

MODERN CONCEPTS OF WORK ORGANIZATION IN VIRTUAL ENTERPRISES

The organization of work in corporations and administrative organizations has been going through changes in the last few decades in the technological, cultural, political, and economic environments. There has been a decrease in standardized work processes with a high level of division of labor and little freedom for individuals to make decisions. The post-industrial service and knowledge society is increasingly establishing a different manner of working.

The nature of work has changed fundamentally and it continues to evolve rapidly. Geographic distance and borders are increasingly irrelevant and transparent. The workplace is no longer the office. The HR has become much more dispersed, flexible, and mobile – working on any device and in any location. Information technology has been a major driver of this trend. Workers are demanding a more flexible balance between personal and professional life. So, organisations that are not embracing a new way of working and communicating risk not just impacting productivity but the ability to recruit and retain the next generation of employees.

A hybrid remote worker will work only a portion of the time remotely and a portion of the time in the main office. This worker is an employee and may be in transition from their traditional workplace with the employer to a part time remote work scenario. This type of arrangement involves flexible work schedules. These include a compressed work week, sharing a single job and hours with another employee, as well as temporary teleworking, where an employee works from home or some other location one day per week or per month. Flexible work scheduling is also quite common in many organizations [1].

Overall, the hybrid model is an excellent way to test the effectiveness of remote work for employer and worker. The hybrid worker does have to adjust to changing from remote to office environments.

It is important that remote workers are included in their team's activities, have adequate infrastructure and top level connectivity, and receive regular management feedback.

To successfully manage staff who are teleworking, it is required need to establish an outcomes-based performance management system that enables to track the success of staff according to agreed outcomes, rather than relying on time spent at the desk under visual supervision.

Impending telework as part of flexible workplace arrangements provides the incentive to transition entire management style to outcomes-based performance management. One such system that is widely used is known as ROWE (Results-Only Work Environment).

Outcomes – based performance means managing for results based on agreed priorities, tasks and outcomes. It involves the following steps at the macro-organizational level and at the level of the team:

Managing someone working remotely should not be radically different from managing them in their specified place of work – all the usual good practice for managers still applies.

The organization of a virtual enterprise includes work on the creation of its infrastructure, organizational structure.

In turn, the creation of infrastructure includes: registration of the enterprise, creation of a support service, installation of a server, software, VP infrastructure (Web pages of EPs and participating enterprises, means of exchange and installation of an electronic version of the VP, data warehouse organization[2].

The creation of an organizational structure includes: the identification of the need for partnership, the search for business partners, the optimization of the choice of partners, the formation of a virtual network of partners.

The project needs detailed description for planning and implementation. For this purpose it is advisable to build project evaluation and review technique (PERT) chart is a statistical tool that is designed to analyze and represent the tasks involved in completing a given project.

Firstly, is necessary to allocate components of the project. In order to transition to remote work arrangement, this algorithm has been developed according to previously defined problems and recommended to be undertaken by management.

Interview with staff who would like to get into a test group of remote mode. When planning to test a remote work solution in company, a great place to start is to allow current employees to begin working remotely: current HR poll will allow to see who would be interested in trying it out, and then launch a test pilot that includes just those who responded favorably to the poll, because not every worker has favorable attitude on working from home [3].

The selection of candidates for the test group. It is not required to hire new people out of town to test this out–float the idea to some of best employees. Spend some time considering which employees are allowed or needed for remote working, because managers need to ensure to select most appropriate employees based on

both their skill-set and their working personality. Consider what skills the remote worker needs to have and place great emphasis on the requirement for the employee having strong communication skills, demonstrating maintained motivation, a positive work ethic, confidence to work independently as well as being characteristically cooperative.

Develop plan of communications. Communication is the soul of any organization, and bad communication may bring harm in any organization. If there is not proper communication present in organization then this may lead to a bad and unhealthy working environment. Use approach focused on communication with no manipulation. Communication exists between the employees, with customers or with the senior members. There should be good and direct communication to customers otherwise developers may interpret customer's requirements wrongly.

Process management is not only the creation of new tasks and monitoring of their implementation, but also the organization of work. Agile-methodologies are gaining popularity, they are increasingly used not only in software development, but also in other industries.

The most popular project management systems on-line, which are in high demand among companies and start-ups, are Trello, Kaiten, Taskify, Planner. It allows you to effectively organize work on the Japanese methodology kanban-boards. Using Kanban allows you to look at the process as a conveyor for delivering value to the consumer. The methodology proposes to repel the current process and, by making evolutionary changes, increase the team's productivity. Kanban is closely related to the theory of constraints, so it offers tools for detecting problems. The main features of the programs are a simple interface, almost unlimited free access; convenience in work and the ability to integrate with other popular tools for online work [4].

Any manager of a growing project is faced with the fact that it is necessary to predict the deadlines for the completion of works and correctly distribute the resources at a fixed delivery time. Analytical modules allow you to find problems in the current production process and build a reliable forecast about the timing of the completion of the task or the project as a whole.

Reworking and setting results-oriented performance criteria. Implemented current performance reviews may not reflect the different environment and working conditions of remote work solutions. A remote work program is often based on the ROWE idea pioneered by Best Buy: a Results-Oriented Work Environment. If, however, part of the performance review includes non-ROWE factors such as attendance, overtime, or even the number of hours spent doing a particular job, it may be time to overhaul those reviews.

Equipment purchase and technical setup. Provide remote workers with all the technology they need to do their job and maintain contact with the home office. That may include laptops, headsets, speakers, webcams, printers, scanners, and smartphones, to name a few essentials. Also, invest in the software required to perform remote IT maintenance as well, so the team will always be able to get help should they experience problems with their company equipment.

Pilot project. Pilot programs provide an opportunity to "prove it in" by showing senior leaders the positive impact of remote work and allaying their fears. Since senior leaders often attach unrealistic expectations to remote work initiatives, the data from pilot programs can also be used for calibration. In addition, several companies indicated that they have involved senior business leaders on project teams for remote work initiatives and have used them as a conduit to communicate initiatives to other senior leaders in the organization. It is particularly important to include senior leaders from operations, IT, Real estate and HR on the support team. Cultural acceptance in organizations is aided by having senior leaders who participate in remote/ flexible work and model it visibly.

Monitor and control. Monitoring is the systematic gathering and analysing of information that will help measure progress on an aspect of the project. Monitoring is not evaluation as such but is usually a critical part of evaluation process and should therefore be included at project planning stage.

Analysis and feedback. If a team member or members have fallen behind or have run into obstacles, formulate a plan for identifying and solving the problem. Make the necessary adjustments to keep project on track. Reassign tasks, modify schedules or reassess goals. This will help keep moving toward the finish line.

Include the other employees. If results are okay, manager should be able also let other workers switch.

Communication online and offline, meet in person from time to time. Encourage people to get to know each other well and foster a stable work force. On-boarding remote workers into a distributed organizational culture is difficult, so maintaining a stable HR is important. And encourage lots of conversations among employees. Bring the entire team together at least once a quarter, including remote employees who do not telecommute. There is no substitute for working shoulder to shoulder with peers, at least periodically.

Bibliography

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