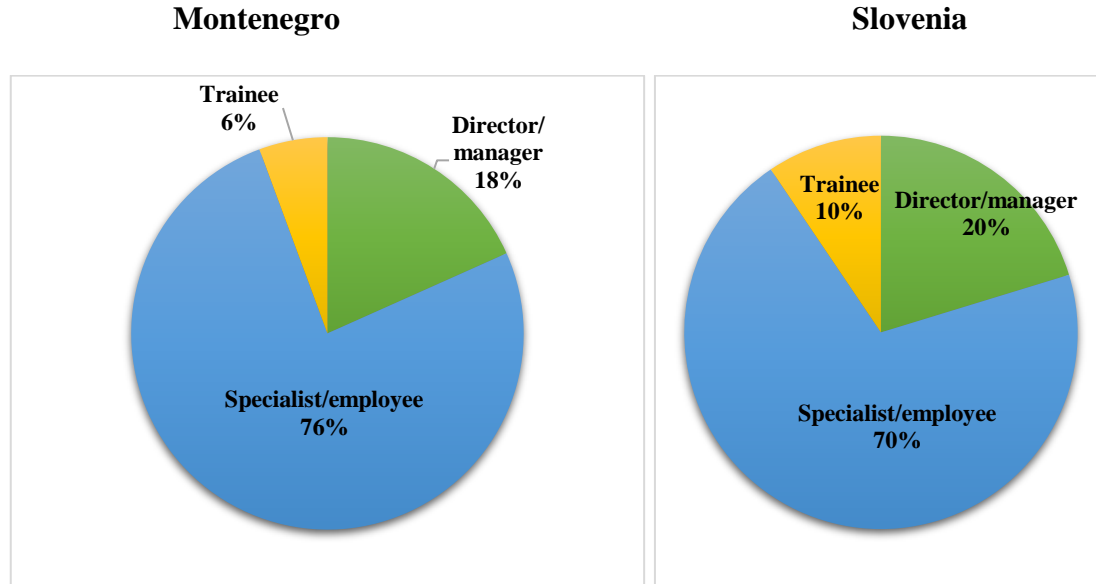
Source: own work (N=145).

The last demographic question was related to the industry of the respondents' current workplace. Most of them in Montenegro work in Finance services (40%), 19% work in ICT, and 13% in Marketing. On the other side, respondents in Slovenia work mostly in the same industries. Most of them work in Finance services (71%) and Information and

Communication Technology (13%). More specific distribution by the industry can be seen in Figure 8.

Figure 8: Distribution of survey respondents by the industry of the current workplace
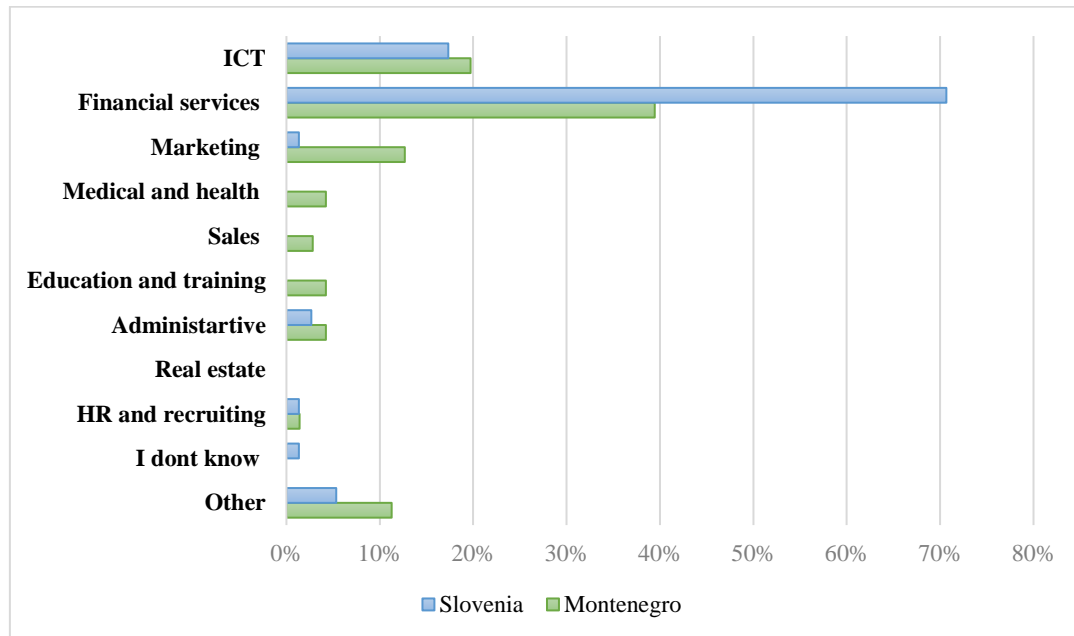
Source: own work (N=146).

5   RESULTS

The findings of the empirical research will be given in the next chapter. First, the descriptive analysis of sample data will be explained, and then the hypotheses will be tested.

5.1   Descriptive analysis

5.1.1   The volume of work done remotely before, during and after Covid-19

After the analysis of demographic data, the next sections are dedicated to the descriptive analysis of sample data regarding how often employees worked remotely depending on the different periods and the presence of Covid-19. I was interested in how the presence of remote work change during three different stages. More precisely, I wanted to find out whether remote work, after the mitigating measures caused by Covid-19, took off and remained present more than before the onset of the mentioned pandemic.

I asked both sample groups, Montenegro, and Slovenia, to estimate remote work presence before, during, and after the Covid-19 pandemic. Their answers were measured on a 5-point Likert scale from 1-never worked remotely, 2-worked remotely only on special occasions,

3-worked remotely occasionally (1-2 days a week), 4-worked remotely frequently (3-4 days a week), and 5-worked fully remotely (5 days a week).

Most of the Montenegrin survey respondents before Covid-19 never worked remotely (68%). While during Covid-19, 44% of respondents worked remotely 5 days a week. The situation after Covid-19 is that 28% continue to work remotely only on special occasions and 24% work occasionally (1-2 days a week). Figure 9 shows the presence of remote work in different periods.

*Figure 9: The presence of remote work in different periods in Montenegro*
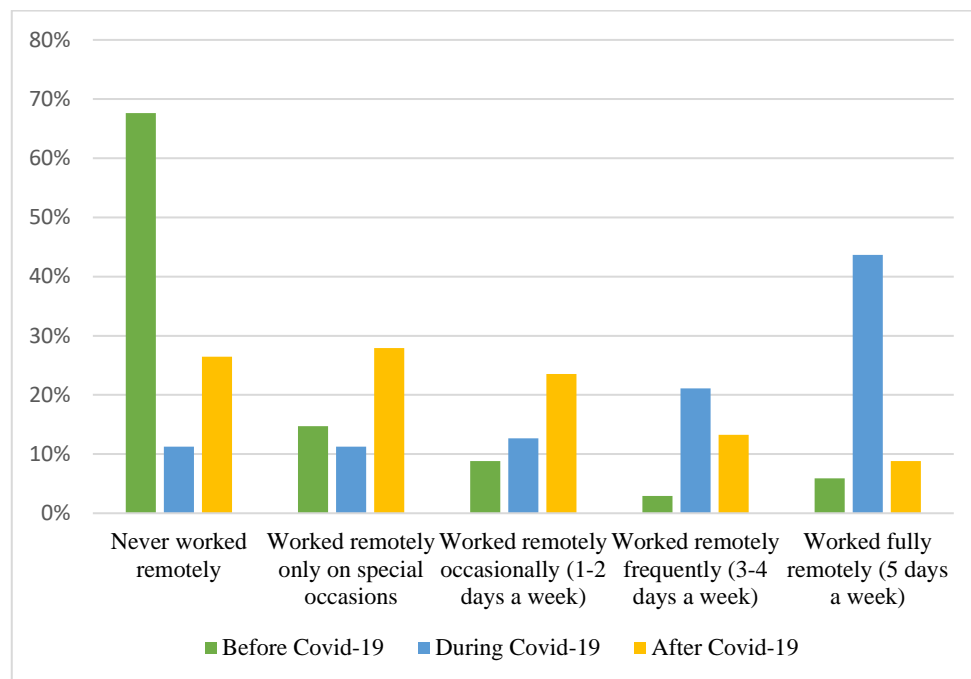
Source: own work (N=72).

In Slovenia, among respondents, there are less employees who never worked remotely before Covid-19 (48%) in comparison with Montenegro. Hence, there are more employees in Slovenia had encountered this way of working even before the onset of the pandemic. During Covid-19, 47% of respondents worked fully remotely (5 days a week), whereas after Covid-19 also a lot of employees among respondents, precisely 42% continue to work remotely frequently (3-4 days a week). See Figure 10.
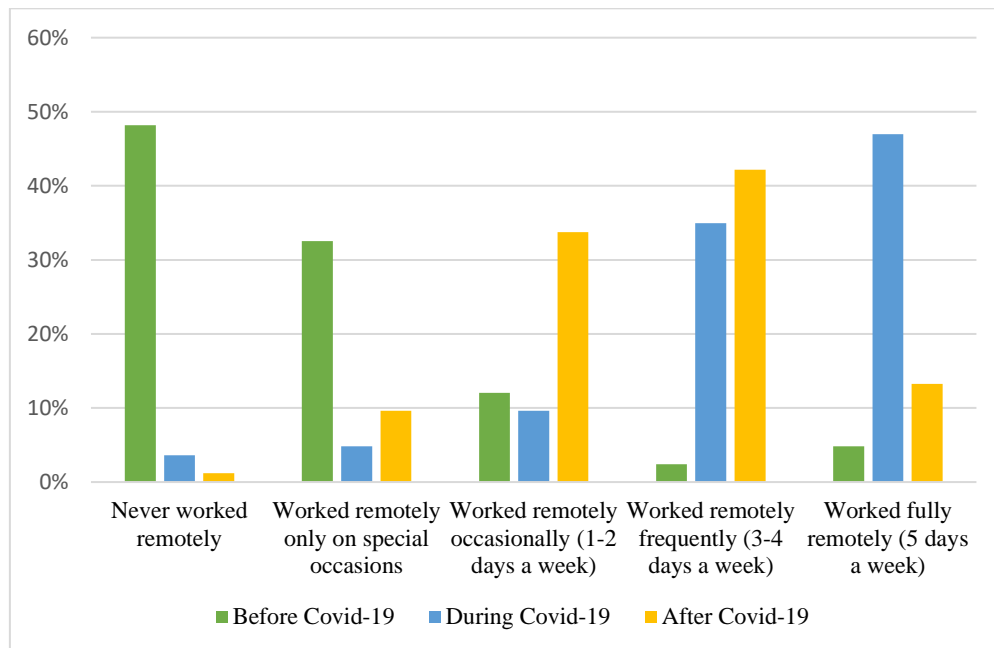
Source: own work (N=75).

The results revealed that remote work was mostly present during Covid-19, as expected. Also, if I compare the situation of remote work presence before and after Covid-19, I can notice that remote work is more common after the pandemic compared to before. Hence, because of the pandemic, remote work has become more widespread and is likely to become much more common in the future.

5.1.2 The main perceived benefits and challenges of remote work

Furthermore, employees in both countries were asked to rate the potential benefits and challenges of remote work on a Likert scale from 1 to 5. Accordingly, I used an agreement scale, where 1 represented strongly disagree, while 5 represented strongly agree.

Respondents of the Montenegrin survey chose the top 3 benefits of remote work possibility to work from home in case of sickness, no commuting, and that they do not have to get dressed for work. Slovenian respondents chose a very similar top 3 benefits. Among them are: no commuting, greater flexibility in work arrangements in terms of such working hours and location (work autonomy), and that they do not have to get dressed for work.

On the other side, in terms of remote work challenges, Montenegrin employees as the top 3 chose working longer hours, resolving on your own technical issues, and third place is shared between a feeling of social isolation/loneliness and lack of work-life balance. Again, Slovenian respondents chose almost same top 3 challenges as Montenegrins. They are: lack work-life balance, working longer hours, and feeling of social isolation/loneliness. Detailed

results of benefits are presented in Tables 1 and 2, while challenges are presented in Tables 3 and 4.

Table 1: Overview of top 3 benefits of remote work in Montenegro (5-point Likert scale)

	Employees in Montenegro N=71	
Variable	**Mean**	**Std. Deviation**
Possibility to work from home in case of sickness	4.61	0.943
No commuting	4.52	1.217
I don't have to dress up for work	4.35	1.343
Greater flexibility regarding working time and location (work autonomy)	4.27	1.158
Lower monthly expenses (I don't pay for food, transport, etc.)	4.21	1.403
I can travel and work from another location (cafe, beach, nature, etc.)	4.13	1.502
Less office politics	4.06	1.331
More time for family and friends	3.76	1.535
Decreased stress levels	3.61	1.552
Greater job satisfaction	3.54	1.501
Greater productivity	3.53	1.472
Greater loyalty to the company	3.38	1.625
Better work-life balance	3.37	1.561
Less distraction	3.17	1.610

Source: own work.

Table 2: Overview of top 3 benefits of remote work in Slovenia (5-point Likert scale)

	Employees in Slovenia N=76	
Variable	**Mean**	**Std. Deviation**
No commuting	4.69	0.799
Greater flexibility regarding working time and location (work autonomy)	4.44	0.925
I don't have to dress up for work	4.30	1.065
Possibility to work from home in case of sickness	3.95	1.283

Table continues

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Table 2: Overview of top 3 benefits of remote work in Slovenia (5-point Likert scale) (Continued)

Lower monthly expenses (I don't pay for food, transport, etc.)	3.83	1.261
Less office politics	3.78	1.292
I can travel and work from another location (cafe, beach, nature, etc.)	3.68	1.444
Greater productivity	3.48	1.165
More time for family and friends	3.47	1.249
Greater job satisfaction	3.34	1.250
Fewer distractions	3.25	1.368
Better work-life balance	3.01	1.400
Decreased stress levels	2.80	1.273
Greater loyalty to the company	2.56	1.247

Source: own work.

Table 3: Overview of top 3 challenges of remote work in Montenegro (5-point Likert scale)

	Employees in Montenegro N=73	
Variable	**Mean**	**Std. Deviation**
Working longer hours	3.47	1.572
Resolving on your own technical issues	3.40	1.664
Feeling socially isolated/lonely	3.34	1.510
Lack of work-life balance	3.34	1.555
Too many distractions at home (TV, children, family, more phone calls/emails etc.)	3.22	1.690
Exclusion in decision-making at the workplace	3.21	1.818
Inadequate home conditions (no separate room)	3.18	1.782
Poor communication with colleagues	3.04	1.645
Slower career progression	2.96	1.788
Lack of clear expectations from the superior	2.89	1.712
Lack of technical assistance/training to support effective remote work	2.88	1.744
Increased stress levels	2.85	1.630
Poor internet connection	2.76	1.703
Change in trust relationship with superior	2.73	1.843

Table 3: Overview of top 3 challenges of remote work in Montenegro (5-point Likert scale) (Continued)

Lower productivity and motivation to work	2.70	1.630
The employer does not provide adequate equipment	2.58	1.817

Source: own work.

Table 4: Overview of top 3 challenges of remote work in Slovenia (5-point Likert scale)

Variable	Employees in Slovenia N=77	
	Mean	Std. Deviation
Lack of work-life balance	3,32	1.418
Working longer hours	3,19	1.440
Feeling socially isolated/lonely	2,96	1.342
Poor communication with colleagues	2,84	1.182
Too many distractions at home (TV, children, family, more phone calls/emails etc.)	2,70	1.405
Resolving on your own technical issues	2,68	1.288
Lower productivity and motivation to work	2,43	1.282
Increased stress levels	2,40	1.249
Lack of clear expectations from the superior	2,29	1.286
Exclusion in decision-making at the workplace	2,25	1.267
Poor internet connection	2,23	1.376
Inadequate home conditions (no separate room)	2,18	1.264
Lack of technical assistance/training to support effective remote work	2,13	1.321
Change in trust relationship with superior	2,00	1.208
Slower career progression	1,78	1.041
The employer does not provide adequate equipment	1,66	0.974

Source: own work.

5.1.3   The desired future remote work choices

With the purpose to find out the employees' future intentions, they were asked if they would like to continue working remotely.

43% of Montenegrin employees responded that they would like to continue to work remotely 1-2 days a week. Surprisingly is that even 21% of them do not want to continue to work remotely, because they prefer more office environment. Other 18% of respondents would

like to continue to work remotely 3-4 days a week, 11% of them would like to work remotely every day, and 7% would like but their employer will not allow it.

On the contrary, half of the Slovenian respondents would like to continue to work remotely 3-4 days a week, 32% would like to work 1-2 days a week, and 12% would like to do it every day. Only 4% responded that they prefer to work in the office and that they do not want to continue to work remotely, while 1% would like however their employer will not allow it. The scores are shown in Figure 11.

Figure 11: Respondents' future intentions towards remote work
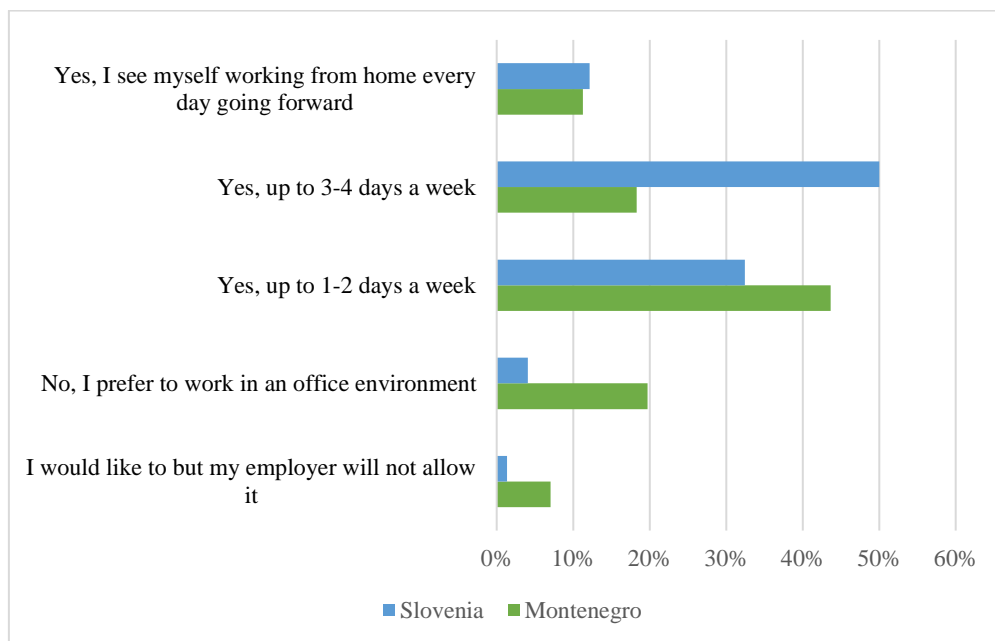
Source: own work.

5.2   Hypotheses testing

In this chapter, the five hypotheses of this study were tested. The first two hypotheses are about the similarity of Montenegrin and Slovenian populations based on two samples; the rest of the hypotheses are tested based on the consolidated data from both countries.

H1: *Attitudes and behaviour towards remote work differ among Slovenian and Montenegrin employees.*

An Independent-Sample T-test was conducted to compare the attitudes of employees in Montenegro and Slovenia. Based on Table 6 we can conclude that attitudes among employees in Montenegro somehow differ.

There was no significant difference in scores for the easy adaptation to remote work ($p=0.079$, two-tailed), better work-life balance ($p=0.520$, two-tailed), better communication

with colleagues (p=0.063, two-tailed), higher productivity (p=0.726, two-tailed), feeling of social isolation (p=0.234, two-tailed), work longer hours (p=0.275, two-tailed), career development (p=0.129, two-tailed), support from supervisor (p=0.658, two-tailed), or satisfaction with the implementation of remote work in the workplace (p=0.146, two-tailed). Based on these statements, H1 cannot be confirmed because, as I have already said, mentioned attitudes do not significantly differ between employees from these two countries. On contrary, in terms of training how to work effectively remotely, I can conclude that the attitudes of employees in Montenegro and Slovenia significantly differ (p=0.001, two-tailed). Therefore, with statement "I would benefit from training on how to work effectively remotely", H1 can be confirmed.

Montenegrin respondents (M=3.67, SD=1.327) would benefit more from remote work training than Slovenian respondents (M=2.76, SD=1.333). 46% of respondents from Montenegro agree or strongly agree that they would benefit from training how to work remotely effectively, whereas only 27% of those from Slovenia agree or strongly agree with this statement.

Table 5: Independent Samples T-Test results for H1

Attitudes	Mean		t	df	Sig. (2-tailed)	Mean Difference
	Montenegro	Slovenia				
I found it easy to adapt to remote work due to Covid-19 pandemic.	4.04	4.35	1.772	145	0.079	0.305
My work-life balance is better when I work remotely.	3.38	3.51	0.645	143	0.520	0.133
My communication and interaction with other colleagues is better when I work remote.	3.06	2.67	-1.875	143	0.063	-0.390
I am more productive when I work remote.	3.41	3.48	0.352	142	0.726	0.074
I feel more stressed and social isolated when I work remote.	2.88	2.63	-1.195	142	0.234	-0.257
I work longer hours when I work remote.	3.29	3.05	-1.096	142	0.275	-0.232
I have more freedom to choose location and time when I will work.	4.16	4.32	0.992	143	0.323	0.163
My opportunities for career development are equal whether I work remotely or from the office.	3.80	4.11	1.528	138	0.129	0.314
I get same level of support from my supervisor whether I work remotely or from the office.	3.71	3.63	-0.444	143	0.658	-0.088
I would benefit from training on how to work effectively remotely.	**3.67**	**2.76**	**-4.126**	**142**	**0.001**	**-0.915**
Implementation of remote work at my workplace has met my expectations.	3.87	4.13	1.461	144	0.146	0.260

Source: own work.

Note: On variables that df=138, N(Slovenia)=70 and N(Montenegro)=70, df=142, N(Slo)=74 and N(Mne)=70, df=143, N(Slo)=75 and N(Mne)=70, df=144, N(Slo)=75 and N(Mne)=71 and df=145, N(Slo)=75 and N(Mne)=72.

To sum up, differences in attitudes between employees from Montenegro and Slovenia exist, but to be more precise only on parameter regarding training for the more efficient

performance of remote work. Consequently, statement "I would benefit from training on how to work effectively remotely" confirm H1, all other statements do not confirm H1.

H2: *Montenegrin employees prefer working remotely to working in an office.*

H3: *Slovenian employees prefer working remotely to working in an office.*

Both hypotheses aimed to test employees' attitudes and they were tested with the One-Sample T-test, where the test value was set at the middle value of the measurement scale (3= "Neither agree or disagree") as shown in Table 6 and Table 7. If employees prefer to work remotely than in the office, then the arithmetic mean of the sample would need to be higher than 3.00, because it would indicate that on average employees ''agree'' or ''strongly agree'' with this statement. Consequently, if the mean values would result in 3.00 or lower the opposite is true. The same assumption was made separately for both countries.

At a high statistical significance (p=0.002, one-tailed) the test showed that on average employees in Montenegro prefer to work remotely than in the office (M=3.51). Therefore, the H2 is a confirmed hypothesis. See Table 6.

Table 6: One-Sample T-test results for H2 (Montenegro)

Test value = 3	*Mean*	*t*	*df*	*Sig. (one-tailed)*	*Mean Difference*
I prefer working remotely than in the office.	3.51	2.904	69	0.002	0.514

Source: own work

As shown in Table 7, where an overview of the test results is presented, H3 can be confirmed as well. At a high statistical significance (p=0.001, one-tailed) it is true that employees in Slovenia also prefer to work remotely than in the office, and the mean value (M=3.56) of this variable is higher than the test value.

Table 7: One Sample T-test results for H3 (Slovenia)

Test value = 3	*Mean*	*t*	*df*	*Sig. (one-tailed)*	*Mean Difference*
I prefer working remotely than in the office.	3.56	3.934	74	0.001	0.560

Source: own work

H4: *Younger generations have more positive attitudes towards remote work.*

To test this hypothesis, the relationship between variables 'different generation' (measured on an ordinal scale) – independent variable, and preference to work remotely (measured on an ordinal scale) – dependent variable were analyzed with an Independent-Sample T-test. The current sample was divided into two samples by a threshold of 35 years, with the younger generation being defined as those younger than 35.

Based on Table 8 we can conclude that there is no difference between preferences toward remote work between younger and older generations. The mean for younger employees (3.64) is almost the same as for older employees (3.29), the mean difference is 0.347. Therefore, considering that the p-value is higher than the threshold value of 0.05 and considering the slight mean difference, the fourth hypothesis is rejected.

Table 8: Independent Samples T-test results for H4

Variable	Mean		t	df	Sig (2-tailed)	Mean Difference
	Younger generation N=94	Older generation N=48				
I prefer working remotely than in the office.	3.64	3.29	1.440	140	0.152	0.347

Source: own work.

H5: *Workers with small children have more negative attitudes towards remote work.*

To test this hypothesis, the relationship between variables 'kids' (measured on a nominal scale) – independent variable, and preference to work remotely (measured also on an ordinal scale) – dependent variable were analyzed with an Independent-Sample T-test. The current sample was divided into two samples with children under 12 years old and without children under 12 years old.

Based on Table 9 we can conclude that there is no difference between preferences toward remote work between those who have small children and those who do not. The mean for employees with small children (3.27) is almost the same as for those who do not have (3.65), the mean difference is -0.380. Therefore, considering that the p-value is higher than the threshold value of 0.05 and considering the slight mean difference, the fifth hypothesis is rejected.

Table 9: Independent Samples T-test results for H5

Variable	Mean		t	df	Sig (2-tailed)	Mean Difference
	Children under 12 years old N=44	No children under 12 years old N=98				
I prefer working remotely than in the office.	3.27	3.65	-1.553	140	0.123	-0.380

Source: own work.

6 DISCUSSION AND IMPLICATIONS

The purpose of this chapter is to link the new finding on the attitudes of employees in Montenegro and Slovenia towards remote work to theoretical and practical implications. However, remote work is nothing new, but a more frequent used way of doing business compared to before. First, Table 10 contains a summary of the tested hypotheses. Second, the answers to the research questions will be found in the summary of the main findings. Third, the practical implications will be addressed. Lastly, the limitations and research recommendations will be presented.

Table 10: Summary of hypotheses results

Nr.	Hypothesis	Result
H1	*Attitudes and behavior towards remote work differ among Slovenian and Montenegrin employees.*	confirmed/rejected
H1a	I fould it easy to adapt to remote work due to Covid-19 pandemic.	rejected
H1b	My work-life balance is better when I work remotely.	rejected
H1c	My communication and interaction with other colleagues is better when I work remote.	rejected
H1d	I am more productive when I work remote.	rejected
H1e	I feel more stressed and social isolated when I work remote.	rejected
H1f	I work longer hours when I work remote.	rejected
H1g	I have more freedom to choose location and time when I will work.	rejected
H1h	My opportunities for career development are equal whether I work remotely or from the office.	rejected
H1i	I get same level of support from my supervisor whether I work remotely or from the office.	rejected
H1j	I would benefit from training on how to work effectively remotely.	confirmed
H1k	Implementation of remote work at my workplace has met my expectations.	rejected

Table 10: Summary of hypotheses results (Table continued)

H2	*Montenegrin employees prefer working remotely to working in an office.*	confirmed
H3	*Slovenian employees prefer working remotely to working in an office.*	confirmed
H4	*Younger generations have more positive attitudes towards remote work.*	rejected
H5	*Workers with small children have more negative attitudes towards remote work.*	rejected

Source: own work

6.1 Summary of main findings

In my study research, I found out that most of the Montenegrin survey respondents never worked remotely before Covid-19. While in Slovenia, among respondents, fewer employees ever worked remotely before Covid-19. The situation during Covid-19 is pretty much a similarity between these two countries. Of Montenegrin respondents, 44% worked remotely 5 days a week, while in Slovenia 47%. After Covid-19, in Montenegro employees continue to work remotely mostly only on special occasions or occasionally (1-2 days a week). On the other side, in Slovenia, employees among respondents continue to work remotely frequently (3-4 days a week).

In terms of respondents' future remote work desires, most Montenegrin employees would like to continue to work remotely 1-2 days a week, whereas half of the Slovenian respondents would like to continue to work remotely 3-4 days a week.

Further, I studied Slovenia and Montenegro's top 3 benefits and top 3 challenges of working remotely. I was curious to know if there were any distinctions between these two nations' attitudes and actions concerning remote work. Aside from that, I was curious to discover whether working remotely or in an office is more common in Montenegro. Whether opinions vary across generations and family arrangements is another consideration.

The research questions are answered, as well as the findings from the two questionnaires, are addressed in this chapter.

RQ1: What are top 3 benefits of remote work for Montenegrin and Slovenian employees?

I found some intriguing results while reviewing the research questions. Concerning the first research question, it was discovered that when it came to the top 3 benefits of remote work, both sample groups, Montenegro, and Slovenia, provided similar results. For most employees in Montenegro, the first benefit of remote work is the ability to work from home in the case of sickness, while in Slovenia, the first benefit is the ability to avoid commuting. It is completely understandable, given that over 120.000 people commute to and from the City of Ljubljana every day for work. That number nearly doubles the population of the

capital city of Slovenia (Regional Development Agency of the Ljubljana, 2018). This heavy commuter traffic poses a challenge to urban planning, quality of life, and environmental policy (Ministry of Environment and Spatial Planning RS, 2020). Employees from Montenegro ranked the ability to avoid commuting as the second-best benefit of remote work. Slovenians, on the other hand, chose more flexibility in work arrangements, including things like working hours and locations. In other words, among the top 3 benefits of working remotely, work autonomy comes in second for them. The third benefit shared by both countries is that they do not have to get dressed for work when working remotely.

RQ2: What are top 3 challenges of remote work for Montenegrin and Slovenian employees?

The second research question related to the top 3 challenges of remote work for Montenegrin and Slovenian employees. Both countries' top 3 benefits of this way of working are almost the same, as are their top 3 challenges, however, they are ranked in a different order. As a result, working longer hours took the first position for Montenegrins, while this challenge took second place for Slovenians among the top 3 remote work challenges. The second most common challenge for employees from Montenegro is having to resolve technical issues on their own. And third place is shared by a lack of work-life balance and a sense of social isolation/loneliness. This third challenge precisely the lack of work-life balance is consistent with the finding that work-life balance was a frequent difficulty in Montenegro not only during lockdowns but even before the Covid-19 pandemic and introduction of remote work (Komar, 2021). Those two challenges ranked third for Montenegrin employees are also among the top three in Slovenia, but work-life balance took first place, with feelings of social isolation/loneliness ranking third.

RQ3: Do Slovenian and Montenegrin employees have different attitudes or behavior towards remote work?

As we can see from the first two research questions, the results differ only to a small degree. It is the same with the third research question. Although there are some areas where employee attitudes in Slovenia and Montenegro diverge, there are more areas where they align. Both countries agree that they found adaptation to remote work due Covid-19 pandemic easy. Further, they agree that working remotely does not improve communication with co-workers, although it does give them more flexibility in terms of working hours and location. Slovenians and Montenegrins concur that career development is somehow the same whether work is completed in an office setting or remotely. Additionally, they share an opinion that receiving support from a supervisor when working remotely is the same. Employees from both countries agree that the implementation of remote work met their expectations. Other areas where they agree in terms of remote work are regarding work-life balance, somehow higher productivity while working remotely, level of stress and feeling of social isolation, and occurrence of working longer hours.

On contrary, there are considerable differences between Slovenian and Montenegrin employees' attitudes about training on effective remote work. While Slovenian employees disagree, Montenegrin respondents claimed that training would help them do remote work more effectively. This can be supported by the finding that, although having a solid basis for digital transformation, Montenegro still has a long way to go before attaining its full ICT potential. The education system needs to be updated, and the number of highly trained specialists must increase (ITU, 2021). Furthermore, while my findings show that Montenegrin employees did not find adaption to remote work challenging, other research findings show that implementation of this sort of work structure has proven to be somehow difficult, due to a lack of regulation and practice (ILO, 2021). As a result, it is reasonable that Montenegrin employees believe that training to operate efficiently remotely would benefit them.

RQ4: Do workers in Montenegro and Slovenia prefer remote work over working in an office?

Regarding the third research question, it was found that Montenegrin employees prefer to work remotely over in the office. Same I found for the Slovenian employees. Concerning the previous research questions, it can be concluded that the benefits of remote work can beat its challenges. I would say that it is one of the main reasons why employees from both countries prefer more remote work. Although for instance, both countries highlighted social isolation and loneliness as a challenge, it can be handled by combining remote work with working from the office, thereby lowering the sensation of loneliness. That would be plausible given that coronavirus prevention techniques are no longer widely used. Additionally, maintaining a work-life balance, working longer hours, and handling technological problems on your own were other issues that were noted. I assume that both nations are aware that remote work and digitalization will become the new standard and that the aforementioned issues will be resolved after everyone has gotten used to this "new" style of working. In addition, I think it is common knowledge that reducing driving reduces traffic congestion, pollution, and noise. For Slovenian employees, for example, not having to commute is the top perk of remote work; for Montenegrin employees, it is the second. No need to get dressed for work, the ability to work from home in case of sickness, and flexibility in terms of work arrangements like working hours and location are all acknowledged advantages of remote work.

RQ5: Do attitudes towards remote work differ across generations or family structure?

Interestingly, the analysis of the results revealed that there is no difference between preferences toward remote work between younger and older generations. Both generations prefer remote work over work from the office. Given that younger generations have grown up with technology, it is reasonable to assume that they will be able to work remotely without difficulty and will prefer remote work more than older employees (Nicholas, 2012). As a result, the older generation may find themselves in unequal positions, particularly senior

managers and individuals with substantial work experience who may be so accustomed to working in an office setting that they may struggle to quickly adapt to the new remote working culture (Guantario, 2020). However, it is crucial to note that regardless of age, anyone can succeed as a remote worker if they put in the necessary effort.

Regarding family structure, I also came to the interesting results. Based on my analysis there is no difference between preference toward remote work between those who have small children and those who do not. Both groups prefer remote work over work in the office. According to the findings of Ammons and Mrkham (2004), remote work is especially beneficial for families with young children. However, there have been studies suggesting remote work is difficult for those with employees who have small children, which contradicts my findings. Working from home may result in a lack of space and privacy. As a result, it is difficult for parents to focus on their work while caring for their children at the same time (Guantario, 2020). Therefore, it can be concluded that preferring remote work varies by individual.

6.2 Practical implications

Since working outside of the employer's premises will probably become a permanent situation for many of us in the future, it is crucial to understand how employees feel about it and how they behave. Hence, businesses and recruiters should be prepared for a variety of employee needs before deciding to keep remote work. As stated in the literature review, while something may be beneficial to some people, it may be a challenge to others.

Firstly, the findings show that the attitudes of employees toward remote work are very similar in Montenegro and Slovenia. In both countries among the top 3 benefits of remote work are no commuting, no need to get dressed for work, more flexibility in work arrangements like working hours and location, and the ability to work from home in case of sickness. On the other side, challenges that both countries stated as top 3 in case of remote work are working longer hours, lack of work-life balance, sense of social isolation/loneliness, and resolving technical issues on its own. Consequently, to remote work, and succeed, those in higher positions need to help their employees to prioritize their work and find the right work-life balance. Further, to reduce remote workers' feelings of isolation, face-to-face interactions with colleagues should be promoted. If it is not possible, also not a that bad option is to increase virtual team meetings. On contrary, although there are more areas where employee attitudes in Montenegro and Slovenia align, their views regarding training on effective remote work diverge. Despite the fact that employees from both countries stated that did not find adaptation to remote work difficult, training should be provided to both new and experienced remote workers. Companies should develop and implement training that addresses the unique challenges of remote work, as well as best practices, to make it even more efficient. Communication should be encouraged within the organization to make remote work a more acceptable way of working.

Secondly, attitudes toward the preference for remote work over work from the office are similar in these two countries. Although, the majority of Montenegrin employees would like to continue to work remotely 1-2 days a week and the majority of Slovenian employees 3-4 days a week, both stated that they prefer more remote work than work from the employer's premises. Remote work has become an increasingly important component of people's life. People's lives are becoming increasingly reliant on remote work. Many businesses and employees are already seeing the numerous benefits of this method of doing business. All these advantages of remote work can be realized with the proper infrastructure and management. This could help with the growing number of employees who prefer working from home over working in an office. As a result, as previously said, preferences for remote work vary by individual, but given that remote work is here to stay, employees should begin exploring its benefits as well as strategies to resolve challenges that develop as a result of the introduction of this "new" way of working.

Thirdly, regarding that in certain circumstances, differences in preferences toward remote work between younger and older generations exist, and in others do not, proper support should be given. Regardless of the generation to which you belong, anyone may succeed as a remote worker if they put in the necessary effort and decide to gain the best from it. It is beneficial to have a combination of both generations in the workplace to help each other and fill any possible gaps. Moreover, holding regular meetings, online training, webinars, workshops, and coaching sessions can enable all generations to experience the benefits of remote work and carry out their duties properly.

Lastly, even though my results show that there is no difference in preferences toward remote work between employees who have and do not have small children, there are also some other research findings that claim the opposite. These mentioned online training, webinars, etc. may also help those with small children who find it difficult to work remotely. Likewise, employees should share experiences and thus help each other to make remote work a more attractive way of working. However, the employer's role also should be to guide and encourage their employees to do so.

6.3   Limitations and future research

There are certain limitations to the research that should be acknowledged while analysing the data and drawing conclusions.

The first limitation is that the research subject should not be as broad as it is. Generally, employees are a broad term, and based on the demographic statistics of the sample there might be potential bias. Since most respondents work in the financial services industry, other industries are underrepresented in the analysis. The outcome may differ from the presented results if the sample would be more balanced in terms of the industry of the current workplace. However, this thesis did not observe the differences between the attitudes of

employees who work in certain industries. Therefore, this might present a possible topic for future research.

Nevertheless, this thesis observed the differences between different generations and those who have and do not have small children. In the analysed sample both mentioned variables can be observed as disbalance. The respondents who belong to younger generations and who do not have small children prevail. A more balanced sample might show different outcomes in terms of preferences toward remote work and some indicators which should be paid attention to in any subsequent research on this topic.

Secondly, for greater credibility of the findings, it would be meaningful to have a larger sample of participants for surveys in both countries. So, it might represent another limitation of this thesis. The sample size is not as big as it should be for more precise analysis and consequently more correct conclusions.

Even though remote work has been the focus of extensive research and technology is always improving, it is still necessary to keep an eye on how remote work develops and changes over time. The subject itself offers a wide range of potential research study topics and modifications. It would be interesting to compare the views of the genders about remote work in particular industries. Similarly, an examination into whether and to what degree extent preferences and attitudes vary within a specific organization but across several fields. It is critical to gather this type of information to assist firms in determining their employees' needs and developing a remote work culture that supports employees' work motivation and ability to work. Further, the preferences for remote work among different personality types (ambivert, extrovert, and introvert) as well as how personality traits of individuals (such as proactive personality, creativity, and the matching of the workplace with the wishes and knowledge and skills of the employee) affect the results at work are interesting topics for future research because every employee is unique. In doing so, contrast the two methods of working remotely versus working on-site at the company.

Social isolation would be another intriguing area for further study, as it was listed as one of the top 3 difficulties of remote work. Therefore, it is crucial to pay attention to the quality of employees' lives and consider the mental effects of remote work. Therefore, it would be advantageous to conduct more research on the long-term impacts on the quality of life and mental health of remote workers.

CONCLUSION

One of the most significant technologies for the growth of remote work was the laptop computer, which eliminated the need for a typical workplace and allowed employees to work outside of the company's premises. Soon after, it became evident to everyone that technological changes would forever alter the way people worked.

During my analysis, I confirmed quite a few findings from the past research I read and added new theoretical contributions to them. Besides that, I developed practical implications for future research and the practical directions that can be useful for HR departments and the management of any company.

My research focused on the attitudes and behavior of employees about working remotely. The benefits of this kind of work were discovered right away with the introduction of remote work. Consequently, I wanted to find out employees' perspectives in terms of the benefits that remote work provides However, this kind of novel form of work started also to get criticism. As a result, I also wanted to learn more about the specific difficulties associated with remote work. This method of working is becoming an increasingly more common way of working and it is an appreciated possibility among employees nowadays.

This research compared employees in two countries, Montenegro, and Slovenia. The results indicated that the views of employees in these two countries about remote work are more similar than different. For the first research question, it was found that although the two sample groups' rankings of the top three benefits of remote work varied slightly, the benefits themselves were relatively similar. Therefore, the top advantages of remote work are not having to commute, not having to get dressed for work, having greater flexibility about working hours and location, and having the option to work from home in the event of sickness. On the other hand, there are some similarities between the challenges of remote work that employees in both countries picked as being the most common, even though they are not entirely in the same order. They are working longer hours, lack work-life balance, sense of social isolation, and resolving technical issues on their own.

According to all the findings, particularly the responses to the question of whether the respondents would prefer to continue working remotely, it can be concluded that a combination of working from home and in the office would be the most desirable. This would create an optimal balance and satisfies the needs of both sides, employees, and employers. It is common for people to view remote work differently, and for some personalities, it may work better than for others. Therefore, hybrid work can aid in maximizing the benefits of remote work while also minimizing challenges and identifying strategies to overcome them, if working from an office is eventually eliminated in favor of purely remote work. We can help employees adjust smoothly and prevent issues by progressively implementing remote work. Employers can boost their employees' performance and job happiness in the interim by providing them with a variety of remote work options. Employers may make sure that their staff members can adjust to and enjoy remote work in this way, which will increase their motivation and capacity for sustained effort.

Job design is undoubtedly a vital subject worth researching. It would be important to conduct more thorough investigations, as well as to integrate more data and connections in the analysis, to produce higher quality outcomes and more precise instructions. In doing so, it is

significant to be aware that the environment, work opportunities, and employee preferences are altering. It leads us to believe that the ideal working environment is changing as well. There is currently a significant surge in interest in the introduction of a combination of remote work and work from the company's physical facilities, but many businesses and employees are not yet prepared for this. Because of that, it is also crucial to emphasize that not everyone and every type of job is a good fit for remote work.

However, the technology that enables us to work remotely is already here and will remain so. The early adopters and innovators have already left the building, leaving just the question of which businesses will be among the early majority, late greats, and laggards.

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APPENDICES

Appendix A: Summary in Slovenian

Koncept dela na daljavo ni nič novega. Opredeljen je kot delo izven običajnega delovnega okolja, ki je delodajalčevo delovno mesto (Olson, 1987). Od leta 1970 je delo na daljavo označeno kot prihodnji način, kako bodo podjetja organizirala svojo delovno silo (Nilles, 1976). Z razvojem informacijske tehnologije je postala del vsakdanjega poslovnega okolja. Ljudem omogoča dostop do opravljanja dela s katere koli lokacije in sodelovanja s sodelavci (Spreitzer et. al., 2017), dokler je možen dostop do interneta (Jalagat, 2019). Posledično je fizična lokacija delovnega mesta začela izgubljati pomen in delo na daljavo je postalo vse bolj priljubljeno (Rupietta & Beckmann, 2016). Čeprav se pojem delo na daljavo večinoma nanaša na delo od doma, se nanaša tudi na druge lokacije, ki so izven pisarne delodajalca. Na primer, Allen, Golden in Shockley (2015) omenjajo kavarne, knjižnice, co-working prostore itd.

Leta 2019 je le 5,4 % delovne sile v EU uporabljalo delo na daljavo kot obliko dela. Švedska, Finska in Nizozemska so bile med državami članicami EU z najvišjim deležem zaposlenih, ki redno ali vsaj občasno delajo na daljavo v letu 2019. Medtem ko so bile Portugalska, Estonija in Slovenija države z največjo rastjo razširjenosti dela na daljavo v preteklo desetletje. Razlike med deleži dela na daljavo med državami pojasnjujejo z različnimi industrijskimi strukturami. Države z višjim deležem so bile države, v katerih je največ zaposlenih v storitvah, ki temeljijo na znanju ter informacijski in komunikacijski tehnologiji (Evropska komisija, 2020).

Namen moje raziskave je bil preučiti odnos in vedenje črnogorskih in slovenskih zaposlenih do dela na daljavo. Ta tema je zelo zanimiva za analizo, saj je zaradi pandemije Covid-19 delo na daljavo postalo izjemno priljubljeno in del vsakdana milijonov zaposlenih. Velik prehod s pisarniškega dela na delo na daljavo je lahko dober preizkus učinkovitosti dela izven običajnega delovnega okolja. Zato bo delo izven delodajalčevih prostorov za mnoge od nas v prihodnosti verjetno postalo stalnica, tudi če ne bo prišlo do nove krize.

V svoji študijski raziskavi sem ugotovila, da večina črnogorskih anketirancev pred Covidom-19 nikoli ni delala na daljavo. Medtem ko je v Sloveniji med anketiranci manj zaposlenih, ki nikoli pred Covidom-19 niso delali na daljavo. Kar zadeva razmere med Covid-19, je med tema dvema državama precej podobnosti. Od Črnogorcev jih je 44 % delalo na daljavo 5 dni na teden, v Sloveniji pa 47 %. Po Covidu-19 zaposleni v Črni gori še naprej delajo na daljavo večinoma le ob posebnih priložnostih ali občasno (1-2 dni na teden). Po drugi strani pa v Sloveniji zaposleni med anketiranci še naprej pogosto (3-4 dni na teden) delajo na daljavo.

Kar zadeva prihodnje želje anketirancev po delu na daljavo, bi večina črnogorskih zaposlenih želela še naprej delati na daljavo 1-2 dni na teden, medtem ko bi polovica slovenskih anketirancev želela še naprej delati na daljavo 3-4 dni na teden. Zaključimo lahko, da bi bila najbolj zaželena kombinacija dela od doma in v pisarni. Tako bi ustvarili

optimalno ravnovesje in zadovoljili potrebe obeh strani, zaposlenih in delodajalcev. Običajno je, da ljudje na delo na daljavo gledajo drugače in za nekatere osebnosti lahko deluje bolje kot za druge. Zato lahko hibridno delo pomaga povečati prednosti dela na daljavo, hkrati pa zmanjšati izzive in opredeliti strategije za njihovo premagovanje, če se delo iz pisarne sčasoma odpravi v korist izključno dela na daljavo.

Poleg tega sem študirala o 3 najboljših prednosti in 3 največjih izzivih dela na daljavo v Sloveniji in Črni gori. Zanimalo me je, ali obstajajo razlike med odnosom in dejanji teh dveh narodov glede dela na daljavo. Poleg tega me je zanimalo, ali je v Črni gori pogostejše delo na daljavo ali v pisarni. Drugo vprašanje je, ali se mnenja razlikujejo med generacijami in družinskimi ureditvami.

Med analizo sem potrdila kar nekaj ugotovitev iz prebranih preteklih raziskav in jim dodala nove teoretične prispevke. Poleg tega sem razvila praktične implikacije za prihodnje raziskave in praktične usmeritve, ki so lahko uporabne za kadrovske službe in vodstvo katerega koli podjetja.

Appendix B: Glossary

From	Remote work
To	**Delo na daljavo**
From	Teleworking
To	**Delo na daljavo**
From	Flexible workplace
To	**Prilagodljivo delovno mesto**
From	Work from home
To	**Delo z doma**
From	Digital technologies
To	**Digitalne tehnologije**
From	Digitalization
To	**Digitalizacija**
From	Digital nomad
To	**Digitalni nomad**
From	Business resilience
To	**Poslovna odpornost**
From	Increased productvity
To	**Povečana produktivnost**
From	Reduced absenteeism
To	**Zmanjšan absentizem**
From	Work-life balance
To	**Ravnovesje dela in zasebnega življenja**
From	Commuting
To	**Prevoz na delo**
From	Technical feasibility
To	**Tehnična izvedljivost**
From	Isolation
To	**Izolacija**

Appendix C: Montenegrin version of Survey

Studentkinja sam master programa Međunarodno poslovanje na Ekonomskom fakultetu u Ljubljani. U okviru moje magistarske teze, pod mentorstvom doc. dr Tamara Pavasović Trošt analiziram stavove zaposlenih prema radu na daljinu u Crnoj Gori. Cilj istraživanja je da spoznam kakva iskustva zaposleni imaju sa radom na daljinu i kakvi su njihovi stavovi o tome da li fleksibilan rad van uobičajene kancelarije može postati održiv način rada. Rad na daljinu se uglavnom odnosi na obavljanje poslovnih aktivnosti od kuće, ali i sa drugih lokacija na kojima se može efikasno obavljati.Upitnik je potpuno anoniman i oduzeće Vam 5-10 minuta vremena. Podaci su povjerljivi i koristiće se isključivo u istraživačke svrhe. Unaprijed se zahvaljujem na saradnji.

Q1 - Zamolila bih Vas da ocijenite koliko često ste radili na daljinu u zavisnosti od različitog perioda i prisustva Covid-19.

	Nikad nisam radio/la na daljinu	Radio/la sam na daljinu samo u posebnim prilikama	Povremeno sam radio/la na daljinu (1-2 dana u nedjelji)	Često sam radio/la na daljinu (3-4 dana u nedjelji)	Radio/la sam potpuno na daljinu (5 dana u nedjelji)
Prije Covid-19	○	○	○	○	○
Tokom Covid-19	○	○	○	○	○
Poslije Covid-19	○	○	○	○	○

U nastavku su dva pitanja koja se odnose na izazove i prednosti rada na daljinu. Molim Vas da ocijenite svoje mišljenje o važnosti svake izjave koristeći skalu od 1 (ne uopšte) do 5 (u velikoj mjeri).

_____

Q2 - Prilikom rada na daljinu, da li ste se susreli sa nekim od sljedećih IZAZOVA:

	1	2	3	4	5	Ne znam
Prekovremeni rad	○	○	○	○	○	○
Osjećaj društvene izolacije/usamljenosti	○	○	○	○	○	○
Nedostatak ravnoteže između posla i privatnog života	○	○	○	○	○	○

Spor/loš internet	○	○	○	○	○	○
Nedostatak tehničke pomoći/obuke koja podržava efikasan rad na daljinu	○	○	○	○	○	○
Poslodavac ne obezbjeđuje adekvatnu opremu	○	○	○	○	○	○
Manja produktivnost i motivisanost za radom	○	○	○	○	○	○
Previše ometanja kod kuće (TV, djeca, porodica, više telefonskih poziva/e-poruka itd.)	○	○	○	○	○	○
Sporije napredovanje u karijeri	○	○	○	○	○	○
Povećan nivo stresa	○	○	○	○	○	○
Isključenje u donošenju odluka na radnom mjestu	○	○	○	○	○	○
Promjena odnosa u pogledu povjerenja nadređenog	○	○	○	○	○	○
Samostalno rješavanje tehničkih problema	○	○	○	○	○	○

Lošija/otežana komunikacija sa kolegama	○	○	○	○	○	○
Nedostatak jasnih očekivanja od nadređenog	○	○	○	○	○	○
Neadekvatni kućni uslovi (nedostatak sobe predviđene za rad)	○	○	○	○	○	○

Q3 - Prilikom rada na daljinu, da li ste se susreli sa nekim od sljedećih POGODNOSTI:

1 (ne uopšte) do 5 (u velikoj meri)

	1	2	3	4	5	Ne znam
Ušteda vremena koje bi iskoristili na prevoz od i do posla	○	○	○	○	○	○
Manji mjesečni troškovi (ne plaćam hranu, prevoz i sl.)	○	○	○	○	○	○
Bolja ravnoteža između posla i privatnog života	○	○	○	○	○	○
Manje ometanja	○	○	○	○	○	○
Manje kancelarijske politike	○	○	○	○	○	○

6

Veća fleksibilnost u smislu radnog vremena i lokacije (autonomija rada)	◯	◯	◯	◯	◯	◯
Više vremena za porodicu i prijatelje	◯	◯	◯	◯	◯	◯
Veća produktivnost	◯	◯	◯	◯	◯	◯
Veće zadovoljstvo poslom	◯	◯	◯	◯	◯	◯
Veća lojalnost preduzeću	◯	◯	◯	◯	◯	◯
Smanjen nivo stresa	◯	◯	◯	◯	◯	◯
Mogućnost rada od kuće u slučaju bolesti	◯	◯	◯	◯	◯	◯
Ne moram da se sređujem za posao	◯	◯	◯	◯	◯	◯
Mogu putovati i raditi sa druge lokacije (kafe, plaža, priroda, itd.)	◯	◯	◯	◯	◯	◯

Q4 - Molim Vas da ocijenite svoj nivo slaganja ili neslaganja sa sljedećim izjavama, od 1 = uopšte se ne slažem do 5 = potpuno se slažem.

	Uopšte se ne slažem	Ne slažem se	Niti se slažem niti se ne slažem	Slažem se	Potpuno se slažem	Ne znam
Bilo mi je lako prilagoditi se radu na daljinu koji se počeo primjenjivati	◯	◯	◯	◯	◯	◯

usljed pandemije Covid-19.

	○	○	○	○	○	○
Ravnoteža između posla i privatnog života je bolja kada radim na daljinu.	○	○	○	○	○	○
Moja komunikacija i interakcija sa drugim kolegama je bolja kada radim na daljinu.	○	○	○	○	○	○
Produktivniji/ja sam kada radim na daljinu.	○	○	○	○	○	○
Osjećam se pod stresom i socijalno izolovanijim/om kada radim na daljinu.	○	○	○	○	○	○
Pojava prekovremenog rada je učestalija kada obavljam poslovne obaveze na daljinu.	○	○	○	○	○	○
Imam više slobode da biram lokaciju i vrijeme kada ću raditi.	○	○	○	○	○	○
Zadovoljan/a sam sa	○	○	○	○	○	○

mogućnošću da radim na daljinu.					
Moje mogućnosti za napredak u karijeri su jednake nezavisno od načina na koji radim, da li je to od kuće ili iz kancelarije.	○	○	○	○	○	○
Dobijam jednako povratnih informacija/po drške od nadređenog kada radim na daljinu kao i kad radim iz kancelarije.	○	○	○	○	○	○
Imao/la bih koristi od obuke o tome kako da efikasno radim na daljinu.	○	○	○	○	○	○
Više volim da radim na daljinu nego u kancelariji.	○	○	○	○	○	○
Implementacij a rada na daljinu na mom radnom mjestu ispunila je moja očekivanja.	○	○	○	○	○	○

Q5 - Da li biste željeli da nastavite sa radom na daljinu?

○ Volio/Voljela bih, ali moj poslodavac to ne dozvoljava

○ Ne, više volim da radim u kancelarijskom okruženju

○ Da, do 1-2 dana u nedjelji

○ Da, do 3-4 dana u nedjelji

○ Da, vidim sebe kako radim na daljinu svaki dan

Zamolila bih Vas da odgovorite na još nekoliko demografskih pitanja za kraj.
_____

Q6 - Koliko imate godina?
_____

Q7 - Pol:

○ Muško

○ Ženko

○ Radije ne bih odgovorio/la

Q8 - Kakav je vaš bračni status?

○ samac (nikad oženjen/a)

○ u braku ili u vanbračnoj zajednici

○ udovac/udovica

○ razveden/a

○ Drugo:

Q9 - Da li imate djecu uzrasta od 0 do 12 godina?

○ Da

○ Ne

○ Drugo:

Q10 - Industrija u kojoj trenutno obavljate posao je:

○ Informaciono komunikacione tehnologije

○ Finansijske usluge (bankarstvo, stručno savetovanje, osiguranje, berza, računovodstvo, revizija, poresko/revizijsko savetovanje itd.)

○ Marketing

○ Medicina i zdravstvo (wellness)

○ Prodaja (korisničke usluge/customer service)

○ Obrazovanje i obuka

○ Administracija

○ Poslovanje nekretninama

○ HR i regrutovanje

○ Ne znam
○ Drugo:

Q11 - Koja je veličina preduzeća u kojoj trenutno obavljate posao?
○ mikro preduzeće(do 10 zaposlenih)
○ malo preduzeće (od 11 do 50 zaposlenih)
○ srednje preduzeće (od 51 do 250 zaposlenih)
○ veliko preduzeće (preko 251 zaposlenog, javna preduzeća)
○ trenutno nisam zaposlen/a

Q12 - Koja je vaša uloga u preduzeću?
○ Direktor/Menadžer
○ Specijalista/Zaposleni
○ Pripravnik

Appendix D: Slovenian version of Survey

Sem študentka magistrskega programa Mednarodno poslovanje na Ekonomski fakulteti v Ljubljani. V okviru magistrskega dela pod mentorstvom izr. Dr. Tamara Pavasović Trošt, analiziram odnos zaposlenih do dela na daljavo v Sloveniji. Cilj raziskave je ugotoviti, kakšne izkušnje imajo zaposleni z delom na daljavo in kakšna so njihova mnenja o tem, ali lahko fleksibilno delo izven običajne pisarne postane trajnosten način dela. Delo na daljavo se nanaša predvsem na opravljanje poslovnih dejavnosti od doma, ali pa tudi iz drugih lokacij, kjer je to mogoče opravljati učinkovito.Vprašalnik je popolnoma anonimen in vam bo vzel 5-10 minut časa. Podatki so zaupni in bodo uporabljeni izključno v raziskovalne namene. Že vnaprej se vam zahvaljujem za sodelovanje.

Q1 - Prosila bi vas da ocenite kako pogosto ste delali na daljavo glede na različno obdobje in prisotnost Covid-19.

	Nikoli nisem delal/a na daljavo	Na daljavo sem delal/a le ob posebnih priložnostih	Občasno sem delal/a na daljavo (1-2 dni na teden)	Pogosto sem delal/a na daljavo (3-4 dni na teden)	Delal/a sem popolnoma na daljavo (5 dni na teden)
Pred Covidom-19	○	○	○	○	○
Med Covidom-19	○	○	○	○	○
Po Covidu-19	○	○	○	○	○

Spodaj sta dve vprašanji, povezani z izzivi in prednostmi dela na daljavo. Prosim, ocenite svoje mnenje o pomembnosti vsake posamezne trditve z lestvico od 1 (sploh ne) do 5 (v veliki meri).
_____

Q2 - Pri delu na daljavo, ali ste se srečali s katerim od naslednjih IZZIVOV:

	1	2	3	4	5	Ne vem
Nadurno delo	○	○	○	○	○	○
Občutek socialne izoliranosti/osamljenosti	○	○	○	○	○	○
Pomanjkanje ravnotežja med poklicnim	○	○	○	○	○	○

in zasebnim življenjem					
Počasen/slab internet	○	○	○	○	○	○
Pomanjkanje tehnične pomoči/usposa bljanja za podporo učinkovitemu delu na daljavo	○	○	○	○	○	○
Delodajalec ne zagotovi ustrezne opreme	○	○	○	○	○	○
Manjša produktivnost in motivacija za delo	○	○	○	○	○	○
Preveč motenj doma (TV, otroci, družina, številni telefonski klici/e-pošta itd.).	○	○	○	○	○	○
Počasnejše napredovanje v karieri	○	○	○	○	○	○
Povečan raven stresa	○	○	○	○	○	○
Izključenost pri odločanju na delovnem mestu	○	○	○	○	○	○
Sprememba zaupnega odnosa z nadrejenim	○	○	○	○	○	○

Samostojno reševanje tehničnih težav	○	○	○	○	○	○
Slabša komunikacija s sodelavci	○	○	○	○	○	○
Pomanjkanje jasnih pričakovanj od nadrejenega	○	○	○	○	○	○
Neustrezne domače razmere (pomanjkanje prostora za delo)	○	○	○	○	○	○

Q3 - Pri delu na daljavo, ali ste se srečali s katero od nasljednjih UGODNOSTI:

1 (sploh ne) do 5 (v veliki meri)

	1	2	3	4	5	Ne vem
Prihranek časa, ki bi ga porabili za prevoz na delo in z dela	○	○	○	○	○	○
Manjši mesečni stroški (ne plačam hrane, prevoza ipd.)	○	○	○	○	○	○
Boljše ravnotežje med delom in zasebnim življenjem	○	○	○	○	○	○
Manj motenj	○	○	○	○	○	○

Manj pisarniške politike	○	○	○	○	○	○
Večja fleksibilnost glede delovnega časa in lokacije (delovna avtonomija)	○	○	○	○	○	○
Več časa za družino in prijatelje	○	○	○	○	○	○
Večja produktivnost	○	○	○	○	○	○
Povečano zadovoljstvo pri delu	○	○	○	○	○	○
Večja zvestoba podjetju	○	○	○	○	○	○
Zmanjšan raven stresa	○	○	○	○	○	○
Možnost dela od doma v primeru bolezni	○	○	○	○	○	○
Ni se mi treba obleči za v službo	○	○	○	○	○	○
Lahko potujem in delam z druge lokacije (kavarna, plaža, narava itd.)	○	○	○	○	○	○

Q4 - Prosim, ocenite svojo stopnjo strinjanja ali nestrinjanja z naslednjimi trditvami, pri čemer je 1 = sploh se ne strinjam, 5 pa pomeni, da se popolnoma strinjam

	Sploh se ne strinjam	Ne strinjam se	Niti-niti	Strinjam se	Popolnoma se strinjam	Ne vem
Zlahka sem se prilagodil/la delu na daljavo, ki se je začelo izvajati zaradi pandemije Covid-19.	○	○	○	○	○	○
Moje ravnovesje med poklicnim in zasebnim življenjem je boljše, če delam na daljavo.	○	○	○	○	○	○
Moja komunikacija in interakcija z drugimi sodelavci je boljša, ko delam na daljavo.	○	○	○	○	○	○
Ko delam na daljavo, sem bolj produktiven/na.	○	○	○	○	○	○
Ko delam na daljavo, se počutim bolj pod stresom in socialno izolirano.	○	○	○	○	○	○
Pojav nadur je pogostejši, ko poslovne obveznosti	○	○	○	○	○	○

opravljam na daljavo.

	○	○	○	○	○	○
Imam več svobode pri izbiri lokacije in časa, ko bom delal/a.	○	○	○	○	○	○
Zadovoljen/na sem z možnostjo dela na daljavo.	○	○	○	○	○	○
Moje možnosti za karierno napredovanje so enake ne glede na to, kako delam, na daljavo ali v pisarni.	○	○	○	○	○	○
Ko delam na daljavo, od svojega nadrejenega dobim prav toliko povratnih informacij/podpore kot kadar delam v pisarni.	○	○	○	○	○	○
Koristilo bi mi usposabljanje o tem, kako učinkovito delati na daljavo.	○	○	○	○	○	○
Raje delam na daljavo kot v pisarni.	○	○	○	○	○	○
Uvedba dela na daljavo na	○	○	○	○	○	○

mojem
delovnem
mestu je
izpolnila moja
pričakovanja.

Q5 - Ali bi radi nadaljevali z delom na daljavo?
○ Rad/a bi, ampak delodajalec tega ne dovoli
○ Ne, raje delam v pisarniškem okolju
○ Da, do 1-2 dni na teden
○ Da, do 3-4 dni na teden
○ Da, v prihodnje se vidim, da vsak dan delam na daljavo

Odgovorili ste na vsa vsebinska vprašanja. Za konec prosim odgovorite še na nekaj demografskih vprašanj.
_____

Q6 - Koliko ste stari?
_____

Q7 - Spol:
○ Moški
○ Ženski
○ Raje ne bi odgovoril/a

Q8 - Kakšen je vaš zakonski status?
○ samski (nikoli poročen/a)
○ poročen/a ali v družinskem razmerju
○ vdovec/vdova
○ ločen/a
○ Drugo:

Q9 - Ali imate otroke od 0 do 12 let?
○ Da
○ Ne
○ Drugo:

Q10 - Gospodarska panoga, v kateri trenutno opravljate delo, je:
○ Informacijske in komunikacijske tehnologije

○ Finančne storitve (bančništvo, strokovno svetovanje, zavarovalništvo, borza, računovodstvo, revizija, davki/revizija, svetovanje itd.)
○ Trženje
○ Medicina in zdravje (wellness)
○ Prodaja (storitve za stranke/podpora)
○ Izobraževanje in usposabljanje
○ Administracija
○ Nepremičninski posel
○ HR in zaposlovanje
○ Ne vem
○ Drugo:

Q11 - Kakšna je velikost podjetja, v katerem trenutno delate?
○ mikro podjetje (do 10 zaposlenih)
○ majhno podjetje (od 11 do 50 zaposlenih)
○ srednje veliko podjetje (od 51 do 250 zaposlenih)
○ veliko podjetje (več kot 251 zaposlenih, javna podjetja)
○ trenutno nisem zaposlen/a

Q12 - Kakšna je vaša vloga v podjetju?
○ Direktor/Vodja
○ Specialist/Zaposleni
○ Pripravnik

Appendix E: Hypotheses findings and SPSS statistical output

H1: Attitudes and behavior towards remote work differ among Slovenian and Montenegrin employees.

Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
I prefer working remotely than in the office.	Slovenija	75	3.56	1.233	.142
	Montenegro	70	3.51	1.482	.177
I found it easy to adapt to remote work due to Covid-19 pandemic.	Slovenija	75	4.35	.893	.103
	Montenegro	72	4.04	1.180	.139
My work-life balance is better when I work remotely.	Slovenija	74	3.51	1.126	.131
	Montenegro	71	3.38	1.356	.161
My communication and interaction with other colleagues is better when I work remote.	Slovenija	75	2.67	.991	.114
	Montenegro	70	3.06	1.483	.177
I am more productive when I work remote.	Slovenija	75	3.48	1.107	.128
	Montenegro	69	3.41	1.418	.171
I feel more stressed and social isolated when I work remote.	Slovenija	75	2.63	1.194	.138
	Montenegro	69	2.88	1.388	.167
I work longer hours when I work remote.	Slovenija	74	3.05	1.133	.132
	Montenegro	70	3.29	1.395	.167
I have more freedom to choose location and time when I will work.	Slovenija	75	4.32	.961	.111
	Montenegro	70	4.16	1.016	.121
My opportunities for career development are equal whether I work remotely or from the office.	Slovenija	70	4.11	1.161	.139
	Montenegro	70	3.80	1.269	.152
	Slovenija	75	3.63	1.124	.130

		N	Mean	Std. Deviation	Std. Error Mean
I get same level of support from my supervisor whether I work remotely or from the office.	Montenegro	70	3.71	1.253	.150
I would benefit from training on how to work effectively remotely.	Slovenija	74	2.76	1.333	.155
	Montenegro	70	3.67	1.327	.159
Implementation of remote work at my workplace has met my expectation.	Slovenija	75	4.13	.844	.097
	Montenegro	71	3.87	1.275	.151

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
						Significance	
		F	Sig.	t	df	One-Sided p	Two-Sided p
I prefer working remotely than in the office.	Equal variances assumed	4.669	.032	.202	143	.420	.840
	Equal variances not assumed			.201	134.585	.420	.841
I found it easy to adapt to remote work due to Covid-19 pandemic.	Equal variances assumed	2.470	.118	1.772	145	.039	.079
	Equal variances not assumed			1.762	132.175	.040	.080
My work-life balance is better when I work remotely.	Equal variances assumed	2.211	.139	.645	143	.260	.520
	Equal variances not assumed			.642	136.102	.261	.522
My communication and interaction with other colleagues is better when I work remote.	Equal variances assumed	10.385	.002	-1.875	143	.031	.063
	Equal variances not assumed			-1.851	119.186	.033	.067
I am more productive when I work remote.	Equal variances assumed	5.246	.023	.352	142	.363	.726
	Equal variances not assumed			.348	128.545	.364	.728
I feel more stressed and social isolated when I work remote.	Equal variances assumed	.308	.580	-1.195	142	.117	.234
	Equal variances not assumed			-1.188	134.724	.118	.237
I work longer hours when I work remote.	Equal variances assumed	4.160	.043	-1.096	142	.137	.275
	Equal variances not assumed			-1.090	133.043	.139	.278
	Equal variances assumed	.168	.683	.992	143	.161	.323

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		F	Sig.	t	df	One-Sided p	Two-Sided p
I have more freedom to choose location and time when I will work.	Equal variances not assumed			.990	140.786	.162	.324
My opportunities for career development are equal whether I work remotely or from the office.	Equal variances assumed	.465	.497	1.528	138	.064	.129
	Equal variances not assumed			1.528	136.923	.064	.129
I get same level of support from my supervisor whether I work remotely or from the office.	Equal variances assumed	.272	.603	-.444	143	.329	.658
	Equal variances not assumed			-.442	138.668	.330	.659
I would benefit from training on how to work effectively remotely.	Equal variances assumed	.108	.743	-4.126	142	<.001	<.001
	Equal variances not assumed			-4.126	141.624	<.001	<.001
Implementation of remote work at my workplace has met my expectation.	Equal variances assumed	9.407	.003	1.461	144	.073	.146
	Equal variances not assumed			1.445	120.452	.076	.151

Independent Samples Test

		t-test for Equality of Means		95% Confidence Interval of the Difference	
		Mean Difference	Std. Error Difference	Lower	Upper
I prefer working remotely than in the office.	Equal variances assumed	.046	.226	-.401	.492
	Equal variances not assumed	.046	.227	-.404	.495
I found it easy to adapt to remote work due to Covid-19 pandemic.	Equal variances assumed	.305	.172	-.035	.645
	Equal variances not assumed	.305	.173	-.037	.647
My work-life balance is better when I work remotely.	Equal variances assumed	.133	.207	-.275	.542
	Equal variances not assumed	.133	.207	-.277	.543
My communication and interaction with other colleagues is better when I work remote.	Equal variances assumed	-.390	.208	-.802	.021
	Equal variances not assumed	-.390	.211	-.808	.027
	Equal variances assumed	.074	.211	-.343	.491

I am more productive when I work remote.	Equal variances not assumed	.074	.213	-.348	.496
I feel more stressed and social isolated when I work remote.	Equal variances assumed	-.257	.215	-.683	.168
	Equal variances not assumed	-.257	.217	-.686	.171
I work longer hours when I work remote.	Equal variances assumed	-.232	.211	-.649	.186
	Equal variances not assumed	-.232	.213	-.652	.189
I have more freedom to choose location and time when I will work.	Equal variances assumed	.163	.164	-.162	.487
	Equal variances not assumed	.163	.165	-.162	.488
My opportunities for career development are equal whether I work remotely or from the office.	Equal variances assumed	.314	.206	-.092	.721
	Equal variances not assumed	.314	.206	-.092	.721
I get same level of support from my supervisor whether I work remotely or from the office.	Equal variances assumed	-.088	.197	-.478	.303
	Equal variances not assumed	-.088	.198	-.479	.304
I would benefit from training on how to work effectively remotely.	Equal variances assumed	-.915	.222	-1.353	-.476
	Equal variances not assumed	-.915	.222	-1.353	-.476
Implementation of remote work at my workplace has met my expectation.	Equal variances assumed	.260	.178	-.092	.612
	Equal variances not assumed	.260	.180	-.096	.616

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval Lower	Upper
I prefer working remotely than in the office.	Cohen's d	1.359	.034	-.292	.359
	Hedges' correction	1.366	.033	-.291	.357
	Glass's delta	1.482	.031	-.295	.357
I found it easy to adapt to remote work due to Covid-19 pandemic.	Cohen's d	1.043	.292	-.033	.617
	Hedges' correction	1.049	.291	-.033	.614

	Glass's delta	1.180	.258	-.069	.584
My work-life balance is better when I work remotely.	Cohen's d	1.244	.107	-.219	.433
	Hedges' correction	1.250	.107	-.218	.430
	Glass's delta	1.356	.098	-.228	.424
My communication and interaction with other colleagues is better when I work remote.	Cohen's d	1.253	-.312	-.639	.017
	Hedges' correction	1.259	-.310	-.636	.016
	Glass's delta	1.483	-.263	-.591	.066
I am more productive when I work remote.	Cohen's d	1.265	.059	-.268	.386
	Hedges' correction	1.272	.058	-.267	.384
	Glass's delta	1.418	.052	-.275	.379
I feel more stressed and social isolated when I work remote.	Cohen's d	1.291	-.199	-.527	.129
	Hedges' correction	1.298	-.198	-.524	.128
	Glass's delta	1.388	-.185	-.513	.144
I work longer hours when I work remote.	Cohen's d	1.267	-.183	-.510	.145
	Hedges' correction	1.274	-.182	-.507	.144
	Glass's delta	1.395	-.166	-.493	.162
I have more freedom to choose location and time when I will work.	Cohen's d	.988	.165	-.162	.491
	Hedges' correction	.993	.164	-.161	.488
	Glass's delta	1.016	.160	-.167	.486
	Glass's delta	1.031	.406	.071	.738
My opportunities for career development are equal whether I work remotely or from the office.	Cohen's d	1.217	.258	-.075	.591
	Hedges' correction	1.223	.257	-.074	.587
	Glass's delta	1.269	.248	-.087	.581
I get same level of support from my supervisor whether I work remotely or from the office.	Cohen's d	1.188	-.074	-.399	.252
	Hedges' correction	1.194	-.073	-.397	.251
	Glass's delta	1.253	-.070	-.396	.256
	Cohen's d	1.330	-.688	-1.023	-.350
	Hedges' correction	1.337	-.684	-1.018	-.348

I would benefit from training on how to work effectively remotely.	Glass's delta	1.327	-.689	-1.034	-.341
Implementation of remote work at my workplace has met my expectation.	Cohen's d	1.075	.242	-.084	.567
	Hedges' correction	1.081	.241	-.084	.564
	Glass's delta	1.275	.204	-.123	.530

H2: Montenegrin employees prefer working remotely to working in an office.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
I prefer working remotely than in the office.	70	3.51	1.482	.177

One-Sample Test

Test Value = 3

	t	df	Significance		Mean Difference
			One-Sided p	Two-Sided p	
I prefer working remotely than in the office.	2.904	69	.002	.005	.514

One-Sample Test

| | Test Value = 3 | |
| | 95% Confidence Interval of the Difference | |
	Lower	Upper
I prefer working remotely than in the office.	.16	.87

One-Sample Effect Sizes

| | | Standardizer[a] | Point Estimate | 95% Confidence Interval | |
				Lower	Upper
I prefer working remotely than in the office.	Cohen's d	1.482	.347	.105	.587
	Hedges' correction	1.498	.343	.103	.581

H3: Slovenian employees prefer working remotely to working in an office.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
I prefer working remotely than in the office.	75	3.56	1.233	.142

One-Sample Test

| | Test Value = 3 | | | | |
| | | | Significance | | |
	t	df	One-Sided p	Two-Sided p	Mean Difference
I prefer working remotely than in the office.	3.934	74	<.001	<.001	.560

One-Sample Test

Test Value = 3

	95% Confidence Interval of the Difference	
	Lower	Upper
I prefer working remotely than in the office.	.28	.84

One-Sample Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
I prefer working remotely than in the office.	Cohen's d	1.233	.454	.215	.691
	Hedges' correction	1.246	.450	.213	.684

H4: Younger generations have more positive attitudes towards remote work.

Group Statistics

	Different generations	N	Mean	Std. Deviation	Std. Error Mean
I prefer working remotely than in the office.	Younger generation	94	3.64	1.335	.138
	Older generation	48	3.29	1.398	.202

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
I prefer working remotely than in the office.	Equal variances assumed	.084	.772	1.440
	Equal variances not assumed			1.419

Independent Samples Test

		t-test for Equality of Means		
			Significance	
		df	One-Sided p	Two-Sided p
I prefer working remotely than in the office.	Equal variances assumed	140	.076	.152
	Equal variances not assumed	90.955	.080	.159

Independent Samples Test

		t-test for Equality of Means	
		Mean Difference	Std. Error Difference
I prefer working remotely than in the office.	Equal variances assumed	.347	.241
	Equal variances not assumed	.347	.244

Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
I prefer working remotely than in the office.	Equal variances assumed	-.129	.822
	Equal variances not assumed	-.139	.832

Independent Samples Effect Sizes

		95% Confidence Interval	
Standardizer[a]	Point Estimate	Lower	Upper

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I prefer working remotely than in the office.	Cohen's d	1.357	.256	-.094	.604
	Hedges' correction	1.364	.254	-.093	.601
	Glass's delta	1.398	.248	-.105	.598

H5: Workers with small children have more negative attitudes towards remote work.

Group Statistics

	Do you have children aged 0 to 12?	N	Mean	Std. Deviation
I prefer working remotely than in the office.	Da	44	3.27	1.436
	Ne	98	3.65	1.309

Group Statistics

	Do you have children aged 0 to 12?	Std. Error Mean
I prefer working remotely than in the office.	Da	.217
	Ne	.132

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
I prefer working remotely than in the office.	Equal variances assumed	.285	.594	-1.553
	Equal variances not assumed			-1.499

Independent Samples Test

| | | | t-test for Equality of Means | |
| | | | Significance | |
		df	One-Sided p	Two-Sided p
I prefer working remotely than in the office.	Equal variances assumed	140	.061	.123
	Equal variances not assumed	76.336	.069	.138

Independent Samples Test

| | | t-test for Equality of Means | |
		Mean Difference	Std. Error Difference
I prefer working remotely than in the office.	Equal variances assumed	-.380	.245
	Equal variances not assumed	-.380	.254

Independent Samples Test

| | | t-test for Equality of Means | |
| | | 95% Confidence Interval of the Difference | |
		Lower	Upper
I prefer working remotely than in the office.	Equal variances assumed	-.864	.104
	Equal variances not assumed	-.886	.125

Independent Samples Effect Sizes

| | | | | 95% Confidence Interval | |
		Standardizer[a]	Point Estimate	Lower	Upper
I prefer working remotely than in the office.	Cohen's d	1.349	-.282	-.639	.076
	Hedges' correction	1.357	-.280	-.635	.075
	Glass's delta	1.309	-.291	-.648	.068