

CHALLENGES DETERMINING THE IMPLEMENTATION OF REMOTE WORK IN THE OPINION OF THE REPRESENTATIVES OF GENERATION Z IN POLAND

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Purpose: The aim of the article is to identify the challenges that are significant for the implementation of remote work in the opinion of the representatives of Generation Z in Poland.

Design/methodology/approach: The implementation of the chosen goal was possible thanks to the literature review and the survey carried out among the representatives of Generation Z in Poland. The empirical part of the article presents the results of the authors' own research. The survey was conducted among representatives of the Z generation and concerned the perception of challenges related to remote work and the assessment of their impact on its implementation.

Findings: Working time flexibility and remote work outside the office are becoming the norm. The conducted research allowed to identify the perception of challenges for the implementation of remote work by representatives of Generation Z in Poland. According to the respondents, the most important of them are: the necessity of technical and IT development of the organization and its resources. It is important to develop the competences of employees, both those necessary to manage remote work (virtual teams) and its implementation in accordance with the expectations of the employer. Great importance is also attached to the need to monitor remote work by the employer (implementation of the control function in management) and the development of self-control skills and self-discipline of employees.

Research limitations/implications: The conducted research is one of the first in Poland and may be an inspiration for the next ones. Their limitation is the number of respondents who took part in the survey. Nevertheless, conducting them allowed to identify the perception of the challenges of implementing remote work by representatives of Generation Z in Poland.

Practical implications: The awareness of the challenges related to remote work among the representatives of Generation Z allows for better preparation of the organization, both employees and managers, for the implementation of remote work.

Originality/value: The value of the article is the identification of the perception of challenges for the implementation of remote work by employees of Generation Z. Research was carried out on representatives of a generation that, due to the knowledge of new technologies, seems to be prepared for remote work, and in the coming years will constitute an increasing percentage of people on the labor market (both as specialists and managers). The research shows that in order to achieve the benefits of remote work for both the employee and the employer,

it is necessary to meet the challenges of working in a virtual environment. The results and conclusions of the conducted research may be useful for managers, employees and job applicants who should develop the required competences.

Keywords: remote work, generation Z, work in Industry 4.0.

Category of the paper: Research paper.

1. Introduction

The dynamic, changeable and complex environment obliges organizations to shape competences that determine flexible use of emerging opportunities and adapting to changes. It is possible when organizations understand the essence of innovation and are able to effectively use the opportunities resulting from technical and technological progress. Nowadays, achieving the ability to develop in the long term is possible thanks to the rational use of artificial intelligence, digitization and organization automation. This requires the development of not only infrastructure, but also the creation of conditions ensuring the effectiveness of communication between stakeholders, employees, machines (Łukasiński, Bińczycki, Dorocki, 2021, p. 43). Organizations, in order to meet the challenges, are obliged to develop their competences conditioning the adaptation to changes (e.g. in relations with partners) ensuring the effectiveness of management or production processes. The level of an organization's readiness to change varies considerably. Organizational learning is necessary, investments in infrastructure and the development of specialist staff competences (Mączyńska, Okoń-Horodyńska, 2020, p. 15). Organizational competences can be perceived as a set of knowledge and talents of employees, their personalities and styles of action, which, if properly used and improved, should lead to the achievement of the chosen strategies (Sajkiewicz, 2002, p. 90).

Nowadays, organizations take actions focused on the changing needs and preferences of stakeholders. Flexibility in meeting customer needs is related to the product life cycle, which is getting shorter and shorter. Improving quality, producing innovative products requires the use of modern technologies, investments in the development of the organization, both its technical and human resources (The Fourth Revolution..., 2017, p. 3). It is important to effectively use the acquired knowledge, shape attitudes and behaviors, optimally using human capital (Waśkowski, 2018, pp. 301-302).

When making investments, it is important to plan and expect that the introduced changes and the resulting benefits will exceed the costs incurred (Mączyńska, Okoń-Horodyńska, 2020, p. 14). One of the possibilities of development may be the implementation of remote work in the organization. Organizations are more and more willing to use this form of work. Employees, especially young people, are interested in it because they value flexibility in work and mobility

in life. The representatives of the generation Z include people born from the 90s of the twentieth century. They are characterized by the ability to operate a computer, mobile devices, the ability to search and process information in virtual reality. For Generation Z employees, the digital world is something they cannot imagine functioning without. Thanks to the competences acquired in the world with access to the Internet, full of modern technologies and mobile devices, these people are perfectly prepared to function in modern organizations in the context of the use of information technologies, so important in remote work (Muster, 2020, pp. 131-132). Moreover, young employees appreciate flexibility at work. Generation Z is a generation not only acquiring education, but also entering the labor market in increasing numbers. According to the ManPower Group Millennial Careers: 2020 Vision report, in 2020 it accounted for 24% of the global workforce (ManPower Group..., 2020, p. 3). The attitudes and views of this generation will shape the future labor market (Messiah, 2021, p. 98). The behavior, attitudes and expectations of this generation should be analyzed, because its representatives become the leading group of junior specialists recruited for positions (Desant Z..., 2017).

The aim of the article is to identify the challenges that are significant for the implementation of remote work in the opinion of the representatives of Generation Z in Poland. Its implementation was possible thanks to the literature review and the survey conducted among the representatives of Generation Z in Poland. It is interesting how they perceive the challenges that determine the implementation of remote work.

2. Methods

Based on the analysis of the literature on the subject, an attempt was made to define the challenges related to the implementation of remote work that organizations face, having an impact on the results they achieve. On this basis, a questionnaire was created, which was used in the process of collecting information. The study was conducted in the period May 2021 - April 2022 via an online survey. In order to conduct the survey, a purposeful selection of the studied sample was used. The units were selected on the basis of age and experience in remote work. The questionnaire was completed by 522 people representing the so-called generation Z. Among the respondents, 61% were women and 39% men. Secondary education was declared by 56% of the respondents, and 46% - higher education. Among the respondents, 2% stated that they are an employer, and 7% already hold managerial positions. In order to interpret the obtained results, the following statistical measures were calculated: arithmetic mean, median and coefficient of variation. The coefficient of variation was calculated as the quotient of the standard deviation of a feature and its arithmetic mean. The coefficient of variation determines the degree of variation in the value of a variable. A high value of the coefficient means a large diversity of the trait and indicates the heterogeneity of the studied population, while the low

value - low variability of the trait and homogeneity of the studied population. The value of the coefficient is expressed as a percentage, and its interpretation depends on the value of the coefficient. It was assumed that below 25% there is little variability, between 25% and 45% - average variability, between 45% and 100% - strong variability, and above 100% - very strong variability.

In order to compile the most related features, a cluster analysis was performed. For this purpose, first a weighted value was calculated for each display. For this purpose, a weight was assigned to each feature indicated by the respondents. If a given feature was not indicated, the value was entered zero. Next, the cluster analysis was performed using the Ward's method, where the analysis of variance approach is used to estimate the distance between clusters. This method aims to minimize the sum of the squared deviations of any two clusters that may be formed at any stage. The study used the Euclidean distance (geometric distance in a multidimensional space).

3. Remote work – the results obtained from the literature review

The changing and complex economic reality obliges us to create social engineering systems capable of agile self-organization and flexible building of value chains. Intelligent organizations supported by information systems are able to create interoperability-oriented virtual networks that include employees and equipment (Bendkowski, 2017, p. 22). The implementation of the assumptions of the industry 4.0 concept requires adaptation to new conditions through: digitization, automation and robotization as well as human-machine integration (Ślusarczyk, 2019, p. 6). Effectively cooperating and complementing each other components create a new reality in which the integration of production, organizational and social systems takes place. This leads to the creation of an optimally organized and automated work environment, which gives the opportunity to perform it remotely (Adamik, 2018, p. 88). This requires employees to develop and acquire new competences. This is necessary because technological, social and personal skills are important. The effect of the progressive automation is the possibility of leveling out inequalities. Both women and people with disabilities can get more jobs. There is a possibility of employment based on telecommunications and information technologies (e.g. remote work via platforms, which enables the performance of duties at a convenient time, outside the headquarters of the organization). There may be the impression that robots and AI will replace workers. However, in practice, only about 5% of professions can be fully automated (Czwarta rewolucja..., 2020, p. 8). Changes in technology make it necessary to adjust the competences of the staff. This requires the development of a policy of an organization focused on changes in production, existing systems or personnel, which will enable adaptation to new requirements (Hawksworth, Berriman, & Goel, 2018, p. 39).

Investments in increasing employee competences include costs related to, among others, the necessity to organize trainings that will make employees gain knowledge in the field of newly introduced technologies. As a result, in the future, it will contribute to an increase in the efficiency of the organization (Bughin et al., 2018, p. 40). It is extremely important in the case of remote work. In this form, work is usually carried out outside the employer's office and is supported with ICT tools. Remote work can be implemented in various forms and is defined by various terms, including: teleworking, mobile work based on ICT, mobile e-work, mobile virtual work, work at home (Garrett, Danziger, 2007; Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022). The accelerated development of remote work took place during the Covid-19 pandemic, but its beginnings and a gradually increasing popularity trend started in the 1960s (Wójcik, 2021, p. 264). Along with the development of ICT technologies, tools and applications enabling communication, access and sending documents in digital form, remote work became more and more feasible. Remotely, it is possible to carry out tasks with a high complexity of tasks, characterized by a high degree of independence, no need for constant interaction with other colleagues, which are carried out by specialists with extensive experience. It is important that during their execution it is possible to access documents also outside the office of the organization (e.g. access to documents in the cloud, electronic document flow) and that it is possible to remotely send the results (Clark, 1998; Peters, Tijdens, Wetzels, 2004; Jones, 2010; Peters et al., 2016; Vilhelmson, Thulin, 2016; Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022).

The popularity of remote work results, on the one hand, from the increasing technical possibilities of its implementation, and on the other hand, from the benefits that it can bring for the organization and its employees. The most frequently indicated motives for implementing remote work by organizations in the literature include (Baruch, 2000; Donnelly, Proctor-Thomson, 2015; Ferreira et al., 2021; Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022):

- employee well-being, employee job satisfaction translating into, among others, lower rotation and higher efficiency,
- cost reduction - remote work transfers some of the costs to the employee,
- the possibility of achieving a competitive advantage thanks to remote work,
- using remote work as an alternative plan for the continuity of the organization's operation during various types of threats and natural disasters, e.g. pandemics, in emergency situations.

The benefits of working remotely in the organization speak for the continuation of this trend. Nevertheless, when implementing this form of work, there are also a number of challenges that organizations face. They include, among others (Teo, Lim, Wai, 1998; Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022):

- formal preparation on the part of the organization, updating goals, procedures, rules,
- providing the necessary infrastructure, maintaining IT tools and equipment (e.g. ensuring safe access to data and systems, repairing and maintaining equipment in employees' homes),
- remodeling of processes, including the possibility of working remotely,
- creating rules and communication paths corresponding to working remotely,
- developing methods of monitoring and measuring performance,
- preparing managers (managers, supervisors, superiors, team leaders) and employees to work in the new environment.

Given the changes resulting from the fourth industrial revolution, it becomes necessary to take measures to meet these challenges. When reviewing the reports of Deloitte, Capgemini and Ernst and Young¹, it should be stated that remote work is currently and will be implemented in many organizations. The most popular model is the hybrid model, combining remote and stationary work, which is designed to take advantage of the advantages of remote work, while minimizing its limitations, such as the feeling of isolation of employees or the lack of social contacts. It requires adjusting the functioning of the organization, including the form of communication. It is becoming important to shape interpersonal relationships, manage dispersed teams, and define how to monitor the course of remote work in the long term (Wójcik, 2021, pp. 269-270). The above-described challenges affecting the implementation of remote work were used in the process of building a research tool.

The challenges related to remote work undoubtedly also include the development of digital competences, perceived as a tool for cooperation, collaboration and communication. Their development requires critical thinking, supporting the implementation of higher mental operations, being a tool increasing the effectiveness of problem solving (Kwiatkowski, 2018, p. 174). Technical IT competences determine the effectiveness of remote work (Głomb, 2020, p. 15). Due to the extensive use of ICT in remote work, it could be assumed that it is primarily technical competences, such as computer operation or knowledge of programs/systems used in a given organization, e.g. knowledge of MS Office, SAP or Adobe will be the key competences. Along with the development of research on remote work, it is indicated that "soft" skills also play a very important role in its implementation (Clark, 1998; Peters, Tijdens, & Wetzels, 2004; Jones, 2010; Madsen, 2011; Peters et al., 2016; Vilhelmson, Thulin, 2016; Krasnova, 2021, Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022). A feature of the future is undoubtedly a change that must be accepted. It is important to develop competences that increase the ability to effectively and efficiently react to new solutions. Nevertheless, it requires the self-development of employees, their creativity and openness to innovation.

Working remotely can affect your organization's performance. If it is well organized, it can contribute to the growth of the achieved results and value of the organization. However, in order to achieve these results, organizations face many challenges that affect the likelihood of achieving the intended goals and achieving above-average results. This is related to the possibility of reducing the costs of running a business (Baruch, 2000; Fereirra et al., 2021) and increasing employee productivity (Urbaniec, Małkowska, Włodarkiewicz-Klimek, 2022). It is important that employees and managers are aware of the challenges related to remote work, so that they can take actions aimed at using them as opportunities that generate development opportunities. Despite the research on the challenges of remote work in the literature, there is a lack of information on how they are perceived by the representatives of Generation Z in Poland. The results of the questionnaire survey presented below are part of filling this gap.

4. Results of the survey conducted

In the survey, the respondents were asked to indicate the 7 most important challenges related to the implementation of remote work in the context of the results achieved by the organization (Table 1).

Table 1.

Key challenges related to the implementation of remote work

| Marking on the chart | Specification | Number of responses | Structure in % taking into account the number of respondents |
|----------------------|--|---------------------|--|
| B | Development of technical and IT infrastructure necessary for remote work | 324 | 62,07% |
| A | Development of competences conditioning the effectiveness of remote work management | 287 | 54,98% |
| D | Employee's acceptance of the terms of remote work (adapting to the virtual work environment) | 254 | 48,66% |
| H | Creation of conditions ensuring work efficiency | 240 | 45,98% |
| C | Finding means and methods to train and develop employee competencies | 216 | 41,38% |
| L | The need to monitor remote work | 205 | 39,27% |
| Q | Development of self-control skills at work and self-discipline | 200 | 38,31% |
| U | Ensuring the organization's competence to quickly adapt to changes | 181 | 34,67% |
| E | Effective use of information and communication technologies | 176 | 33,72% |
| G | Creation of an information and knowledge management system | 164 | 31,42% |
| J | The need to ensure the security of data and transmitted information | 163 | 31,23% |
| T | The ability to precisely formulate expectations and commands towards employees | 162 | 31,03% |

Cont. table 2.

| | | | |
|---|--|-----|--------|
| S | Developing the ability to learn from mistakes and look for solutions | 161 | 30,84% |
| K | Creation of remote work implementation procedures and documentation flow management | 160 | 30,65% |
| R | Develop emotional intelligence to control stress | 146 | 27,97% |
| N | Adjusting the organizational structure to the implementation of remote work and the adopted strategy | 143 | 27,39% |
| F | Motivating employees to develop competences that determine team cohesion | 138 | 26,44% |
| O | Development of strategic thinking skills and systemic perception of problems | 100 | 19,16% |
| P | Identifying areas of uncertainty and estimating the risks associated with remote work | 94 | 18,01% |
| I | Providing solutions for health and safety at work | 86 | 16,48% |
| M | Focus on stakeholder satisfaction (primarily the customer) | 54 | 10,34% |

Source: Own elaboration based on the conducted questionnaire research.

Among the challenges related to the implementation of remote work affecting the results achieved by the organization, more than half of the respondents indicated the development of the technical and IT infrastructure necessary for remote work (62.07% of respondents) and the need to develop competences conditioning the effectiveness of remote work management (54.98%). This may prove the high awareness of the respondents who decided that the challenge for managers is both the development of technical and IT resources for remote work and the competences necessary to manage remote work. Over 40% of the respondents considered the necessity to accept by the employee the conditions of remote work (adapting to the virtual work environment) (48.66%), creating conditions ensuring work efficiency (45.98%) and finding resources and methods for training and development of employees' competences (41.38%). Therefore, the respondents considered that the key challenges of remote work implementation are also related to the employee, his preparation both in terms of the organization of the workplace (outside the office of the organization) and the development of competences enabling efficient work remotely. The key challenges were also the necessity to monitor remote work (39.27%), development of self-control skills at work and self-discipline (38.31%). It follows that the challenge for the implementation of work outside the organization's seat is its control by the employer, as well as the discipline, self-assessment and self-control of the employee.

In order to organize and interpret the obtained results, a cluster analysis was used (fig. 1).

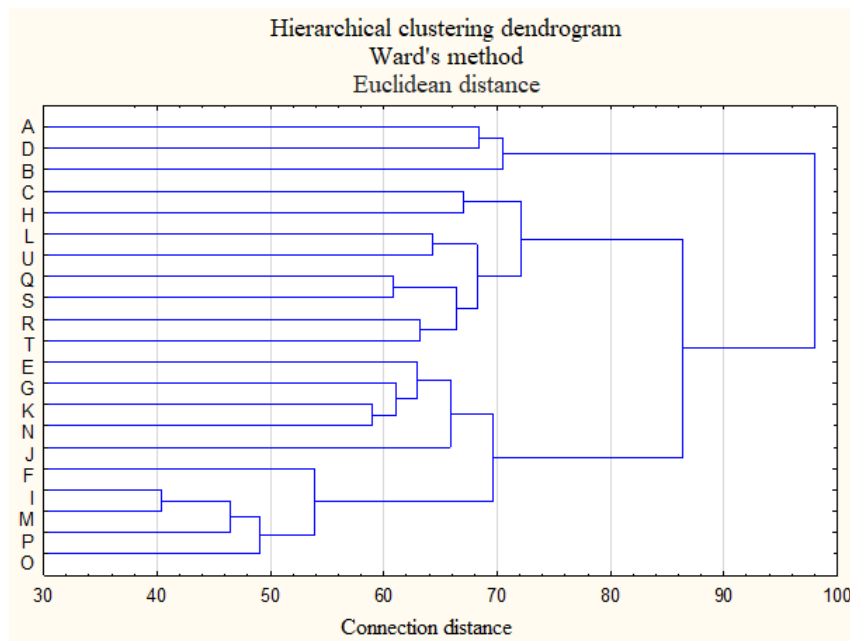


Figure 1. Dendrogram of key challenges of remote work. Source: Own elaboration based on the conducted questionnaire research.

When analyzing the typology of answers based on a dendrogram, we can distinguish four clusters (Chart 1) – four groups of remote work challenges. In Table 1 and in figure 1, these groups are marked with symbols: ADB, CHLUQRST, EGKNJ, IMPOF. When making a typology on the basis of the dendrogram, the features are duplicated according to the greatest (ADB) and the smallest (IMPOF) number of indications by the respondents. The most frequently indicated area concerns the preparation of the workplace for the implementation of remote work and the remote work management system, which seems to be justified as the basis for the implementation of remote work in the organization. The least indicated was the area of issues related to, *inter alia*, with occupational health and safety, focus on stakeholder satisfaction, risk assessment, considering problems in a systemic way or competences that determine the cohesion of the team. The lower number of indications of these features could result from the greater association of these areas by the respondents with stationary work, and the questions in the questionnaire strictly related to remote work, therefore the respondents indicated the challenges that, in their opinion, constitute the most challenges for remote work. The other two areas (CHLUQRST) can be defined as a group of challenges related to remote work, current tasks, work control, development of employee competences, coping with stress and changes in the organization, etc., and the next area (EGKNJ) can be defined as a group challenges related to communication, adapting the organization (its strategy and structure) to remote work, information and knowledge management, access to information, ensuring the security of information used in remote work.

Then, the respondents were asked to assess the extent to which, on a scale from 0 (no impact) to 5 (significant impact), individual challenges affect the implementation of remote work in the organization in the context of the results achieved by it (Table 2).

Table 2.
The impact of challenges on the implementation of remote work

| Specification | Average | | | Median | | | Coefficient of variation [%] | | |
|--|---------|-----|-----|--------|---|---|------------------------------|------|------|
| | A | M | W | A | M | W | A | M | W |
| Development of competences conditioning the effectiveness of remote work management | 3,7 | 3,6 | 3,9 | 4 | 4 | 4 | 32,3 | 35,2 | 30,3 |
| Development of technical and IT infrastructure necessary for remote work | 4,0 | 3,8 | 4,1 | 4 | 4 | 4 | 28,4 | 31,3 | 26,2 |
| Finding means and methods to train and develop employee competencies | 3,6 | 3,4 | 3,7 | 4 | 4 | 4 | 33,2 | 35,3 | 31,6 |
| Employee's acceptance of the terms of remote work (adapting to the virtual work environment) | 3,8 | 3,5 | 3,9 | 4 | 4 | 4 | 31,2 | 34,9 | 28,3 |
| Effective use of information and communication technologies | 3,6 | 3,4 | 3,7 | 4 | 4 | 4 | 32,9 | 35,9 | 30,8 |
| Motivating employees to develop competences that determine team cohesion | 3,4 | 3,2 | 3,5 | 4 | 3 | 4 | 34,1 | 35,5 | 32,9 |
| Creation of an information and knowledge management system | 3,5 | 3,4 | 3,5 | 4 | 4 | 4 | 35,5 | 36,6 | 34,8 |
| Creation of conditions ensuring work efficiency | 3,7 | 3,6 | 3,8 | 4 | 4 | 4 | 30,8 | 33,1 | 29,2 |
| Providing solutions for health and safety at work | 3,1 | 2,8 | 3,3 | 3 | 3 | 3 | 44,7 | 48,9 | 41,5 |
| The need to ensure the security of data and transmitted information | 3,9 | 3,7 | 4,0 | 4 | 4 | 4 | 31,3 | 34,4 | 29,1 |
| Creation of remote work implementation procedures and documentation flow management | 3,6 | 3,5 | 3,7 | 4 | 4 | 4 | 33,5 | 36,0 | 31,8 |
| The need to monitor remote work | 3,6 | 3,4 | 3,8 | 4 | 4 | 4 | 35,3 | 39,2 | 32,4 |
| Focus on stakeholder satisfaction (primarily the customer) | 3,2 | 3,0 | 3,3 | 3 | 3 | 3 | 41,3 | 45,9 | 38,2 |
| Adjusting the organizational structure to the implementation of remote work and the adopted strategy | 3,5 | 3,4 | 3,7 | 4 | 4 | 4 | 33,6 | 36,1 | 31,8 |
| Development of strategic thinking skills and systemic perception of problems | 3,4 | 3,2 | 3,5 | 3 | 3 | 4 | 36,2 | 41,0 | 32,8 |
| Identifying areas of uncertainty and estimating the risks associated with remote work | 3,3 | 3,1 | 3,5 | 4 | 3 | 4 | 35,6 | 39,1 | 33,0 |
| Development of self-control skills at work and self-discipline | 3,7 | 3,4 | 3,9 | 4 | 4 | 4 | 33,8 | 38,3 | 30,3 |
| Develop emotional intelligence to control stress | 3,5 | 3,2 | 3,7 | 4 | 3 | 4 | 37,5 | 43,4 | 33,2 |
| Developing the ability to learn from mistakes and look for solutions | 3,7 | 3,5 | 3,8 | 4 | 4 | 4 | 32,1 | 34,9 | 30,1 |
| The ability to precisely formulate expectations and commands towards employees | 3,8 | 3,5 | 3,9 | 4 | 4 | 4 | 31,7 | 35,9 | 28,3 |
| Ensuring the organization's competence to quickly adapt to changes | 3,6 | 3,5 | 3,9 | 4 | 4 | 4 | 30,4 | 34,3 | 27,3 |

Legend: A - all, M - men, W – women.

Source: Own elaboration based on the conducted questionnaire research.

The challenges that the respondents perceive as significantly affecting the implementation of remote work in the organization are: development of the technical and IT infrastructure necessary for remote work, which seems to be understandable and treated as the basis for remote work to be carried out. When assessing this challenge, the respondents – women and men – were the most consistent in their answers. The second highly assessed challenge is the need to ensure the security of data and transmitted information. Despite the fact that it did not appear in the top seven key challenges, it was rated highly in the next question, on average at 3.9 (on a scale from 0 to 5). Among the challenges that the respondents assessed as having a significant impact on the implementation of remote work in the context of the results achieved by the organization, the following were indicated, among others:

- the employee's acceptance of the conditions of remote work (adapting to the virtual work environment),
- the ability to precisely formulate expectations and instructions towards employees,
- development of managerial competences in managing remote work,
- creating conditions ensuring work efficiency,
- development of self-control skills and self-discipline,
- developing the ability to learn from mistakes, look for solutions,
- ensuring the organization's competence to quickly adapt to changes.

Among the above-mentioned, some of them were among the indicated 7 key challenges of remote work, and some were rated highly only in the second question. In general, all the challenges identified during the analysis of the literature were assessed on average by the respondents above 3.0 (on a scale from 0 to 5), thus concluding that each of them has an impact on the functioning of remote work in the organization. The surprising thing is the low assessment of the need to provide solutions for health and safety at work. This may be due to, inter alia, the respondents associating the area of occupational health and safety with stationary work at the organization's headquarters, the lack of comprehensive legal regulation of this area in relation to remote work, or the lack of experience in occupational health and safety training for remote work. In the case of assessments of most challenges, the average variability of the data can be observed. The greatest difference of opinion between women and men was noted when assessing the need to ensure occupational health and safety. Based on the results presented in Table 2, it can be observed that men assessed the impact of individual challenges lower on the implementation of remote work in the organization lower.

Remote work can bring many benefits and accelerate the development of both employees and the entire organization. It is possible only when the organization properly prepares and responds to the challenges related to the implementation of remote work. The awareness of these challenges and their high evaluation by the representatives of Generation Z is a positive phenomenon, because this generation will to a large extent work remotely and manage this form of work.

5. Summary and conclusions

The development of digitization and automation gives opportunities to implement remote work in many organizations, which on the one hand is an opportunity, and on the other, it creates some challenges and the need for changes in the organization. A change that is in line with the idea of Industry 4.0. is the implementation of work remotely. The implementation of changes requires, among others: investment in technologies, adopting a new business model, improving employee competences. However, the funds invested will be returned if, along with the implementation of changes, the managers are aware of the challenges posed by the decision to perform remote work and will try to meet them. There are many challenges related to the functioning of remote work in an organization that affect the results of this work (organization results). It is important that the representatives of Generation Z are aware of the challenges that affect the implementation of remote work in the organization and the results it achieves, because remote work will function and develop also after the Covid-19 pandemic, and young employees will be the people who will do it and manage it.

Based on the survey, it can be concluded:

- the development of the technical and IT infrastructure necessary to implement remote work enables its popularization, competences should be developed that determine flexible adaptation of the organization to changes,
- managing and carrying out remote work generates the need to develop not only ways of monitoring and controlling it, but also precisely formulating expectations and instructions towards employees,
- the implementation of remote work requires the development of employees' competences, including their self-discipline skills, self-control of work, independent thinking, the ability to learn from mistakes, look for solutions,
- it is important to provide organizational solutions that determine data security and the ability to work efficiently.

The conducted research is one of the first in Poland and may inspire others. Their limitation is the number of respondents who took part in the survey. Nevertheless, conducting them allowed to identify the perception of the challenges of implementing remote work by representatives of Generation Z in Poland.

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Footnotes

ⁱ This applies to reports: *Deloitte. Raport: The voice of the European workforce 2020. Niech moc pracowników będzie z Wami*; *Raport Capgemini: The Future of Work. From remote to hybrid*. and two reports Ernst and Young – badanie pt. *Organizacja pracy w czasie pandemii. Wyzwania dla HR w 2021. Praca hybrydowa – mierzenie efektywności – nowa polityka wynagrodzeń i świadczeń pozapłacowych* and research *EY 2021 Work Reimagined Employee Survey*; *Raport Capgemini: The Future of Work. From remote to hybrid*.