

REMOTE WORK REALITIES: ASSESSING ITS IMPACT ON LABOR MIGRATION

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Introduction: Human migration, a phenomenon as old as civilization itself, has historically been driven by various factors such as economic opportunities, political instability, and social pressures. Traditional patterns of workforce migration often involve individuals relocating geographically in pursuit of better employment prospects, better wages, or improved working conditions leading to demographic shifts and cultural exchanges. However, the emergence and widespread adoption of remote work practices have introduced a fundamental transformation in how workforce mobility is perceived and experienced. Remote work, facilitated by advancements in ICT, enables individuals to perform their jobs from virtually any location with internet connectivity. This new flexibility challenges traditional ideas about workforce migration by disconnecting jobs from specific locations. As a result, it offers opportunities for individuals to remain rooted in their communities while participating in a globalized labor market. Moreover, remote work can mitigate some of the challenges associated with traditional workforce migration, such as various employment opportunities in different geographical locations, brain drain, family disruption, cultural assimilation, and many others. Remote jobs offer digital nomads to work from any location with an internet connection while exploring different cities, countries, and cultures. Understanding the effects of remote work on workforce mobilization is essential for policymakers, businesses, and researchers to navigate the evolving landscape of labor and employment in the 21st century.

The relevance of the topic: Labor migration has been and remains a challenging aspect for Armenia, impacting both its economy and demographics. The departure of a significant portion of the working-age population has put pressure on Armenia's social welfare systems. The reliance on remittances from Armenians working abroad has become a significant component of the country's economy highlighting the link between labor migration and economic stability. As remote work reshapes how and where people work, it's crucial to understand its impact on labor migration. This sheds light on current trends and helps us prepare for future challenges, as well as explore how developing countries like Armenia can benefit from these processes.

The main purpose of this article is to explore the diverse impact of remote work on labor migration dynamics. By analyzing the implications of remote work on workforce mobility and retention of skilled professionals, this study aims to provide insights into how remote work can serve as a crucial factor in restraining the outflow of professionals and fostering their inflow.

In the scope of the article the following tasks were set:

- ✓ to investigate remote work and its advantages for both companies and employees,
- ✓ to analyze various forms of impact and consequences of remote work on labor migration,
- ✓ to explore the potential benefits that developing countries, such as Armenia, could derive from this phenomenon.

Literature review: Throughout history, people have consistently migrated from one country to another in pursuit of better opportunities, giving rise to the enduring phenomenon of labor migration. Researchers have closely studied the movement of both skilled and unskilled individuals across borders. Their investigations have uncovered the complex connections between labor migration, economic growth, and social changes.

The UN Migration Agency, International Organization for Migration (IOM), defines a migrant as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of the person's legal status, whether the movement is voluntary or involuntary, what the causes for the movement are, what the length of the stay is¹. "In the global context, movement of a person either across an international border (international migration), or within a state (internal migration) for more than one year irrespective of the causes, voluntary or involuntary, and the means, regular or irregular, used to migrate²." Skeldon argues that migration in general, and international migration in particular, is a complicated concept because "its measurement depends entirely upon how it is defined in time and across space"³. The geographical span of global migration trends is evolving into an ever-complex map where previous patterns described as 'settler', 'colonial' or 'guest worker' migrations give rise to new forms of legal and irregular migration – co-ethnic and diaspora movements as well as phenomena like the feminization of migration⁴.

Brain drain represents a unique aspect of emigration, characterized by the outflow of skilled professionals and intellectuals from one country to another. In the Oxford dictionary, it is defined as a pejorative description of the tendency for talented people from poor countries to seek employment in richer ones. The appeal of better standards

¹ United Nations. "Global Issues: Migration", July 2022, [https://www.un.org/en/global-issues/migration#:~:text=The%20UN%20Migration%20Agency%20\(IOM,the%20causes%20for%20the%20movement](https://www.un.org/en/global-issues/migration#:~:text=The%20UN%20Migration%20Agency%20(IOM,the%20causes%20for%20the%20movement)

² IOM Glossary on Migration, 2019, https://home-affairs.ec.europa.eu/networks/european-migration-network-emn/emn-asylum-and-migration-glossary/glossary/migration_en

³ R. Skeldon, "International Migration, Internal Migration, Mobility and Urbanization: Towards More Integrated Approaches", Migration Research Series, Maastricht University, 2017, p. 1 <https://www.un.org/en/development/desa/population/events/pdf/expert/27/papers/II/paper-Skeldonfinal.pdf>

⁴ A. Triandafyllidou, R. Gropas, "Concluding remarks" in A. Triandafyllidou and R. Gropas (eds), *European Immigration: A Sourcebook* (2nd edn). Aldershot: Ashgate, 2014, pp. 389–401

of living, quality of life, higher salaries, access to advanced technology, and more stable political conditions in developed countries attract young, well-educated, and healthy individuals, offering them opportunities for higher education and economic advancement through brain drain¹. Professors of Economics J. Gibson and D. McKenzie highlight that the issue of brain drain should be taken very seriously by economists, due to its potential implications not just for a developing country's economy, but for both the world's economy and social sphere².

The emergence of remote work as a notable trend in recent years has become a significant factor influencing labor migration in various ways. According to the European Framework Agreement on Telework remote work or telework “is a form of organizing and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed in the employer's premises, is carried out away from these premises on a regular basis.”³

In their study titled "Impact of youth labor migration and strategies for demographic change prevention," Armenian researchers emphasize the importance of remote job opportunities, especially in rural areas, as a means to deter youth emigration. They also advocate for government initiatives and incentives to encourage urban employers to hire rural youth workers remotely, ensuring operational stability⁴.

High-level managers have varying attitudes toward remote work, but they all agree that the job market has changed forever. Apple CEO Tim Cook expresses an intermediate view, stating that "In all candor, it's not like being together physically... I don't believe that we'll return to the way we were because we've found that there are some things that actually work really well virtually⁵." Observations of some companies' CEOs show that they consider remote work to be beneficial. They note that their companies have adapted well to remote work, finding it possible to hire and manage employees remotely. Additionally, they acknowledge an increase in productivity among workers but also highlight some drawbacks. They emphasize the challenges of recreating interpersonal interactions and soft skills crucial for management and mentorship in a virtual setting.

Methodology: In the scope of this research descriptive, economic-statistical, scientific-historical-logical methods were implemented.

¹ Dodani, S., LaPorte, R.E., “Brain drain from developing countries: How can brain drain be converted into wisdom gain?” *Journal of the Royal Society of Medicine*, 2005 98(11), 487- 491. doi: 10.1258/jsrm.98.11.487. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1275994/>

² Gibson J., McKenzie, D. “Eight questions about brain drain. *Journal of Economic Perspectives*”, 2011, 25(3), 107-128. doi: 10.1257/jep.25.3.107.

³ Report by the European Social Partners, Implementation of the European Framework Agreement on Telework. (September 2006). Adopted By The Social Dialogue Committee On 28 June 2006

⁴ Z.Tadevosyan and others, V. Bulanikyan, Impact of youth labor migration and strategies for demographic change prevention, Amberd, <Tntesaget> Yerevan 2024, p. 103-104

⁵ Ideas Stage, The Atlantic Festival Goes Virtual, September 2020

Analysis: COVID-19 had a drastic impact on all aspects of life worldwide, with both obvious negative consequences and some positive outcomes. It has significantly altered the job market and its structure, particularly concerning remote work. The widespread adoption of remote work, once necessitated by the pandemic, has evolved into a formidable catalyst for reshaping traditional employment approaches leading to profound changes in the way people perceive, pursue, and engage in their professional lives.

People highly value the flexibility offered by remote work, as it greatly contributes to making their lives more convenient. Moreover, it opens up opportunities for individuals to relocate freely within a country or even globally. The rise of remote work has become closely intertwined with the concept of people migration and mobility, fostering a new era where individuals can choose their work location independently of geographical constraints. This paradigm shift allows employees to explore new opportunities and lifestyles by relocating without the fear of career disruption.

Companies benefit from remote work in several aspects. One notable advantage for companies embracing remote work is the unprecedented access to a diverse talent pool. This global reach enables organizations to recruit and retain skilled professionals from different corners of the world, fostering a rich and varied workforce that can contribute diverse perspectives and expertise. Additionally, companies stand to save significant funds by avoiding the need for large office spaces to accommodate all employees. Companies have also the flexibility to adapt to fluctuating workforce sizes without the burden of fixed office-related expenses. As companies navigate the global landscape of remote work, some are recognizing the importance of offering relocation opportunities for their international remote staff thus resulting in labor force migration.

Remote jobs offer numerous advantages for employees:

- Flexibility - They can choose their workspace, set their hours, and better balance professional and personal responsibilities.
- Work-life balance – Opportunity to spend more time with families and for personal activities, ultimately enhancing overall well-being
- Cost and time saving – Not only does remote work eliminate commuting costs, including transportation expenses and work attire, but enables employees to save valuable time by avoiding traffic jams and daily commutes.
- Access to the global labor market - remote work broadens job opportunities globally, enabling employees to explore positions that better match their skills and interests beyond geographical constraints.

The flexibility of remote jobs empowers individuals to relocate to more comfortable and appealing locations, potentially mitigating the effects of urbanization. This trend may lead people to opt for rural areas, enjoying clean air and natural surroundings without sacrificing employment opportunities. However, the success of this shift

depends on essential preconditions, such as the availability of high-speed and high-quality internet in these areas, which is crucial for remote work. Additionally, it could contribute to a more balanced distribution of population and resources, fostering sustainable living. Having surveyed tens of thousands of workers across many countries J.M. Barero, N. Bloom, and S.J.Davis found that most American workers were favorably surprised by their ability to work from home productively during the pandemic¹.

As of 2023, 12.7% of full-time employees work from home, while 28.2% practice a hybrid model². The percentage of individuals working remotely in Europe in 2022 is depicted in the bar chart below.

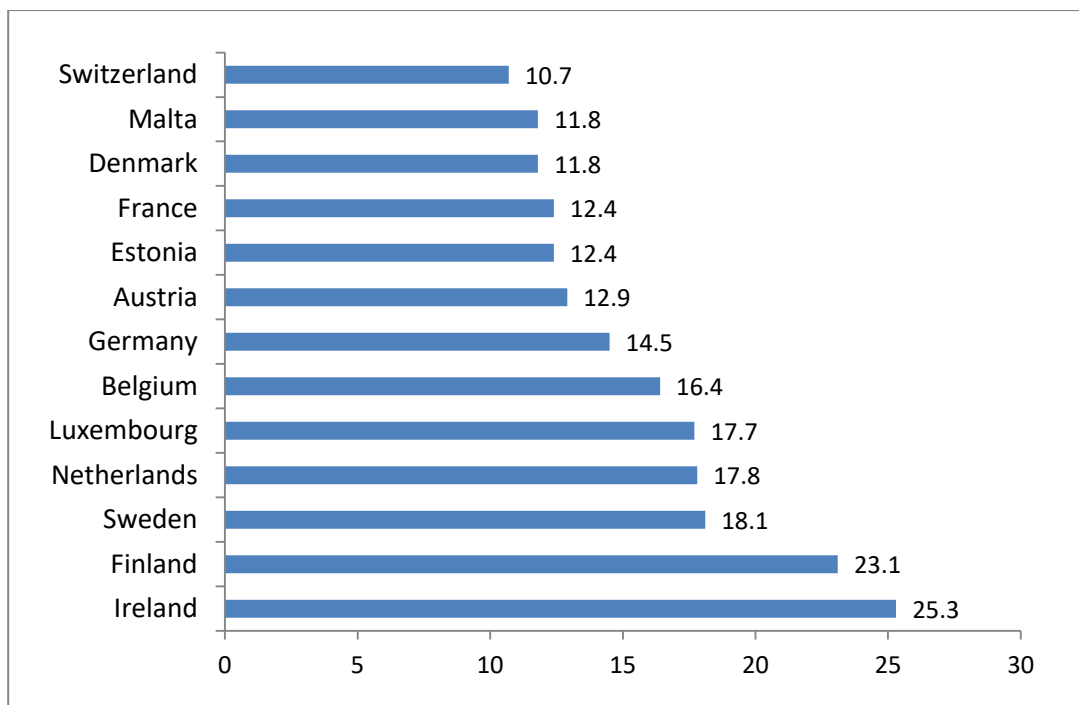


Figure 1. Europe's Remote Work Rate (in percent) Surpasses 10% in 2022³

In regards to the Armenian labor market, research findings indicate a shift in employment trends, with a notable increase in flexible work arrangements. There has been a slight decrease in the rate of remote employment in 2023, dropping to 0.2% compared to 0.3% in 2022. However, there has been an increase in the share of flexible work, rising to 0.8% from 0.3% in 2022. US companies are the most active (62.3%) in recruiting Armenian professionals, followed by Germany (13%), Poland (11.6%), France

¹ Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis. "Why Working from Home Will Stick" 2021b, NBER Working Paper 28731

² K.Haan, "Remote Work Statistics And Trends In 2024", Forbes Advisor, June 2023

³ Source - Statista.com <https://www.statista.com/statistics/879251/employees-teleworking-in-the-eu/>

(7.2%), and Georgia (5.9%). The study of these companies also showed that international companies are looking for specialists to work remotely from Armenia, as well as providing relocation opportunities¹.

The impact of remote work on labor migration is evident, both internally and internationally. In the context of developing countries like Armenia, the dynamic is nuanced. On one hand, it offers professionals a chance to immigrate to developed countries in pursuit of improved quality of life. On the other hand, it presents an opportunity for those who had previously emigrated to return to their hometowns while continuing to work for the same company. This allows them to maintain career growth and high salaries without the challenges of living far away from family members.

Additionally, Armenia might become an attractive destination for digital nomads from around the world. Remote work empowers individuals to break free from the constraints of traditional office environments, fostering a lifestyle characterized by mobility and adventure. As remote work continues to gain momentum, more individuals are finding themselves drawn to the allure of digital nomadism which refers to a lifestyle characterized by individuals who leverage digital technology to work remotely while traveling and living in different locations around the world. In this context, Armenia could become a haven for many digital nomads thanks to its combination of high-speed yet affordable internet, easy visa procedures, and low cost of living. Numerous co-working spaces are available in Yerevan, offering a range of amenities such as high-speed internet, comfortable workstations, and communal areas, catering to the needs of remote workers from various industries.

While describing their experience in Armenia, many digital nomads highlight it as a safe country with delicious food and hospitable people, offering high-speed yet affordable internet access, no language barriers, and an affordable cost of living. They appreciate the combination of quality and price of products and services. However, some negative aspects include high rental prices and underdeveloped public transport. According to Nomad List, a platform that ranks destinations suitable for digital nomads based on various factors like cost of living, internet speed, and weather, Armenia receives good ratings for those aspects. However, traffic safety and the quality of hospitals are rated as 'Bad'.

It is evident that there is still room for improvement in attracting foreign workers, and effective regulation of rental prices, as well as improving public transportation quality and reducing traffic accidents, could play a significant role if we aim to attract more foreigners to visit and stay longer in Armenia. If policymakers and relevant state bodies take into account the considerations mentioned above by digital nomads residing

¹ Avetisyan L. "Labor Market of the Republic of Armenia 2023: Complete Report". The basis for the analysis was the data from the workforce platform staffmedia.am, specializing in the business sector in Armenia.

in Armenia, there is a chance to rectify existing shortcomings and enhance the country's appeal for foreigners seeking to live and work here.

Yet, Armenia is still a haven for thousands of relocates from Russia and Belarus who left their countries as a result of sanctions or some other reasons after the Russian-Ukrainian conflict started in February 2022. They have significantly contributed to the development of the IT sector in Armenia and have transferred substantial amounts of money to Armenian banks. This massive relocation, with its stimulating effect, would certainly have been impossible without the availability of remote work opportunities.

Finally, the most significant effect of remote work might be in restraining the outflow of highly qualified professionals from the countries. Remote work is seen as a potential remedy to mitigate brain drain, a phenomenon with significant adverse effects on developing countries, encompassing economic and social impacts. By facilitating work opportunities within the home country, remote work becomes a valuable tool to retain skilled professionals and contribute to the overall development of the nation. This not only helps in talent retention but also fosters local economic growth and social stability. Remote work enables individuals who might otherwise relocate to remain in their area while working remotely for companies in more developed markets. The country still experiences advantages from the residency of remote workers as they contribute through taxation, local community involvement, and participation in the regional entrepreneurial ecosystem. Furthermore, they export their services, bringing revenue back to their country, thereby making a positive contribution to the nation's trade balance. Some high managers believe that technology has the potential to alter employment dynamics, consequently impacting the phenomenon of brain drain. They suggest that this change could lead to retaining skilled individuals rather than losing them. According to them, this shift holds significant consequences for decision-makers, businesses, and employees alike.

Armenia has been facing the problem of brain drain for several decades starting from the 90s and this indeed had a negative impact on all aspects of life. The persistent brain drain in Armenia has resulted in a loss of valuable human capital, depriving the country of skilled workers and innovators. Talent outflow has contributed to demographic imbalances in Armenia, with a disproportionate number of working-age individuals leaving the country, leading to a shrinking workforce.

It is evident from Table 1 that each year, thousands of Armenians leave the country. Net migration is positive only in 2020 and 2022, which can be explained by COVID-19 constraints and an inflow of people resulting from the Russian-Ukrainian conflict that started in February 2022, respectively.

Table 1

Migration flows in Armenia (2015-2022) (person)¹

	2015	2016	2017	2018	2019	2020	2021	2022
Total Arrived	19500	15900	13300	15300	15800	36600	19205	29585
Total Departed	45400	40800	37300	33586	31200	33200	23324	23505
Net Migration	-25900	-24900	-24000	-18286	-15400	3400	-4119	6080

Leading Armenian economists argue that the significant proportion of emigrants aged 20-49 has influenced the population's age structure, leading to a decline in birth rates and contributing to demographic aging².

However, with the rise of telework and remote job opportunities, there is a chance now to mitigate this brain drain phenomenon. Thanks to the involvement of Armenian professionals in the global remote labor market, our country can preserve its talent pool, drive economic development, and encourage innovation domestically.

Many countries strive to make their taxation policies and regulations overall advantageous for IT companies and freelancers, recognizing that their influx into the country can yield numerous benefits. For instance, Georgia grants Virtual Zone licenses to companies of all sizes within the IT sector, ranging from freelancers to medium-sized enterprises. Its main tax benefits include exemption from VAT (18%) and corporate income tax (15%) if services are provided to foreign clients outside Georgia, resulting in a 0% tax rate for IT companies, as well as dividends payments are subject to a 5% tax, and if distributed in a non-standard form, no taxation occurs in Georgia³. In Moldova residents of IT Park are subject to a single tax of 7% of monthly turnover, covering corporate income tax, personal income tax, social security contributions, health insurance, local taxes, real estate tax, and road usage tax⁴. Cyprus has introduced a new tax incentive scheme aimed at attracting skilled professionals worldwide, offering a 50% tax exemption on employment income for the first 17 years for individuals earning over 55,000 EUR annually and meeting residency criteria⁵.

In response to the increasing prevalence of telecommuting, the Armenian government introduced an amendment to labor relations legislation. Under this amendment, if the nature of the work permits remote execution, employees and employers can mutually agree in writing to allow employees to fulfill their job responsibilities without physically being in the workplace. The aim of the Law of the

¹ Statistical Committee Republic of Armenia, Migration Snapshot of the Republic of Armenia, <https://armstat.am/en/?nid=82&id=2650>

² M.Movsisyan and others, RA Demographic Issues in The Context of Assessment of The Consequences of War and Epidemic, Amberd ASUE Research Centre, Yerevan, <Tntesaget>, 2022, p. 66

³ Ministry of finance of Georgia. <https://mof.ge/en/>

⁴ Government of republic of Moldova, <https://gov.md/en>

⁵ Ministry of finance <https://mof.gov.cy/en/>

Republic of Armenia “On Amendments to the Labor Code of the Republic of Armenia¹”, which came into force on November 25, 2023, is to introduce work organization options for employers and employees that will offer conditions no less favorable than those provided for work performed in traditional workplaces. Concurrently, amidst these changes, the labor rights and guarantees established for employees will remain safeguarded. The law ensures that employees receive fair treatment and benefits, regardless of their work location, by providing clear guidelines and procedures for organizing remote work. It emphasizes the preservation of labor rights and guarantees for employees even in the context of remote work, including protections related to wages, working hours, health and safety, and other aspects of employment.

Since remote work is closely associated with the IT sector, it is important to highlight the regulations set by the Government in this sector. To support companies in the IT sector and enhance Armenia's competitiveness in terms of attractiveness for foreign companies in the global labor market, the Armenian government has introduced certain changes and amendments to the regulation of this sector. Among these changes, the most significant ones are:

- Decision No. 1863-L of the Government of the Republic of Armenia dated December 1, 2022, "On approving the procedure for providing state support to commercial organizations and individual entrepreneurs operating in the field of information technology." About 10 billion AMD has been allocated to more than 100 IT companies under this decision².
- Order of the Government of the Republic of Armenia dated March 24, 2022, No. 399, "On the approval of the procedure for the provision of state assistance to commercial organizations and individual entrepreneurs in the field of information technologies." According to this order, state assistance is provided to eligible recipients monthly and amounts to 50% of the income tax paid to the state budget from the salary of newly hired workers, along with similar payments and income earned through civil agreements. Aimed at enhancing competitiveness and generating employment opportunities, over 7.8 billion AMD has been allocated to 47 entities, leading to the creation of approximately 5,854 new jobs.

Despite the regulations mentioned above, as well as other laws, directives, and incentives aimed at enhancing Armenia's appeal for establishing IT companies or working remotely from here, there is still much work to be done to achieve competitiveness compared to neighboring and European nations like Georgia, Moldova, Cyprus, etc. These countries have implemented impressive policies in this sphere that could serve as a basis for local improvements in Armenia.

¹ National Assembly of the Republic of Armenia, <http://www.parliament.am/?lang=eng>

² The Government of RA, <https://www.gov.am/en/>

Scientific novelty: The research has uncovered the role of remote work as a strategic solution to mitigate brain drain in developing countries. Additionally, factors that could significantly influence the destination choices of digital nomads were identified. These insights hold valuable implications for state bodies and policymakers aiming to make the country more attractive for retaining talented individuals.

The obtained results may be useful for policymakers and state bodies responsible for labor and migration policies to tackle the brain drain and to attract and retain digital nomads, who represent a valuable segment of the workforce. Additionally, other researchers studying labor immigration and brain drain may find value in exploring the implications of remote work as a potential solution to these complex challenges.

Conclusion. The evolution of remote work has presented a paradigm shift in the dynamics of labor migration, offering both challenges and opportunities for individuals, companies, and countries alike. This transformative trend, accelerated by the COVID-19 pandemic, has redefined traditional notions of work, enabling professionals to transcend geographical boundaries and pursue career opportunities from virtually anywhere with internet connectivity.

As demonstrated throughout this study, remote work brings a diverse array of benefits for both employees and employers. It provides individuals with flexibility, improved work-life balance, and access to a global job market, while companies benefit from cost savings, access to diverse talent pools, and increased workforce agility.

The current trend of embracing remote work could serve as a significant factor in reducing or stemming the outflow of professionals from Armenia. Furthermore, it may present an opportunity to attract numerous remote-working foreigners seeking new destinations, as well as serve as an incentive for previously emigrated citizens or even Armenians born abroad who have a desire to return to their homeland. While preferences and priorities may vary, factors shaped by a combination of economic, social, and infrastructural considerations, as well as the unique characteristics and offerings of each potential destination have a significant influence on this decision. Government measures aimed at fostering the sector are undeniably the key factor in making the IT sector more attractive in Armenia. Additionally, the availability of high-speed internet and reliable ICT infrastructure is crucial for digital nomads, making Armenia's provision of affordable high-speed internet and a thriving IT sector highly attractive. Armenia's relatively low cost of living, rich cultural heritage, and simplified visa procedures make it an appealing destination for remote workers seeking affordability and convenience. These factors collectively contribute to Armenia's growing appeal as a preferred location for digital nomads.

By leveraging its strengths and addressing areas for improvement, Armenia has the potential to position itself as an attractive destination for remote workers seeking a balance of professional opportunities, cultural experiences, and quality of life.

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REMOTE WORK REALITIES: ASSESSING ITS IMPACT ON LABOR MIGRATION

Anush Tigran Sargsyan

Abstract. Traditional patterns of workforce migration often involve individuals relocating geographically in pursuit of better living conditions. However, the emergence and widespread adoption of remote work practices have introduced a fundamental transformation in how workforce mobility is perceived and experienced. Remote work can mitigate some of the challenges associated with traditional labor migration, such as various employment opportunities in different geographical locations, brain drain, family disruption, and many others.

Labor migration has been and remains a challenging aspect for Armenia, impacting both its economy and demographics. This predetermines the relevance of the topic. As remote work reshapes how and where people work, it's crucial to understand its impact on labor migration.

The aim of this article is to explore the diverse impact of remote work on labor migration dynamics. By analyzing the implications of remote work on workforce mobility and retention of skilled professionals, this study aims to provide insights into how remote work can serve as a crucial factor in restraining the outflow of professionals and fostering their inflow. In the scope of the article the following tasks were set: investigate remote work and its advantages for both companies and employees, analyze various forms of impact and consequences of remote work on labor migration, explore the potential benefits that developing countries, such as Armenia, could derive as a result of this phenomenon.

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Keywords: labor migration, relocation, brain drain, remote work, digital nomads, demographics, skilled workers, restraining the outflow of professionals

ՀԵՌԱՎԱՐ ԱՇԽԱՏԱՆՔ: ԴՐԱ ԱԶԴԵՑՈՒԹՅԱՆ ԳՆԱՀԱՏՈՒՄԸ ԱՇԽԱՏԱՆՔԱՅԻՆ ՄԻԳՐԱՑԻԱՅԻ ՎՐԱ

Անուշ Տիգրանի Սարգսյան

Համառոտագիր: Ավանդաբար աշխատուժի միգրացիան ներառում է այն անհատներին, ովքեր աշխարհագրորեն տեղափոխվում են՝ ձգտելով ավելի լավ կենսապայմանների: Այնուամենայնիվ, հեռահար աշխատանքի տարածումը հիմնարար կերպով վերափոխել է աշխատուժի շարժունակության ընկալումը: Հեռավար աշխատանքը կարող է մեղմել աշխատուժի ավանդական միգրացիայի հետ կապված որոշ մարտահրավերներ, ինչպիսիք են զբաղվածության տարբեր հնարավորությունները տարբեր աշխարհագրական վայրերում, ուղեղների արտահոսքը, ընտանիքի կազմաքանդումը և այլն: Աշխատանքային միգրացիան եղել և շարունակում է մնալ մարտահրավեր Հայաստանի համար՝ ազդելով ինչպես տնտեսության, այնպես էլ ժողովրդագրության վրա: Սա է կանխորոշում թեմայի արդիականությունը: Քանի որ հեռավոր աշխատանքը փոխում է մարդկանց աշխատելու ձևն ու վայրը, շատ կարևոր է հասկանալ դրա ազդեցությունը աշխատանքային միգրացիայի վրա:

Հոդվածի **հիմնական նպատակն** է ուսումնասիրել հեռավար աշխատանքի բազմակողմ ազդեցությունը աշխատանքային միգրացիայի դինամիկայի վրա: Վերլուծելով հեռավար աշխատանքի հետևանքները աշխատուժի շարժունակության և հմուտ մասնագետների պահպանման վրա՝ այս ուսումնասիրությունը նպատակ ունի պատկերացում տալ, թե ինչպես հեռավար աշխատանքը կարող է դառնալ կարևոր գործոն մասնագետների արտահոսքը զսպելու և նրանց ներհոսքը խթանելու համար: Նպատակին հասնելու համար դրված են հետևյալ **խնդիրները**. ուսումնասիրել հեռավար աշխատանքը և դրա առավելությունները ինչպես ընկերությունների, այնպես էլ աշխատակիցների համար, վերլուծել աշխատանքային միգրացիայի վրա հեռավար աշխատանքի տարբեր ազդեցությունները, ուսումնասիրել այս երևույթից բխող պոտենցիալ օգուտները, որոնք կարող են ստանալ զարգացող երկրները, ինչպիսին է Հայաստանը: **Մեթոդաբանություն:** Հետազոտության շրջանակներում կիրառվել են նկարագրական, տնտեսա-վիճակագրական, գիտական-պատմական-տրամաբանական մեթոդները:

Գիտական նորույթ. Հետազոտությունը բացահայտել է հեռահար աշխատանքի դերը՝ որպես զարգացող երկրներում ուղեղների արտահոսքը մեղմելու ռազմավարական լուծում: Հեռավար աշխատանքի անցնելու ներկայիս միտումը կարող է եական գործոն հանդիսանալ Հայաստանից մասնագետների արտահոսքը նվազեցնելու համար: Բացահայտված գործոնները կարող են եապես ազդել թվային քոչվորների՝ ապրելատեղի ընտրության վրա՝ առաջարկելով թիրախային միջամտությունների հնարավորություններ՝ ուղղված երկրի գրավչության բարձրացմանը ոչ միայն հեռավար աշխատող օտարերկրացիների համար, ովքեր փնտրում են նոր ուղղություններ, այլև խթան հանդիսանալ նախկինում արտագաղթած քաղաքացիների կամ արտերկրում ծնված հայերի համար, ովքեր ցանկություն ունեն վերադառնալու հայրենիք: **Ստացված արդյունքները** կարող են օգտակար լինել քաղաքականություն մշակողների և աշխատանքային և միգրացիոն քաղաքականության համար պատասխանատու պետական մարմինների համար՝ ուղեղների արտահոսքի դեմ պայքարելու և թվային քոչվորներին ներգրավելու և պահելու համար, որոնք ներկայացնում են աշխատուժի արժեքավոր հատվածը:

Բանալի բառեր. աշխատուժի միգրացիա, վերաբնակեցում, ուղեղների արտահոսք, հեռավար աշխատանք, թվային քոչվորներ, ժողովրդագրություն, որակավորված աշխատողներ, մասնագետների արտահոսքի զսպում:

РЕАЛИИ УДАЛЕННОЙ РАБОТЫ: ОЦЕНКА ЕЕ ВЛИЯНИЯ НА ТРУДОВУЮ МИГРАЦИЮ

Ануш Тиграновна Саргсян

Аннотация: Традиционно, миграция рабочей силы часто включает в себя географическую релокацию людей в поисках лучших условий жизни. Однако появление и широкое принятие практик удаленной работы привели к фундаментальным изменениям в том, как воспринимается мобильность рабочей силы. Удаленная работа может смягчить некоторые из вызовов, традиционно связанных с миграцией рабочей силы, таких как различные возможности трудоустройства в различных географических местах, утечка мозгов, разрушение семейной жизни и многие другие. Миграция рабочей силы была и остается сложным аспектом для Армении, влияющим как на ее экономику, так и на демографию. Это предопределяет **актуальность** темы. Поскольку удаленная работа меняет способы и места работы людей, важно понять ее влияние на миграцию рабочей силы.

Основная цель этой статьи - исследовать разностороннее влияние удаленной работы на динамику миграции рабочей силы. Анализируя последствия удаленной

работы на мобильности рабочей силы и удержания квалифицированных специалистов, эта статья стремится предоставить понимание того, как удаленная работа может служить ключевым фактором в сдерживании оттока профессионалов и стимулировании их притока. **Следующие проблемы** были поставлены для достижения цели:

- Исследовать удаленную работу и ее преимущества как для компаний, так и для сотрудников
- Проанализировать различное влияние удаленной работы на миграцию рабочей силы
- Исследовать потенциальные выгоды, которые развивающиеся страны, такие как Армения, могли бы извлечь в результате этого явления.

Методология: в рамках этого исследования использовались описательные, экономико-статистические, научно-исторические и логические методы.

Научная новизна: исследование раскрывает роль удаленной работы как стратегическое решение для смягчения утечки мозгов в развивающихся странах. Нынешняя тенденция перехода на удаленную работу может послужить существенным фактором в сокращении оттока специалистов из Армении. Выявленные факторы могут существенно повлиять на выбор места назначения цифровых кочевников, предлагая возможности для целенаправленных мер по повышению привлекательности страны не только для иностранцев работающих удаленно и ищущих новые места назначения, но также для ранее эмигрировавших граждан Армении или армян, родившихся за рубежом, которые хотят вернуться на родину. **Полученные результаты** могут быть полезны для законодателей и государственных учреждений, ответственных за политику в области труда и миграции, в целях помощи с преодолением утечки мозгов, а также с привлечением и удержанием цифровых кочевников, которые представляют собой ценный сегмент рабочей силы.

Ключевые слова: трудовая миграция, релокация, утечка мозгов, удаленная работа, цифровые кочевники, демография, квалифицированные работники, сдерживание оттока профессионалов.