THE WELL-BEING OF EMPLOYEES AND WORKING RELATIONS IN REMOTE WORKING – OPINIONS OF GENERATION Z

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Purpose: This article aims to present the views of representatives of Generation Z on the well-being of employees performing remote work concerning working relations.

Design/methodology/approach: The empirical part of the study is based on the results of a survey study conducted in December 2022 among young people who are representatives of Generation Z. The survey included a randomly selected representative sample of 387 Generation Z employees residing in Poland and working remotely.

Findings: The results of the survey indicate that respondents positively perceived the impact of remote working on employee well-being - in terms of the sense of work comfort, experiencing autonomy, and stress - but also in terms of maintaining a work-life balance. However, it is particularly noteworthy that the surveyed employees of Generation Z declared that they would like to work mainly stationary in the future, which is related to their negative assessment of remote working relations - both with co-workers and superiors.

Research limitations/implications: The limitations of the conducted research include the variation in the distribution of generations on the labour market that can be found in the literature, as well as limitations due to the nature of the conducted quantitative research, which only signals important aspects of the analysed issues. Future research can be extended to include the views of representatives of the management staff.

Practical implications: The presented research and the resulting findings can be used in the practice of managing people from the youngest generation on the labour market and, in particular, in measures supporting the well-being of employees from Generation Z who work remotely.

Social implications: By presenting the opinions of representatives of Generation Z, the results of this research may contribute to a better understanding of the factors shaping the well-being of employees from this particular generation performing remote work, and thus increase both the quality of their work and non-work life.

Originality/value: The research conclusions described in the article can provide a basis for managers to reflect and act when managing the remote work of people from Generation Z.

Keywords: employee well-being, Generation Z, remote working, employee relations, work-life balance.

Category of the paper: Research paper.

1. Introduction

Among the issues concerning human capital management in contemporary organisations, there is growing interest in the issue of employee well-being (Deloitte, 2022) generally understood as enjoyment, feeling well, satisfaction, and a sense of comfort in both professional and non-professional activities. The idea of building employee well-being is related to providing the company with staff having the proper skills and aptitude to work effectively, and creating working conditions that encourage employees to stay with the organisation. The implementation of this idea in management consists of corporate wellness programs treated as long-term organisational activities supporting the physical, mental, and social well-being of employees (Burke, Richardsen, 2014). Particularly for Generation Z, representing the youngest workers in the labour market, a sense of well-being refers not only to the quality of work but also to the overall quality of life. That is why promoting the well-being of these young employees working remotely takes on particular significance and, at the same time, poses many problems for managers (Duffy et al., 2018; Albrychiewicz-Słocińska, 2022).

This article aims to present the views of representatives of Generation Z on the well-being of employees performing remote work concerning working relationships. The empirical part of the study is based on the results of a survey conducted in December 2022 among young people who are representatives of Generation Z. The survey included a randomly selected representative sample of 387 Generation Z employees residing in Poland and working remotely. The following main research problem was posed in terms of the conducted study: How do Generation Z employees perceive the impact of remote working on shaping employee well-being? The survey also posed several specific problem questions, mainly concerning labour relations and work-life balance. Non-parametric tests were used to assess the significance of differences in terms of the analysed variables: the Mann-Whitney U test and the Kruskal-Wallis ANOVA test.

2. The well-being of employees - theoretical basis of the problem

The concept of employee well-being is presented in many different ways in the literature (Keyes et al., 2002; Simone, 2014; Zheng et al., 2015). Well-being in the context of work is defined as a situation in which the balance of emotions felt by the employee is positive and when the employee's own work (in a given organisation, with a given employer) is felt to be satisfying (Boniwell, Henry, 2007). The key factors regarding employee well-being are related to:

- matching the people employed, in terms of their competences and personality traits, to the nature of the work they do and the tasks assigned to them,
- working conditions and the ability of employees to set goals, make decisions and solve problems (Syper-Jędrzejak, 2019).

Applying the idea of wellness in human resource management is based on the premise that an employee's psycho-physical state translates into his or her effectiveness and commitment at work. In this context, corporate wellness is understood as a healthy lifestyle for employees, leading to well-being and psycho-physical harmony and thus ensuring maximum efficiency at work.

According to Syper-Jędrzejak (2019) employee well-being can be analysed in relation to its two pillars - physical well-being and the broadly-defined balance of employees. Physical well-being consists of: ergonomics of the workplace and work organisation, as well as the health protection of employees, and a health-promoting lifestyle. On the other hand, employee balance in a broad sense includes: taking care of internal balance and stress prevention, and shaping work-life balance, as well as supporting the development of non-work interests.

The emphasis on employee balance in the broadest sense is linked to the belief that, in addition to physical health, an employee's mental and social well-being is also important, enabling them to establish satisfying relationships and solve problems constructively. As the issue of work-life reconciliation affects every working person, regardless of their age, the result is that there is a wide variety of attitudes to the problem (Chen et al., 2009).

The method in which individuals from a given generation approach work-life balance issues is influenced by a number of factors, including: technological development, economic, social and cultural changes, as well as the life experiences common to many individuals from a given generation. However, how the representatives of a particular generation perceive the work-life balance is crucially influenced by their attitudes towards work and the place that work, family and leisure occupy among the values they follow (Beutell, Witting-Berman, 2008).

The relationship between work and non-work life is of particular importance for representatives of the youngest Generation Z on the labour market. Employees of this generation are perceived to place a high value on their private lives and, as a result, they expect freedom and flexibility at work to maintain a work-life balance (Singh, Dangmei, 2016; Dolot, 2018). Nowadays, managing the remote work of Generation Z employees is of particular importance, as these individuals are not only aware of their expectations in terms of professional and personal priorities, but are also able to defend the boundary between these two areas of life (Sanchez et al., 2021).

Shaping the well-being of employed people, including but not limited to dealing with work-life conflict, i supported by the proactive approach of companies that recognise that this has a major impact, not only on employee satisfaction and the atmosphere at work, but also on their motivation and the quality of their tasks (Dyrbye et al., 2016). Corporate wellness measures involve both education and competence development for employees in various areas (physical

activity, healthy eating, work-live balance, stress management) so that they can use their full potential and feel satisfied at work and in life (Burke, Richardsen, 2014). By initiating measures to promote employee well-being, organisational relationships are shaped that foster employees' feelings of security, psychological well-being and opportunities for professional development, while at the same time building respect and trust in the employer. A corporate image, built by implementing initiatives that meet the needs of the people employed, not only makes it possible to attract and retain talented employees, but sustains their commitment at the desired level and allows them to use their personal resources effectively (Peterson, 2022).

3. Methodology

The study was carried out in December 2022 among young people working remotely, representing Generation Z. The research results presented in this paper are part of a quantitative survey study entitled: "Managerial aspects of remote work management".

The presented excerpt from the survey results relates to the respondents' views on the impact of remote working on employee well-being. The following main research problem was posed in terms of the conducted study: How do Generation Z employees perceive the impact of remote working on shaping employee well-being? The study also posed several specific problem questions:

- According to Generation Z representatives, does remote workingfacilitatestress-free work and make the employee feel comfortable?
- In the opinion of Generation Z, does remote working allow for more freedom/independence at work?
- In the opinion of Generation Z representatives, does remote working help in achieving a balance between work and private life and protect the work-life boundary?
- In the opinion of Generation Z representatives, does remote working disrupt the rhythm of the day and night?
- In the opinion of Generation Z, does remote working make it easier to establish relations with co-workers and especially with a superior?
- In the opinion of Generation Z representatives, does remote working help build trust in terms of employee relations?
- According to Generation Z employees, does remote working facilitate forming emotional bonds with co-workers?

The study was carried out with the use of quantitative research methods which take advantage of the survey technique. The used research tool consisted in a standardized questionnaire consisting of 57 closed statements and 7 questions concerning the socio-demographic characteristics of the respondents and their workplace variables. The issues

related to remote work were divided in the questionnaire into several areas relating to: knowledge, information and learning, as well as communication, teamwork, work organization, motivation, employee relations and work-life balance. Several questions have been prepared for each research area. A Likert scale was used for the responses. The research tool consisted of:

 − a metric containing the respondent's data on: age, gender, remote working experience, position, size and industry of the employing organisation, and the preference concerning the preferred form of employment,

 − the main part containing statements to which it was necessary to respond by marking the appropriate point on a scale of 1-5, where: 1 meant - I completely disagree, 2 - I rather disagree, 3 - neither agree nor disagree, 4 - I rather agree, 5 - I fully agree.

The used research tool (questionnaire) was original and was prepared by a research team consisting of staff from the Department of Applied Sociology and Human Resource Management, Faculty of Management, Częstochowa University of Technology.

Due to the lack of statistical data concerning the number of people aged 15-34 performing remote work in Poland, people who are professionally active and represent the relevant age category were selected. Based on the 2021 Statistical Yearbook, the size of the working population in Poland, in the age range of interest to the researchers, was set at 4,802,000 people. For the population estimated in this way, the study sample size was set at 384 people with the following statistical assumptions: fraction size 0.5; confidence level 95%; maximum error 5%.

The study was carried out by Fieldstat sp. z o.o., a specialized market research agency, using quantitative research methods, CATI (Computer Assisted Telephone Interview - 50% of respondents) and CAWI (Computer-Assisted Web Interview - 50% of respondents). Ultimately, 387 correctly completed questionnaires were obtained.

STATISTICA software was used in the process of compiling the research results. Non-parametric tests were used to assess the significance of differences in analysed variables: Mann-Whitney U test (UMW), Kruskal-Wallis ANOVA test (AKW). Four questionnaire validity procedures have been used: content, face, construct and nomological ones. The scale reliability was validated using Cronbach's alpha that is a measure of internal consistency ($\alpha =,970019$). For the analysis of the survey results, a number of statistical hypotheses were adopted regarding the existence of significant differences in the respondents' statements due to their socio-demographic characteristics and workplace variables. It was assumed that H0 constitutes the hypothesis concerning no differences due to the grouping variable, while H1 is an alternative hypothesis about the occurrence of such differences. These hypotheses were verified with the use of the aforementioned statistical tests, allowing to reject the null hypothesis concerning no significant differences and accept the alternative hypothesis about the existence of differences in respondents' answers with regard to the individual independent variables. The study presents the relationships verified with statistical tests, authorizing to draw conclusions on the regularities in the studied group.

A total of 387 people participated in the study, including 163 (42.12%) women and 224 (57.88%) men. The Generation Z employees participating in the study varied in terms of age. The least numerous were the youngest 76 (19.64%), between the ages of 15 and 24. The following age categories were represented by: 141 (36.43%) of people between 25 and 29 years of age, and 170 (43.93%) of people between 30 and 34 years of age. Employees with various levels of remote working experience took part in the survey. The majority of respondents - 296 people (76.49%) - worked in executive positions. The remaining respondents - 91 people (23.51%) were employed in managerial positions. Taking into consideration the size of the organisation where the respondents performed their remote work, micro organisations (with 1-9 employees) dominated with 182 (47.03%) indications, followed by small organisations (with 10 to 49 employees) with 86 (22.22%) indications, large organisations (more than 250 employees) with 64 (16.54%) indications, and medium organisations (50 to 249 employees) with 55 (14.21%) indications. Respondents also represented organisations that varied in terms of industry. Furthermore, respondents declared that in the future they would like to work: in a stationary mode (54.26% of indications), in a hybrid mode (28.17% of indications), and remotely (17.57% of indications).

4. Results

Regarding the issue under consideration, a number of indicators were selected from the complete research material that represent the respondents' views concerning the impact of remote working on employees' sense of well-being as well as related working relationships. The research question regarding the manner in which Generation Z representatives perceive their sense of comfort when working remotely was directly linked to the key research problem. Persons who participated in the survey were mostly convinced that an employee is comfortable performing work remotely. As many as 65.12% of respondents agreed with this statement (including almost one in four respondents who strongly agreed, 24.03%). Only 11.89% of respondents presented the opposite opinion and 23% did not provide a clear answer. The survey participants were also asked whether remote working promotes stress-free work. The largest number of respondents (64.08%) confirmed the positive impact of remote work on reducing the experienced stress related to work. The remaining respondents were divided between those opposed to this statement 10.34% and those with no clear opinion on the issue 25.59%. Moreover, when asked whether remote work allows for more freedom/independence, the respondents also expressed positive opinions in this regard. The majority of respondents, 66.41%, were of the opinion that remote working allows employees to have a greater sense of independence than stationary work (almost half of the respondents, 47.79%, strongly agreed

with this statement). Only 11.63% of respondents presented an opposite opinion and 21.96% were undecided on the issue (see Table 1 for a detailed list of the respondents' answers).

Table 1.
Respondents' answers regarding selected aspects of employee well-being in remote work

Remote work	strongly disagree	mostly disagree	neither agree nor disagree	mostly agree	strongly agree	negative ratings	positive ratings
makes the employee feel comfortable	3.36%	8.53%	23.00%	41.09%	24.03%	11.89%	65.12%
conducive to stress-free work	3.10%	7.24%	25.59%	34.63%	29.46%	10.34%	64.09%
gives more freedom/independence at work	2.33%	9.30%	21.96%	42.38%	24.03%	11.63%	66.41%

Source: own study.

The conducted statistical analysis revealed that respondents' opinions regarding their sense of comfort with remote work varied due to their: gender (UMW test $p = 0.0303$; $\alpha = 0.05$). Furthermore, studying the significance of differences shows a correlation between the respondents' indications concerning the positive impact of remote working on reducing the feeling of stress and the position they hold (UMW test $p = 0.0158$; $\alpha = 0.05$). Importantly, the respondents' opinions on experiencing comfort at work, experiencing stress, and the freedom/independence associated with remote working varied due to respondents' experience of remote working, as well as their preferred form of working.

According to statistical research, men were relatively more likely (67.41%) than women (61.97%) to agree with the statement that remote work provides a sense of comfort. Whereas, the positive impact of remote working on reducing feelings of stress was felt relatively more often (66.56%) by employees holding executive positions than by those in managerial positions (56.04%). The feeling that working remotely creates comfort, reduces the experience of stress, and allows for greater freedom/independence was relatively more common among employees with greater experience of working remotely than among those with the shortest work experience (up to 6 months) as well as among those preferring to work remotely than among respondents opting for hybrid or stationary work.

Questions regarding the possibility of work-life balance of remote workers were also related to the research problem under consideration. According to the obtained data, the majority of the surveyed Generation Z employees (54.01%) indicated that remote working allows for a work-life balance. Of these, 40.82% tended to agree with the statement and 13.18% completely agreed with it. Only 19.9% of respondents presented the opposite view and 26.09% gave no clear answer on this issue.

Additional light is shed on the assessment of the impact of remote work on work-life relations by respondents' answers regarding other factors impacting the formation of work-life balance. When asked whether remote work supports the protection of the work-life boundary, respondents were mostly (54.01%) positive about such a statement. Only 20.41% of

respondents perceived a disadvantageous impact of this form of work, and one in four respondents (25.57%) did not express a clear opinion on this issue. In addition, respondents were critical of the statement indicating that remote work disrupts the rhythm of day and night (blurring the boundaries between different times of day and the behaviours attributed to them). However, this opinion was expressed by fewer respondents (48.06%) in relation to the other analysed issues. As many as 33.85% of those surveyed were of the opposite opinion and 18.09% were undecided on the issue. This situation means that even though Generation Z employees perceive the relationship between remote work and work-life balance more positively, their opinions are more divided regarding the impact of remote work on maintaining day and night rhythms (Table 2).

Table2.

Respondents' answers regarding work-life balance in remote work

Remote work	strongly disagree	mostly disagree	neither agree nor disagree	mostly agree	strongly agree	negative ratings	positive ratings
allows to reconcile work and private life	4.91%	14.99%	26.09%	40.83%	13.18%	19.90%	54.01%
allows to protect the border between work and private life	5.17%	15.25%	25.57%	34.37%	19.64%	20.42%	54.01%
disturbs the rhythm of day and night	17.31%	30.75%	18.09%	25.58%	8.27%	48.06%	33.85%

Source: own study.

The conducted statistical analysis revealed that respondents' opinions on balancing work performed remotely with private life varied due to their: gender (UMW test $p = 0.0059$; $\alpha = 0.05$), experience of working remotely (AKW test $p = 0.0004$; $\alpha = 0.05$), and the form of preferred work (AKW test $p = 0$; $\alpha = 0.05$). Men were relatively more likely (67.41%) than women (61.97%) to perceive the positive impact of remote working on work-life balance. This view was also shared more often by employees with more extensive experience working remotely than those working remotely for a short time.

Whereas the opinions of Generation Z employees regarding their ability to protect the work-life boundary varied according to their age (AKW test $p = 0.0222$, $\alpha = 0.05$), position held (UMW test $p = 0.0048$, $\alpha = 0.05$), and preferred form of work (AKW test $p = 0.0444$; $\alpha = 0.05$). The oldest participants in the survey, aged 30-34, were relatively more likely (60.59%) than respondents aged 25-29 (55.32%) or the youngest, aged 15-24 (36.84%) - to indicate that it is possible to protect the boundary between remote work and private life. Employees in executive positions were more likely (57.43%) to agree with this statement than those in managerial positions (42.85%). Positive views concerning maintaining a work-life balance and protecting the boundary between these two important spheres of life were relatively more often expressed by persons preferring to work remotely than those opting for hybrid or stationary work.

Moreover, statistical research revealed that the opinions of respondents regarding the impact of remote working on disrupting the day and night rhythms varied according to: the size of the organisation where they were employed (AKW test $p = 0$, $\alpha = 0.05$), experience in terms of remote work (AKW test $p = 0.0012$; $\alpha = 0.05$), and the form of preferred work (AKW test $p = 0.0443$; $\alpha = 0.05$). Survey participants who worked in micro organisations were relatively more likely (67.19%) than respondents employed in small (63.19%), medium (61.63%), and large (56.36%) companies - to indicate the possibility of remote working to disrupt the rhythm of day and night. This view was shared more often by those working remotely for a short period - up to 6 months (45.53%) than by employees with longer experience of working remotely - more than 3 years (22.58%). Blurring of boundaries between different times of the day and the behaviours attributed to them, among employees performing remote work, was indicated relatively more often by respondents preferring stationary work (36.67%) than those opting for hybrid (35.78%) or remote work (22.06%).

Due to the adopted purpose of the research and the associated research questions, the respondents were asked to provide their opinions concerning the statements regarding the impact of remote working on employee relations. According to the obtained data, almost half of the participants in the survey (48.06%) did not agree with the statement that remote working facilitates establishing relations with co-workers (29.97% of respondents had the opposite opinion and 21.96% did not provide a clear answer on this issue). The opinions of Generation Z respondents regarding contact with their superiors were similar. The largest number of respondents (45.48%) indicated that working remotely makes it difficult to establish a relationship with a superior, 28.17% had the opposite opinion, and 26.36% were not clear on this issue.

In the course of the survey, respondents were also asked whether remote working facilitated building trust and forming emotional bonds with colleagues. This is because these two aspects of employees' functioning in the work environment significantly impact the creation of positive work relationships and a working atmosphere favourable for experiencing well-being. Analysing the data received in the survey shows that only 26.87% of respondents confirmed the positive impact of remote working on trust between employees. Whereas, as many as 48.06% of the survey participants stated that remote working does not help in building trust with employees, and one in four respondents (25.06%) marked the answer "neither agree nor disagree". Moreover, as many as 50.39% of the respondents emphasised that remote work makes it difficult to build emotional ties with colleagues. In this case, 28.17% of respondents held the opposite view and 21.44% gave no clear answer on this issue (Table 3).

Table3.

Respondents' answers regarding employee relations in remote work

Remote work	strongly disagree	mostly disagree	neither agree nor disagree	mostly agree	strongly agree	negative ratings	positive ratings
facilitates establishing relationships with colleagues	11.63%	36.43%	21.96%	21.45%	8.53%	48.06%	29.97%
facilitates establishing relationships with superior	10.34%	35.14%	26.35%	17.83%	10.34%	45.48%	28.17%
helps build trust in relationships with employees	19.64%	28.42%	25.06%	18.09%	8.79%	48.06%	26.87%
facilitates building emotional bonds with colleagues	19.12%	31.27%	21.44%	23.26%	4.91%	50.39%	28.17%

Source: own study.

The results of the statistical analysis indicate that respondents' opinions regarding the impact of remote working on all aspects of employee relations analysed in the study varied according to three variables, namely: gender, size of organisation and form of work preferred. Respondents' answers concerning the impact of remote working on relationships with colleagues varied due to the respondents' gender (UMW test p = 0.0002; α = 0.05), the size of the organisation employing them (AKW test p = 0; α = 0.05), and the form of preferred work (AKW test p =.0128; α = 0.05). Women were relatively more likely (60.73%) than men (38.84%) to disagree with the statement that remote working facilitates establishing relations with co-workers. Respondents working in small (65.11%), large (64.06%), and medium (54.54%) organisations were relatively more likely to provide such an answer than those working in micro (32.42%) companies. Respondents preferring stationary work (63.81%) were also more likely to share this opinion than those opting for hybrid (33.02%) or remote work (23.53%). In addition, the conducted statistical research shows a similar relation concerning the impact of remote working on the relation with a superior. Importantly, the opinions of the surveyed Generation Z employees concerning trust-building in remote work showed a variation due to the gender of the respondents (UMW test p = 0.0011; α = 0.05), the size of the organisation (AKW test p = 0; α = 0.05), and the form of preferred work (AKW test p = 0; α = 0.05). Women were relatively more likely (57.67%) than men (41.07%) to disagree with the statement that working remotely works in favour of building trust in relations with employees. Respondents employed in small (70.93%), large (64.06%), and medium (58.18%) organisations were relatively more likely to provide this answer than those from micro (28.57%) companies. Respondents preferring stationary work (61.43%) were more likely to share this opinion than those leaning towards hybrid (36.70%) or remote working (25%). Presenting the results of the statistical analysis, it must be emphasised that women were relatively more likely (63.19%) than men (41.08%) to disagree with the statement that remote working facilitates emotional bonds with coworkers (UMW test p = 0.0001; α = 0.05). Analogous to the remaining questions, concerning employee relations, people from small (70.93%), large (65.63%), and medium (58.18%) companies were relatively more likely than employees from micro

(32.97%) companies to provide this answer (AKW test p = 0; α = 0.05). This opinion was also shared more often by respondents preferring stationary work (63.81%) than those opting for hybrid (41.28%) or remote (23.53%) work (AKW test p = 0; α = 0.05).

5. Discussion and limitations

Research concerning the manner in which Generation Z representatives perceive selected factors shaping the well-being of employees working remotely allows some important observations to be made in this regard. The conducted statistical analysis revealed, for example, that gender was a significant differentiating factor in terms of the answers provided by respondents. Men were relatively more likely than women to agree with the statement that working remotely provides a sense of comfort and has a positive impact on work-life balance. Whereas, women were more likely to disagree with the statement that remote work facilitates establishing relations with both colleagues and superiors. Additionally, women were more likely to have a critical view of the impact of remote working on building trust with employees and forming relations. Such opinions of respondents may result from the fact that the parental duties and housework performed by women may make it difficult and sometimes even interfere with remote working, resulting in a less comfortable work and work-life balance. The women's critical comments concerning the impact of remote working on establishing working relationships characterised by trust and emotional bonds indicate the difference they perceive in forming such relationships in face-to-face and virtual contact.

Study results allow for another important finding related to the impact their position has on their opinions concerning well-being. Reducing the perception of stress in remote working, as well as being able to protect the boundary between remote work and private life, was relatively more frequently cited by employees in executive positions than those in managerial positions. Therefore, this situation means that, according to Generation Z employees, remote work does not reduce the stress of managers, nor does it protect against the intrusion of work into the sphere of private life. This is why young employees often do not apply for managerial positions, perceiving being a superior as more of a nuisance than a benefit.

Another observation from the research indicates that employees with longer experience working remotely were more likely to feel that working remotely: reduces feelings of stress, allows for greater freedom/independence, creates comfort at work, and has a positive impact on work-life balance than persons working remotely for a short time. Therefore, the respondents' longer experience in remote working has a positive impact not only on their ability to adapt to this form of performing professional activities, but also on their assessment of the well-being of people working in this mode.

Additional light is shed on the assessment of the impact of remote working on employee well-being by respondents' views concerning employee relations. The data obtained indicates that survey participants working in large, medium, and small organisations - relatively more often than those employed in micro-companies - critically assessed the impact of remote working on: forming relationships with co-workers and superiors, building trust and positive emotional bonds. Such opinions of respondents may mean that remote working is the least disruptive to relations in small work teams and makes building trust and positive relationships even more difficult when interacting with numerous co-workers.

Furthermore, in an analysis of the perceived well-being of employees working remotely, it is not surprising that positive opinions on this topic were more likely expressed by Generation Z employees preferring to work remotely than respondents opting for hybrid or stationary work.

The information obtained from the survey corresponds with research described in the literature on employee well-being (Tabor-Błażewicz, 2021) and, in particular, factors affecting work-life balance (Sandoval-Reyes et al., 2021; Rusu, 2018; Rodríguez-Modroño, López-Igual, 2021), as well as employee relations in remote working (Felstead, Henseke, 2017). The presented opinions of respondents concerning the impact of remote work on feelings of independence and work-life balance relate positively to other studies on the subject. The beneficial effect of work autonomy on the development of work-life balance has been confirmed in numerous studies (Haar et al., 2019). However, as indicated by research, remote working can result in both positive and negative consequences (Stankeviciute, Kunskaja, 2022; Shirmohammadi et al., 2022) which was confirmed by the critical opinions of the surveyed Generation Z employees concerning employee relations.

The conducted research, while fitting into the discourse on the well-being of Generation Z employees working remotely, did also include limitations. These include, inter alia, the heterogeneity found in the literature concerning the division of generations in the labour market, which results in adopting various boundaries related to the year of birth of people representing Generation Z. In addition, the limitations arising from the nature of the quantitative research carried out, which only signals important aspects of the issues analysed, should be taken into account. However, this research, despite its limitations, points to important issues that can be used in broader studies concerning the matter.

6. Conclusion

Information obtained from Generation Z employees who had experience with remote workprovided some interesting insights relating to the analysed issue. The results of the conducted survey indicate that respondents positively perceived the impact of remote working

on employee well-being - both in terms of experiencing comfort when working, experiencing stress and the freedom/independence associated with remote working - but also in terms of maintaining a work-life balance. However, it is particularly noteworthy that the surveyed Generation Z employees declared that they would like to work mainly stationary in the future (54.26% of indications). That is because only 17.57% of respondents indicated a desire to work remotely, and 28.17% in a hybrid form. The answer to the question of why those in the youngest generation in the labour market - who value well-being so much - do not want to undertake only remote work should be sought in the issue of labour relations. The results of the conducted research indicate that Generation Z representatives have a critical perception of remote working relations with both co-workers and superiors. Moreover, their declarations regarding their preference for stationary work indicate that working relations are very important to them and constitute a key factor in shaping well-being.

By presenting the opinions of young people from Generation Z, the results of this research provide a better understanding of their needs concerning shaping their well-being and, in particular, proper work-life balance in the context of remote work. Thus, they can serve as a basis for reflection and managers taking actions to improve both the effectiveness in performing professional tasks by these young employees and the quality of their private lives. In this context, however, the crucial importance of good continuous communication with superiors and co-workers should be emphasised, which enables support in problems related to building the proper relationship and, moreover, develops a sense of employee well-being, which is so important for Generation Z employees.

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