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TIME MANAGEMENT AS A TOOL FOR ENSURING LABOR PRODUCTIVITY IN THE CONDITIONS OF REMOTE WORK

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The current stage of the development of the digital economy is characterized by the rapid spread of remote and hybrid forms of employment, which significantly transform traditional approaches to work organization. This trend became particularly relevant after the COVID-19 pandemic, when a substantial share of employees worldwide shifted to remote work. At the same time, the development of digital technologies, cloud services, electronic document management systems, and online communication tools has created the conditions for remote work to become a fully established form of employment even after the end of quarantine restrictions. According to international studies, hybrid and remote work models remain among the most common forms of work organization in the fields of information technology, finance, education, consulting, and public administration.

In Ukraine, the relevance of remote work has increased significantly due to the digital transformation of the economy and the challenges caused by the war. Population displacement, business relocation, the need to ensure the continuity of organizational activities, and the development of electronic services have contributed to the active implementation of remote work arrangements. However, alongside numerous advantages, remote work has also generated new challenges related to employee self-organization, maintaining productivity, achieving a work-life balance, and the efficient use of working time.

In the absence of direct managerial supervision, an employee's ability to independently plan the working day, prioritize tasks, and rationally allocate time resources becomes one of the key determinants of professional effectiveness. In this context, time management gains particular importance and is viewed as a system of methods, tools, and approaches aimed at organizing time in order to achieve set objectives with minimal resource expenditure.

Scientific research indicates that the success of remote work largely depends on the level of self-management, self-discipline, and time-management skills. Employees who possess modern planning techniques demonstrate higher levels of productivity, adapt more effectively to changes in the working environment, and are less likely to experience professional burnout. Conversely, inadequate organization of working time leads to reduced work efficiency, missed deadlines, information overload, and deterioration of employees' psychological well-being.

Particular attention should be paid to the use of digital time-management tools. Modern software solutions make it possible to automate planning processes, monitor task completion, track productivity, and ensure effective collaboration among team members. However, the effectiveness of these tools depends not only on their functional capabilities but also on employees' level of digital literacy and the development of a strong self-management culture.

Under contemporary conditions, time management is evolving from an individual skill into an important component of personnel management systems that directly influences organizational competitiveness and the effective utilization of human capital. Therefore, studying the role of time management in ensuring labor productivity under remote working conditions is highly relevant both for the theory of human resource management and for the practical functioning of modern organizations.

As the analysis of scientific sources shows, the issue of increasing the effectiveness of remote work has become extremely relevant in the context of the digital transformation of the economy and the growing prevalence of flexible forms of employment. A considerable number of international researchers have investigated the impact of remote work on labor productivity, employee well-being, time management, and the effectiveness of digital technologies in the workplace.

In particular, Allen T.D., Golden T.D., and Shockley K.M. examined the influence of autonomy, self-organization, and the specific features of remote work on employee productivity. The researchers concluded that the effectiveness of teleworking largely depends on an employee's ability to independently organize work activities, monitor task completion, and use working time efficiently [1].

Urien B. explored the relationship between the opportunity to work remotely, job satisfaction, and employees' psychological well-being. The author emphasizes that effective time planning and a well-structured working day contribute to reducing stress levels and improving productivity [2].

McPhail R., Chan X.W., and May R. analyzed the consequences of the widespread adoption of remote work following the COVID-19 pandemic. Their findings indicate that remote employment can positively affect employee productivity when work processes are properly organized and supported by modern time-management tools [3].

Tapasco-Alzate O. and colleagues investigated the key factors influencing the productivity of remote employees. The study revealed that time-planning skills, self-discipline, and the ability to manage workload effectively are among the most important determinants of successful remote work performance [4].

Makridis C. conducted an analysis of employees' time allocation patterns during the transition to remote work. The author argues that workers who apply modern time-management techniques demonstrate higher productivity and make more efficient use of their working hours [5].

Huls S.P.I.H., Sajjad A., and Kanters T. examined the impact of working from home on time efficiency and labor performance. Their research found that the proper organization of the workspace and the use of planning tools significantly improve employee productivity [6].

A study published in the journal *Personality and Individual Differences* identified a set of key competencies required for successful remote work. Among the most important are time-management skills, self-control, concentration, and the ability to adapt to a digital environment [7].

Researchers publishing in the *Journal of Vocational Behavior* emphasize the role of self-regulation and self-management in ensuring effective remote work. Their study confirms that employees with strong time-management skills achieve better work outcomes and adapt more quickly to changes in the work environment [8].

Allen A. and Birrell L. investigated the future development of flexible employment models and the organization of work in remote settings. The authors note that the use of digital planning and task-monitoring tools contributes to increased efficiency for both individual employees and organizations as a whole [9].

Fu C. and co-authors analyzed the impact of remote work on the structure of job tasks and employee productivity. The results indicate that effective time management is one of the key factors for successfully performing professional duties in a digital work environment [10].

Therefore, the analysis of contemporary scientific research confirms that time management is an important tool for ensuring labor productivity in remote work settings. Most scholars emphasize the need to develop self-management skills, improve work-time planning, utilize digital tools for organizing work processes, and foster a culture of responsible time use. At the same time, further research is needed to examine the impact of specific time-management techniques on the productivity of employees from different professional groups within the digital economy.

The use of time management tools also contributes to improving the quality of work performance. Through the effective allocation of time, employees are able to devote greater attention to complex tasks, more carefully review the results of their work, and reduce the number of errors. This is particularly important for professions associated with intellectual work, project activities, and information management.

The rapid development of digital technologies and the spread of remote forms of employment have significantly transformed approaches to work organization. Remote work provides employees with greater flexibility in choosing where and when to perform their professional duties; however, it also places increased demands on self-discipline, self-organization, and the rational use of working time. Under such conditions, time management becomes one of the key tools for ensuring high labor productivity.

Time management is a system of methods and techniques for planning, organizing, controlling, and optimizing the use of time in order to achieve specific goals. In the context of remote work, its importance increases considerably because employees independently determine the order of task completion, distribute their workload, and monitor the results of their own activities.

One of the main advantages of effective time management is increased labor productivity. Careful planning of the working day enables employees to identify priority tasks, avoid overload, and achieve their objectives on time. The use of modern

time management techniques, such as the Eisenhower Matrix, the Pomodoro Technique, SMART planning, and the Pareto Principle, helps employees focus on the most important tasks and reduce time spent on secondary activities.

A summary of modern time management techniques is presented in Table 1.

Table 1. Modern time management techniques and their impact on labor productivity in remote work conditions [12-14]

Time Management Technique	Essence of the Technique	Benefits for Remote Work
Eisenhower Matrix	Categorizing tasks according to importance and urgency into four groups	Helps prioritize tasks, focus on key activities, and avoid overload
Pomodoro Technique	Working in short intervals (25 minutes of work and 5 minutes of rest)	Improves concentration, reduces fatigue, and supports sustained productivity throughout the day
Pareto Principle (80/20)	Identifying the 20% of tasks that generate 80% of results	Helps focus on the most productive activities
SMART Planning	Setting specific, measurable, achievable, relevant, and time-bound goals	Ensures clarity of objectives and effective performance monitoring
ABCDE Method	Ranking tasks according to their importance from most to least important	Facilitates effective time allocation and completion of priority tasks
Time Blocking	Scheduling specific time blocks for different activities	Reduces distractions and improves workflow organization
GTD (Getting Things Done)	Systematic recording, analysis, and planning of tasks	Helps manage numerous tasks and reduces cognitive overload
Kanban	Visualizing work processes through boards and cards	Facilitates task monitoring and team collaboration in online environments
Two-Minute Rule	Tasks that take less than two minutes are completed immediately	Prevents the accumulation of minor tasks and improves responsiveness
Eat That Frog Method	Completing the most difficult or important task at the beginning of the day	Helps overcome procrastination and increases personal effectiveness
Digital Planning Tools (Trello, Asana, Notion, Microsoft Planner)	Using specialized software for task planning and management	Automates time management and improves coordination of remote teams
ALPEN Method	Planning the day through defining tasks, estimating time, reserving buffer time, making decisions, and monitoring results	Promotes realistic planning and reduces the risk of overload

The analysis of modern time management techniques demonstrates that their application enables employees to organize their activities more effectively, allocate working time rationally, minimize distractions, and enhance personal productivity.

An important factor in improving productivity is the reduction of occupational stress. Remote work is often accompanied by blurred boundaries between personal and professional life, which can lead to overwork and emotional burnout. Rational planning of working time, establishing clear time boundaries for task completion, and organizing regular breaks help maintain a healthy work–life balance and positively affect employees' psychological well-being.

The application of time management tools also improves the quality of work performance. Through effective time allocation, employees can devote more attention to complex tasks, carefully review the outcomes of their activities, and reduce the likelihood of errors. This is particularly important in occupations involving intellectual work, project management, and information processing.

Modern digital technologies significantly expand the possibilities of time management and create new conditions for increasing labor productivity in a remote work environment. In the context of the digitalization of the economy and the active development of remote employment, employees gain access to a wide range of tools that enable them to plan, control, and coordinate their activities regardless of location. Whereas time management was previously based mainly on paper diaries, calendars, and personal control, today many of these functions are automated through specialized software.

One of the most widely used tools is electronic calendars, which allow users to schedule their working day, set reminders for important events, and coordinate work schedules with colleagues. Through synchronization across multiple devices, employees have constant access to their schedules and can quickly respond to changes in the workflow. Such services have become particularly important for remote teams whose activities often require online meetings and coordination among employees located in different time zones.

Project management systems also play an important role by providing comprehensive control over task execution. They enable the distribution of work among team members, the setting of deadlines, the tracking of progress, and the monitoring of employee workloads. The use of such systems contributes to greater transparency of work processes and allows managers to assess the status of project implementation in real time.

Alongside project management systems, digital task planners are widely used. These tools help structure workflows, create task lists, prioritize activities, and monitor the achievement of goals. Most modern services support integration with email, calendars, and corporate platforms, creating a unified digital workspace for work organization.

Equally important are team collaboration and communication tools. In remote work settings, these tools enable rapid information exchange, video conferencing, collaborative document editing, and coordination among employees. Effective

communication channels help avoid delays in decision-making and maintain a high level of employee engagement.

Particular importance is also attached to workflow automation systems, which make it possible to minimize the time spent on routine operations. The use of artificial intelligence, automated reminders, chatbots, and digital assistants allows employees to focus on strategically important tasks. As a result, the time required for information processing is reduced, decision-making becomes faster, and overall performance improves.

At the same time, digital technologies enable monitoring of working time utilization. Specialized software analyzes the structure of the working day, identifies the most productive periods, and helps detect so-called “time wasters.” The analytical data obtained can be used to improve personal time-management systems and increase the efficiency of professional activities.

Table 2 Modern digital time management tools in remote work

Category of Tools	Examples of Services	Main Features	Productivity Benefits
Electronic calendars	Google Calendar, Microsoft Outlook Calendar	Event scheduling, reminders, schedule synchronization	Improved organization of working time
Task planners	Todoist, Microsoft To Do, TickTick	Task lists, prioritization	Better control over task completion
Project management systems	Trello, Asana, Jira, Monday.com	Task distribution, deadline control, progress monitoring	Improved team coordination
Team communication tools	Microsoft Teams, Slack, Zoom, Google Meet	Online meetings, chats, file sharing	Fast interaction among employees
Cloud collaboration services	Google Workspace, Microsoft 365, Dropbox	Collaborative document editing and data storage	Increased speed of task completion
Time-tracking services	Toggl Track, RescueTime, Clockify	Time monitoring, productivity analytics	Identification of inefficient time use
Automation tools	Zapier, Make, Notion AI, Copilot	Automation of routine processes	Saving working time
AI assistants	ChatGPT, Gemini, Microsoft Copilot	Text generation, information analysis, planning	Reduced time required for intellectual tasks

The growing use of digital tools demonstrates that time management in the remote work environment is becoming increasingly technology-driven. Unlike traditional office work, remote employment requires employees to independently organize their working day, prioritize tasks, and monitor progress. Digital platforms simplify these processes by providing structured environments for planning, communication, and performance tracking.

One of the most significant advantages of digital time-management tools is the ability to automate routine planning activities. Calendar applications automatically remind users about deadlines, meetings, and important events, reducing the risk of

missed tasks. Project management systems such as Trello, Asana, and ClickUp allow employees to visualize workloads, monitor project stages, and distribute responsibilities efficiently. This contributes to better task prioritization and reduces the likelihood of procrastination.

Furthermore, collaboration tools play a crucial role in maintaining productivity within remote teams. Platforms such as Slack and Microsoft Teams enable real-time communication regardless of geographical location. Employees can quickly exchange information, discuss project updates, and resolve issues without delays. As a result, organizations can maintain high levels of coordination even when team members work from different regions or countries.

Digital time-management technologies also support performance monitoring and data-driven decision-making. Managers can track task completion rates, identify bottlenecks, and evaluate employee workloads. This transparency helps optimize business processes and improve overall organizational efficiency. In addition, employees gain greater awareness of how their time is spent, which encourages continuous improvement of personal productivity habits.

Consequently, the integration of digital tools into remote work practices has become a key factor in effective time management. Their use facilitates planning, enhances communication, improves task control, and contributes to higher productivity levels. As digital transformation continues to reshape labor markets, the adoption of such technologies will remain an essential component of successful remote work management.

The successful application of time-management techniques requires not only access to digital tools but also the development of personal competencies that enable individuals to organize their work efficiently. Among the most important characteristics are self-discipline, responsibility, intrinsic motivation, adaptability, and self-control. Self-discipline is considered one of the fundamental prerequisites for effective remote work. In a traditional office environment, employees are often guided by external controls, established schedules, and direct supervision. In contrast, remote workers must independently regulate their behavior and maintain focus on professional tasks despite numerous distractions. Household responsibilities, social media, family interactions, and other interruptions can negatively affect productivity if employees lack strong self-discipline. Responsibility also plays a critical role in effective time management. Employees who take ownership of their tasks are more likely to meet deadlines, maintain work quality, and contribute positively to organizational goals. Responsible workers tend to monitor their progress regularly and proactively address challenges that may hinder task completion. Another important factor is intrinsic motivation. Individuals who understand the value and purpose of their work are generally more committed to achieving their objectives. Motivation encourages employees to invest effort in planning activities, prioritize important tasks, and maintain consistent performance even when direct supervision is limited. Research indicates that motivated employees are more likely to adopt productive work habits and effectively utilize time-management techniques. Self-control and emotional

regulation are equally significant. Remote work environments may increase stress levels due to workload fluctuations, communication challenges, and the blurring of boundaries between work and personal life. Employees with strong self-control can better manage distractions, maintain concentration, and avoid procrastination. They are also more capable of balancing professional responsibilities with personal well-being.

Adaptability has become increasingly important in the context of rapid technological change. Remote employees frequently encounter new software, digital communication platforms, and evolving work processes. The ability to quickly adapt to changing conditions enhances both productivity and the effectiveness of time management strategies.

Recognizing the importance of these competencies, many organizations have introduced specialized training programs aimed at developing self-management skills among remote employees. Such programs often include workshops on goal setting, prioritization techniques, stress management, digital productivity tools, and work-life balance. Coaching sessions, mentoring programs, and online learning courses are also commonly used to strengthen employees' self-organization capabilities. Moreover, organizational culture significantly influences employees' ability to manage time effectively. Companies that promote trust, autonomy, and continuous learning create environments where employees feel empowered to take responsibility for their work. Supportive management practices, clear performance expectations, and regular feedback further enhance employees' capacity for self-management.

Therefore, while digital tools provide valuable support for time management, their effectiveness ultimately depends on employees' personal qualities and behavioral competencies. Developing self-discipline, motivation, responsibility, adaptability, and self-control is essential for maximizing productivity in remote work settings and ensuring sustainable professional performance in the digital economy.

One of the most significant challenges associated with remote work is maintaining a healthy balance between professional responsibilities and personal life. While remote employment offers greater flexibility and autonomy, it often blurs the boundaries between work and non-work activities. Employees frequently encounter situations in which working hours extend beyond traditional schedules, resulting in increased workloads, prolonged screen time, and reduced opportunities for recovery. Under such circumstances, time management serves not only as a productivity-enhancing mechanism but also as an important factor in preserving employee well-being.

Research indicates that the absence of clear temporal boundaries between work and personal life can contribute to elevated levels of stress and emotional exhaustion. Employees working remotely often feel compelled to remain constantly available, responding to emails, messages, and requests outside standard working hours. This phenomenon, commonly referred to as "always-on culture," can negatively affect psychological health and reduce long-term productivity. Effective time-management practices help establish clear limits between work and leisure time, enabling employees to disengage from professional duties and dedicate sufficient attention to personal activities and recovery. An important component of work-life balance in remote work

settings is the ability to structure the working day effectively. Employees who allocate specific periods for focused work, breaks, meetings, and personal activities tend to experience lower stress levels and higher job satisfaction. Techniques such as Time Blocking and the Pomodoro Method help create predictable schedules and prevent excessive workloads. Scheduled breaks allow employees to recover cognitive resources, maintain concentration, and reduce mental fatigue. Another important aspect concerns the prevention of professional burnout. Burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Remote employees may be particularly vulnerable because they often work in isolation and may lack social support from colleagues. Time-management strategies that encourage realistic goal setting, workload prioritization, and regular rest periods contribute significantly to reducing burnout risks. By helping employees focus on essential tasks rather than attempting to complete excessive amounts of work simultaneously, these strategies promote sustainable performance over time.

The relationship between time management and employee well-being is also closely connected to perceived control over work. Employees who feel capable of managing their schedules and prioritizing activities generally report higher levels of autonomy and job satisfaction. Perceived control reduces feelings of uncertainty and enhances confidence in one's ability to meet professional demands. In contrast, poor time-management practices often lead to missed deadlines, increased pressure, and lower self-efficacy.

Remote work environments additionally require employees to manage various distractions. Household responsibilities, family obligations, and digital interruptions can interfere with concentration and negatively affect productivity. Effective time management helps employees establish routines and create dedicated periods for focused work. Such routines not only improve performance but also reduce cognitive strain caused by constant task switching. Research in organizational psychology suggests that minimizing interruptions contributes to greater psychological comfort and more efficient use of mental resources.

Communication management represents another dimension of time management that influences employee well-being. Remote workers spend a considerable amount of time participating in virtual meetings, responding to messages, and coordinating activities through digital platforms. Excessive communication demands may result in information overload and "virtual meeting fatigue." Establishing communication schedules, limiting unnecessary meetings, and allocating specific periods for email processing can reduce these negative effects and support healthier working patterns.

The role of organizational support should also be emphasized. Organizations that encourage healthy time-management practices create conditions that promote employee well-being. Examples include flexible scheduling policies, realistic performance expectations, workload monitoring, and initiatives aimed at preventing overwork. Managers who model healthy time-management behavior and respect employees' non-working hours contribute to a more sustainable work culture.

Furthermore, technological solutions increasingly assist employees in maintaining work–life balance. Digital well-being applications, productivity analytics platforms, and automated scheduling tools help individuals monitor workloads and identify signs of excessive work intensity. Artificial intelligence systems can provide personalized recommendations regarding task prioritization, break scheduling, and workload optimization. These innovations demonstrate how technology can support not only productivity but also employee health and well-being.

The long-term benefits of effective time management extend beyond individual employees. Organizations with healthy and well-balanced workforces often experience lower turnover rates, reduced absenteeism, higher engagement levels, and improved overall performance. Employees who successfully balance professional and personal responsibilities are more likely to remain motivated, committed, and productive over extended periods.

Therefore, time management should be regarded as a multidimensional instrument that influences not only labor productivity but also employee well-being, job satisfaction, and work–life balance. In remote work environments, where traditional organizational structures are less visible, the ability to manage time effectively becomes an essential competency for achieving both professional success and personal sustainability. The integration of time-management practices into organizational policies and employee development programs can contribute significantly to creating healthier, more productive, and resilient workplaces in the digital era.

The conducted study made it possible to establish that under the conditions of the widespread adoption of remote forms of employment, time management has become one of the key factors ensuring labor efficiency. The results of the analysis demonstrated that labor productivity in a remote work environment is determined not only by an employee's professional qualifications but also by their ability to organize, plan, and control the use of working time effectively. It was found that the application of modern time-management techniques contributes to the optimization of work processes, improves concentration, reduces unproductive time expenditures, and enhances the quality of task performance. Particular importance is attached to the use of digital planning tools, project management systems, and team collaboration platforms, which ensure effective coordination of employees' activities regardless of their location. The study proved that the development of digital technologies creates additional opportunities for improving time-management efficiency through the automation of routine operations, the use of analytical services, and artificial intelligence tools. At the same time, the effectiveness of these instruments depends on employees' levels of digital literacy and the development of self-management skills. It was determined that high levels of self-discipline, responsibility, intrinsic motivation, and adaptability are important prerequisites for successful remote work. Therefore, modern organizations should devote greater attention to the development of time-management competencies, the implementation of professional training programs, and the promotion of a culture of effective time utilization. Thus, time management should

be considered a strategic tool for increasing labor productivity and ensuring the effective use of human capital in the digital economy. Its implementation contributes not only to improving individual employee performance but also to enhancing organizational competitiveness and ensuring sustainable development in the contemporary digital environment.

Future research should focus on a deeper examination of the impact of specific time-management methods on the productivity of employees representing different professional groups in remote and hybrid work environments. Particular attention should be paid to the effectiveness of digital time-management tools depending on the nature of professional activities, employees' age characteristics, and their level of digital competence. Another promising area of scientific inquiry is the assessment of the influence of artificial intelligence technologies on work-time planning, work organization, and the enhancement of individual productivity. Further investigation is also required into the relationship between self-management skills, employee well-being, and psychological resilience in digital work environments. An important direction for future studies is the development of comprehensive models for managing productivity in remote work settings that integrate modern time-management technologies, digital platforms, artificial intelligence tools, and human capital development mechanisms. The results of such research may serve as a foundation for designing effective personnel management strategies and ensuring the sustainable development of labor markets in the digital economy.

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ВИКОРИСТАННЯ ІННОВАЦІЙНИХ ТЕХНОЛОГІЙ В УПРАВЛІНСЬКОМУ КОНСУЛЬТУВАННІ

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Консультавання з питань управління, або управлінське консультавання, давно визнано важливою професійною службою, яка допомагає керівникам аналізувати та розв'язувати практичні завдання, що постають перед їхніми організаціями, а також засвоювати чужий досвід. Сотні тисяч приватних компаній і громадських організацій як у промислово розвинених країнах, так і в