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THE IMPACT OF REMOTE WORKING ON THE WELLBEING OF GENERATION Z EMPLOYEES

Justyna BĘTLEWSKA

Management Institute, Warsaw School of Economics; Justyna.Betlewska@sgh.waw.pl,
ORCID: 0000-0001-5527-3450

Purpose: The purpose of the article was to investigate whether remote work affects employees' sense of social isolation, feelings of being overlooked in the workplace, or a decline in their own productivity while working remotely.
Design/methodology/approach: The article is theoretical and empirical in nature. The theoretical section provides a review of the literature on the subject in the context of Generation Z employees' well-being in the labor market. The empirical section presents the results of primary research conducted in the form of a survey using a questionnaire.
Findings: Gen Z employees easily manage their work schedules while working remotely. Their productivity remains comparable to that of in-office work. On the other hand, however, remote or hybrid work has a negative impact on the development of employee relationships. Gen Z employees feel left out of important company matters. Furthermore, they experience various forms of exclusion, including being cut off from communication with colleagues, receiving incomplete documentation, and having access to company information restricted—or receiving important information only when it is already too late.
Research limitations/implications: This study was a pilot study, and the sample size appropriate for this type of research was 66 respondents. Additionally, the study was limited to a single sample (Generation Z).
Practical implications: The findings of this study are particularly relevant to human resources management within an organization because they highlight the need to adapt tools to the specific nature of remote work. It is also crucial to develop managerial competencies in the areas of managing distributed teams and monitoring employee well-being.
Social implications: The findings and conclusions of the study can serve as a key basis for minimizing negative social attitudes toward remote work and the marginalization of remote workers. An analysis of the study's findings provides a better understanding of the challenges posed by long-term remote work.
Originality/value: This article explores the forms of exclusion experienced by Generation Z, which makes it a unique approach to the topic under discussion.
Keywords: remote work, Generation Z, feelings of exclusion, employee well-being.
Category of the paper: Research Paper.

1. Introduction

The rapid advancement of technology, coupled with changing organizational needs, has made remote work an integral part of the labor market (Męcina, 2023). Remote work, a flexible form of employment, was introduced into Polish law following the outbreak of the COVID-19 pandemic (Wróbel, 2022). To minimize the risk of infection, work was moved to the home whenever possible (Kołodziej, Jaworek, 2024). Currently, remote work is considered a convenient way to perform one's job (Antczak, 2022). However, despite the many advantages of remote work—such as better time management and the ability to adjust work hours to fit one's daily routine—this type of work is not without its drawbacks (Dolot, 2020).

One of the main challenges of working remotely is the limited face-to-face interaction with the team (Czerkawska, 2018). Remote work, particularly among young employees, may be more likely to trigger symptoms of depression or increase anxiety and stress (Nordenmark, Vinberg, 2023). The purpose of this analysis is to examine the impact of remote work on the well-being of Z employees, with a particular focus on the negative aspects of remote work, such as feelings of isolation, being overlooked in communication, and the quality of remote work.

2. Literature review

Initially, the concept of employee well-being was explored within the field of positive psychology (Czerkawska, 2018). Interest in the concept of well-being in the field of human capital management stems primarily from the desire to reduce costs, particularly those associated with employee turnover, sick leave, and excessive control (Kozioł, Wójtowicz, 2016).

Occupational well-being is one of the key areas of interest in contemporary occupational psychology and the fields of management and quality science (Hauk, Zwardoń-Kuchciak, 2025). Considering both the importance of organizational culture and the benefits of enhancing well-being, values such as dialogue with employees, needs assessment, and the appropriate leadership style and competencies of leaders influence the shaping of employee well-being (Białas, Molek-Winiarska, Pelc, 2023). The Ministry of Family, Labor, and Social Policy defines remote work as performing work entirely or partially at a location designated by the employee (at the employee's home address) and agreed upon on a case-by-case basis with the employer (gov.pl, 2026).

On the other hand, hybrid work refers to a flexible, blended employment model in which some duties are performed from home and others from the office (Randstad, 2026). In most cases, hybrid work involves a 50/50 split between working in the office and working from home. In special cases, an employer may approve working 80% or 100% from home, thereby making it full-time remote work. The prevalence of remote work in Poland varies by sector. Remote work is most common in the information technology, finance, education, and public administration sectors. In sectors such as manufacturing or construction, where physical presence is required, the possibility of remote work is limited. Generation Z is a group of young workers born between 1995 and 2012, and according to the World Economic Forum, by 2030 Generation Z will account for one-third of the global labor market (Zielonalinia, 2026). The results of a survey conducted by Deloitte clearly show that for Polish Gen Zers, a sense of purpose in their work, work-life balance, and mental health are key aspects of their professional lives (Deloitte, 2026).

There are certain characteristics that define Generation Z which may influence their experiences and behaviors in the workplace, and a proper understanding of these can help foster healthy and productive relationships (Conderacci, 2026). Well-being at work, regardless of where it is performed, is also currently a significant value for Generation Z (Coworking.cafe, 2026). What particularly influences job satisfaction is flexible working hours and a flexible work location (Putri, 2026). Just a few years ago, well-being was associated exclusively with additional employee benefits (Rogozińska-Pawelczyk, Cewińska, Lubrańska, Oleksiak, Stricker, 2019). Today, employee well-being is one of the key components included in business strategies, becoming a decisive factor in an organization's competitiveness (Hh24, 2026). Well-being, which is the foundation of a healthy organization, can be fostered within a company by establishing well-being standards, identifying employees' actual needs, and strengthening managers' competencies. When working to improve employee well-being, we must not overlook the factors that undermine it. While remote or hybrid work models offer many advantages, they are not without drawbacks, including weakened social bonds, a diminished sense of belonging to the team, and reduced mental health.

The subject of employee well-being in the context of remote work is an area that continues to evolve. Employee well-being in the context of remote work among Generation Z employees is a complex and multifaceted issue. According to the definition presented by A. Bodak, well-being at work is a state subjectively perceived by an employee in which the employee feels content and derives satisfaction from the work performed under specific physical and social conditions (Bodak, 2017). Well-being refers to the aspects of a person's situation that are beneficial to them (Strykowska, 2009). Another definition of well-being is offered by D.L. Oishi, who emphasizes that well-being refers to a person's subjective assessment of their life, including its cognitive and emotional aspects (Oishi, 2018). Efforts to improve employee well-being have attracted widespread interest from both economic and humanistic perspectives (Angelis, Giusino, 2020).

Employees' well-being can be examined across four dimensions (Białas, Molek-Winiarska, Pelc, 2023). Psychological—relating to subjective mental well-being (job satisfaction, self-esteem, agency, and capabilities):

- Physical relating to physical health (physical safety, healthcare).
- Social relating to the quality of relationships with others (trust, social support, and cooperation).
- Financial relating to finances (income, raise) (Budd, Spencer, 2015).

Caring for employee well-being involves identifying employees' needs and implementing appropriate management practices within the company (Czerniawska, Szydło, 2021).

This topic has been explored by many researchers. Interesting studies have been conducted to compile a list of factors that positively and negatively influence the three dimensions of employee well-being in a hybrid work environment (Tabor-Błażewicz, 2022). In his study, E. Robak highlights the positive and negative aspects of remote work for Generation Z, providing a better understanding of the needs of Generation Z in terms of well-being (Robak, 2023). E. Bielińska-Dusza and M. Hamerska offer a different perspective on intergenerational differences in the perception of remote work. The results of their study indicate that employees' age influences their assessment of remote work in terms of perceived work efficiency, preferences regarding work arrangements, and task completion times (Bielińska, Hamerska, 2023). Interesting insights into the well-being of remote work emerge from research conducted by Gallup (Gallup Report). The findings indicate that employees working in a hybrid model exhibit the highest levels of engagement and well-being. On the other hand, the study shows that, globally, employee engagement is declining. Meanwhile, a study conducted by K. Lutyńska and A. Wasiluk indicates that Generation Z emphasizes the importance of continuous learning and professional development. In this study, this generation demonstrates not only a strong interest in remote work but also a desire for greater flexibility at work and a commitment to achieving a work-life balance (Lutyńska, Wasiluk, 2023).

However, current research has not addressed the issue of Generation Z's sense of exclusion when working remotely. Exclusion from the workplace can lead to a feeling of being "invisible" in the work environment. Exclusion from communication not only deepens isolation and a lack of integration among employees but also contributes to the phenomenon of the dehumanization of work. The dehumanization of work refers to a reduction in autonomy combined with a lack of recognition from supervisors, which can contribute to a deepening sense of exclusion and lower job satisfaction. Therefore, employers should be aware that an employee's age should be a key factor in determining human resource management policies (Muster, 2023). In addition, the growing number of young people entering the workforce requires the use of modern approaches and tools to retain them within the company (Radzajewska, Kobylińska, 2025).

3. Research methodology

The study was conducted on a sample of 66 respondents who are employed and work remotely or in a hybrid model across various organizations and positions. The sample was selected using purposive sampling. When developing the criteria for selecting the research sample, several factors were taken into account, such as age, type of work performed, length of service in the organization, frequency of remote work, and gender. During the study, respondents answered research questions related to their sense of well-being in the organization where they currently work. Particular emphasis was placed on aspects such as productivity, feelings of isolation, and communication in remote/hybrid work. The study was conducted using a standard questionnaire.

The study posed the following four research questions:

1. Does remote work affect employee productivity?
2. Does remote work reduce the amount of information received regarding important team or company matters?
3. Does remote work reduce the ability to build professional relationships and communication within the team?
4. Does remote work affect promotion opportunities?

Attempts to answer the research questions outlined above are discussed later in this article. The study participants exhibited a variety of characteristics. The study took into account parameters such as gender, age, type of work performed, and length of service with the organization. The characteristics of the participants are presented in Table 1.

Table 1.
Characteristics of respondents in the study sample

Criterion		**Percentage of responses**
gender	female	54,55
	male	45,45
age	up to 25 years old	75,76
	aged 25 to 31	24,24
type of work performed	remote work	24,24
	hybrid work	75,76
frequency of remote work	every day	7,58
	several times a week	59,09
	several times a month	6,06
	occasionally	4,55
length of service with the organization	<1	36,36
	1-3 years	49,99
	3-5 years	10,61
	5-10 years	1,52
	>10 years	1,52

Source: Compiled by the author based on the survey results.

The survey questionnaire included questions using a 5-point Likert scale as well as open-ended questions.

4. Findings

The study examined the following aspects: assessment of remote work conditions, perceptions and effectiveness of remote work, preferences regarding remote work models, performance of duties while working remotely, feelings of exclusion related to remote work, and the impact of remote work on communication and career advancement opportunities.

In the first part of the survey, respondents assessed the conditions for remote work at home and the organization of their work schedule while working remotely. Over 84.0% of respondents believe they have very good or good conditions for remote work. 12.12% reported average or poor working conditions, while only 3.88% reported very poor conditions for remote work. Respondents rated the ease of managing their time while working remotely in a similar manner.

As many as 31.82% of respondents emphasized that they find it very easy to organize their work while working remotely, and just under 47.00% indicated that they find it somewhat easy to organize their work time remotely. 21.18% of respondents indicated that it is difficult or very difficult. In this part of the survey, respondents also assessed whether they had the appropriate equipment for remote work. In this case, as many as 83.33% of respondents indicated that they had the appropriate equipment for remote work, while 13.63% of respondents indicated that they partially had the appropriate equipment for remote work. Only 1.5% of respondents answered that they do not have the appropriate equipment for remote work. In the second part of the survey, respondents assessed their productivity while working remotely. Just under 29.00% of respondents believe that their productivity while working remotely is higher than if they were working in-office, and 46.00% of respondents assessed that their productivity is at a similar level to when working in-office. As many as 25.00% of respondents indicated lower productivity compared to working in the office. Working remotely affects motivation to perform the work.

For 37.88% of respondents, working remotely increases motivation, while for 33.33%, working remotely does not affect motivation. Slightly fewer, 28.79% of respondents, indicated that remote work reduces their motivation to work. In the same section, respondents assessed the impact of remote work on their well-being. For 69.69% of respondents, remote work has a very or somewhat positive impact. For 12.12%, remote work has a negative or very negative impact on well-being, while 18.19% of respondents indicated that remote work has a neutral impact on well-being. An interesting question, which will be explored further in the subsequent analysis of the results, was the assessment of contact and collaboration with the team while working remotely. In this case, the majority of respondents—46.96%—rated contact and collaboration with the team as good, while 25.75% rated it as average. Very good contact and cooperation were indicated by 16.66%, while very poor or poor were indicated by 10.63%.

Next, respondents were asked to identify the work model they found most comfortable. In this case, the most comfortable work model is hybrid work, as indicated by 74.24% of respondents. Fully remote work was chosen by 12.12% of respondents, while 13.64% had no clear preference regarding their preferred work model. Respondents were also asked whether they would like to work remotely in the future. Over 81.00% of respondents prefer the option of hybrid work in the future, while 19.00% of respondents indicated that they would rather not work remotely in the future.

In the following section, respondents evaluated the performance of their duties while working remotely. These results are presented in Figure 1.

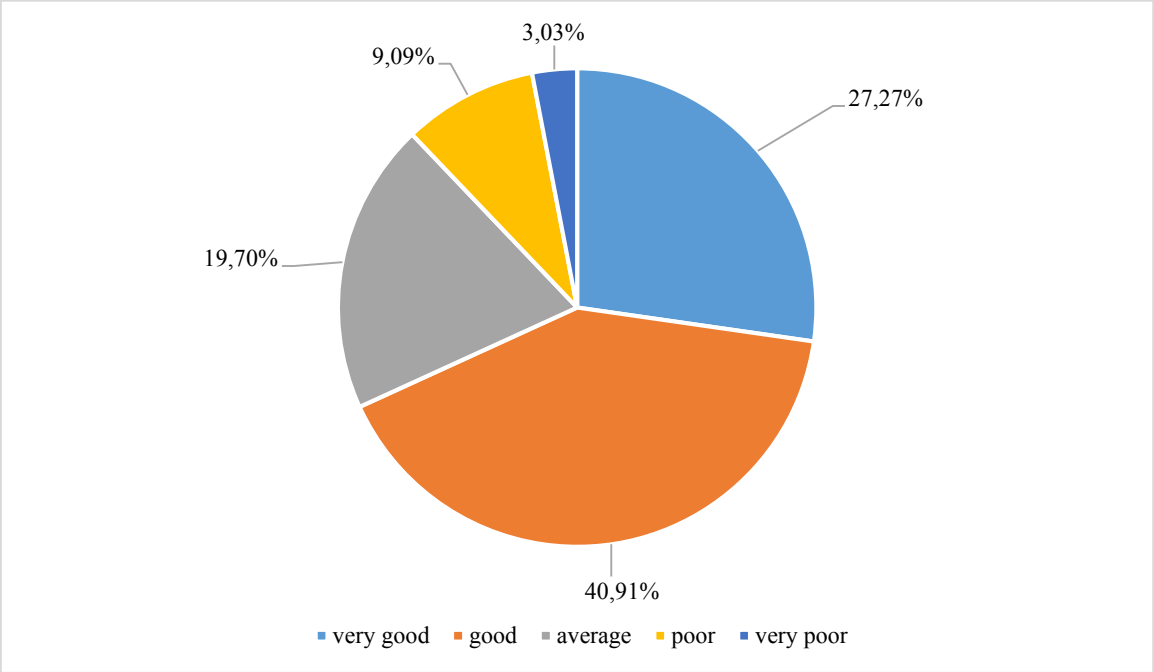

Figure 1. Ability to focus on work duties while working remotely.

Source: Author's own work based on original research, n = 66.

For 68.18% of respondents, working remotely has a positive or very positive impact on their ability to perform their duties, while 12.12% of respondents emphasized that their concentration on their duties while working remotely is poor or very poor. These results suggest the importance of maintaining an appropriate level of concentration when working from home.

The survey questionnaire also included 3 open-ended questions. The first two questions concerned the respondents' own opinions. In this section, respondents indicated the reasons why they like or dislike remote work. A summary of the most frequently cited responses is presented in Table 2.

Table 2.
Advantages and disadvantages of remote work

	Advantages of remote work	**Disadvantages of remote work**
1	No time wasted commuting to work	lack of access to complete documentation and longer communication channels with others
2	The ability to take care of household chores (doing laundry, picking up a package from the courier, preparing dinner) or going to the doctor	poor time management
3	No distractions from people in the office	monotony and lack of motivation to leave the house
4	Freedom of dress and comfort	lack of human contact
5	No feeling of being monitored by a supervisor	lack of direct contact with coworkers
6	Greater sense of privacy, no interference from coworkers in performing work	inability to resolve issues immediately in the employee's presence
7	Greater focus	feeling of isolation
8	Getting up later	difficulty working standard 9-to-5 hours, leading to longer workdays
9	Safety, avoiding exposure to illness	deterioration of team communication
10	More peace of mind	internet connection issues

Source: Author's own work based on original research, n = 66.

Among the advantages of remote work, respondents most frequently highlighted that the main benefit of this work arrangement is the time saved—both on the commute itself and the convenience of being able to sleep in or wear whatever they like at home. Another positive aspect of remote work is a greater sense of privacy and peace of mind. Remote work also has its drawbacks, and the lack of direct contact with coworkers is the main barrier to remote work, especially long-term remote work, which leads to a sense of isolation. Respondents also pointed to another problem: the lack of access to complete information or documentation, which makes communication with coworkers more difficult.

In the next section of the survey, respondents were asked about their work pace while working remotely. In this section, 24.24% of respondents indicated that their work pace while working remotely is faster than it would be if they were performing the same work in the office, while for over 53.00%, the work pace while working remotely is similar to the amount of tasks completed while working in the office. The remaining respondents indicated that they work more slowly from home compared to performing the same work from the office. An interesting area that was examined concerned the separation of work time from free time when working remotely. For 70.00% of respondents, separating work time from free time is easy. For 30.00%, it is difficult to separate work time from free time.

Respondents also assessed the difficulty of performing tasks while communicating online with colleagues. For 60.00% of respondents, remote communication hinders task completion due to delays in receiving responses or technical issues. In contrast, 40.00% have no problems completing assigned tasks, and communicating exclusively online does not hinder this task. While working remotely, 72.00% of respondents have clearly defined tasks to complete. Only 30.00% of respondents also noted that when working remotely, they sometimes do more work than their job description requires. As many as 75.00% of respondents indicated that they have technical and substantive support while working remotely. In turn, for 42.42% of

respondents, working remotely has a positive impact on the quality of their work. For 47.00%, remote work does not affect the quality of their work.

This research places particular emphasis on the area of remote work in the context of feeling overlooked by colleagues regarding important matters or employee events, the impact on team belonging, and equal access to the resources and information necessary to perform the job. In this section, respondents also indicated how they feel excluded from professional life due to working remotely.

According to the responses, as many as 72.71% of respondents believe that while working remotely, they feel less engaged in team life. Only 27.29% of respondents admit that they do not feel less engaged in team life. Over 54.54% of respondents indicated that they feel they are informed less frequently about important team or company matters than those working on-site. Over 22% of respondents indicated that they feel left out of team decision-making. Remote work reduces the ability to build professional relationships while working remotely. This result is presented in Figure 2.

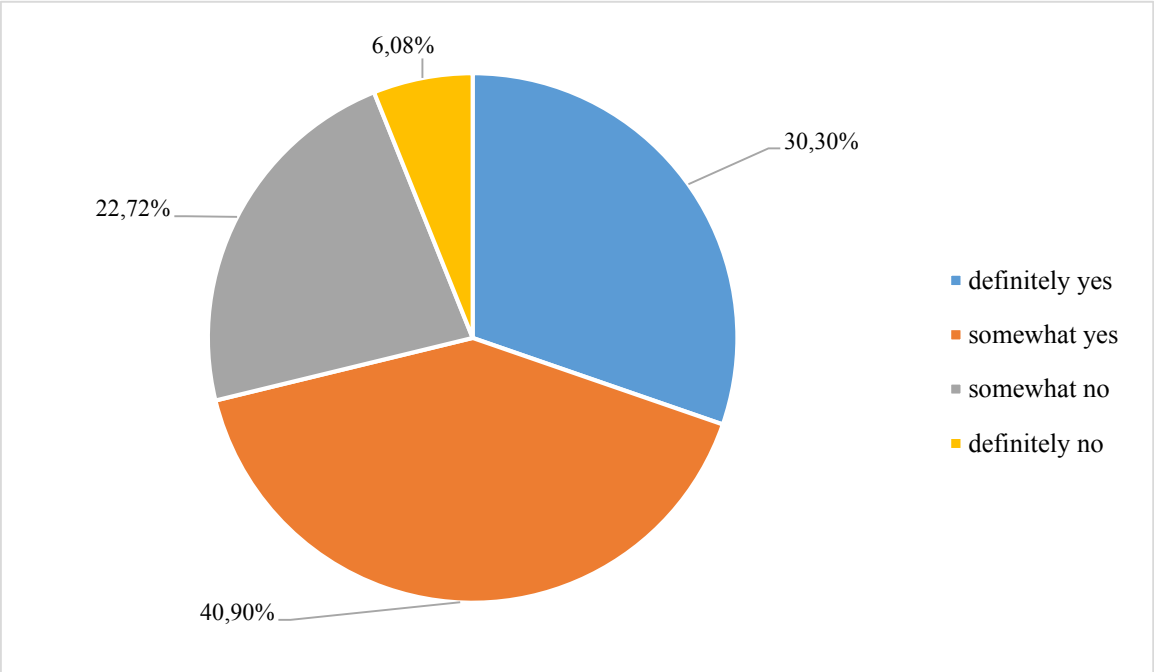

Figure 2. The impact of remote work on the ability to build professional relationships while working remotely.

Source: Author's own work based on original research, n = 66.

Over 71.20% of respondents admit that working remotely reduces their ability to build professional relationships, while 28.80% disagree. Just under 30.00% of respondents feel that their work is less visible or appreciated when they work remotely. Over 32.00% of respondents believe that remote work causes a sense of social isolation among respondents. Just under 22.31% of respondents feel they do not always have equal access to the resources and information necessary for work, such as documents or materials, while 77.63% of respondents believe they have access to resources and information despite working remotely. Respondents

also provided answers to the third open-ended question regarding feelings of exclusion related to remote work. The most frequently cited responses are shown in Figure 3.

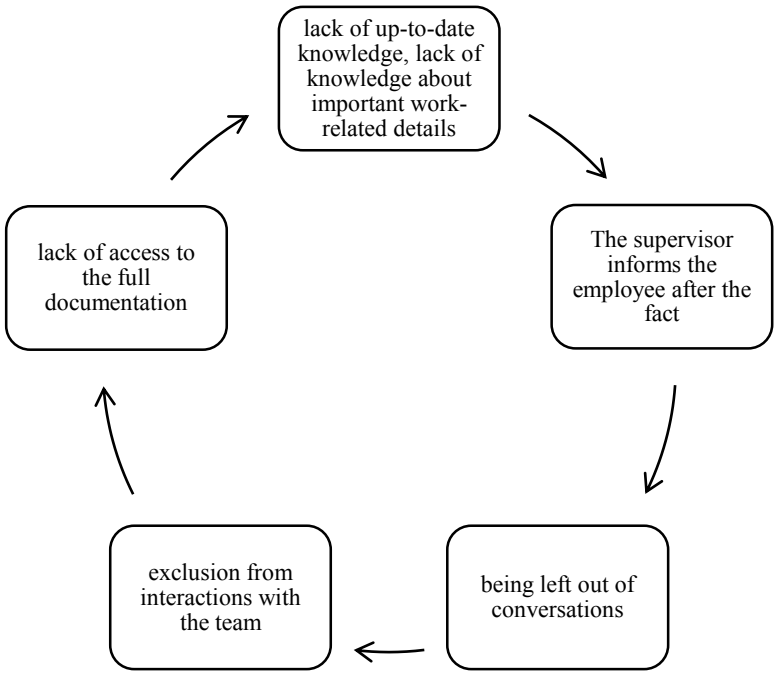

Figure 3. Perceived forms of exclusion associated with remote work.
Source: Author's own work based on original research, n = 66.

The forms of exclusion shown in Figure 2 represent the most frequently described situations respondents encountered while working remotely. Among these forms of exclusion, respondents most often cited a lack of timely communication with employees, being left out of discussions, or being informed after the fact. Another type of exclusion identified by respondents was the lack of access to complete documentation. For 72.00% of respondents, working remotely does not affect their chances of promotion, while for 28.00%, working remotely significantly reduces their chances of being promoted.

5. Conclusions

Based on the analysis of our own research results, several key aspects can be highlighted. First, remote work is a widely used form of performing professional duties among respondents. Second, the research results indicate that remote work does not reduce productivity. Many cases indicate that Generation Z employees working remotely maintain their current productivity at the same level or report higher productivity compared to in-office work. Respondents also indicated that the pace of task completion does not decline when working remotely. Remote work may hinder access to information. Furthermore, remote work can make it more difficult to build professional relationships.

Another key finding from the analysis is respondents' preference for a hybrid work model. Respondents described this model as the most optimal because it combines the advantages of remote and in-office work, thereby mitigating the negative aspects of remote work. For some respondents, remote work may carry the risk of limited career advancement due to reduced employee visibility.

Although flexibility, autonomy, and time savings can be benefits of remote work, on the other hand, remote work is also associated with negative aspects. Working remotely or in a hybrid model carries a number of psychosocial consequences, ranging from negative feelings to decreased motivation, exclusion from workplace life, and being overlooked in important company matters.

This type of work positively impacts the ability to focus while working remotely, and tasks are completed on time. A good solution would be to create a catalog of best practices that support the well-being of Generation Z by ensuring effective team communication, offering psychological support, and providing mentoring programs that foster employee development, so that feelings of exclusion are reduced and access to information within the team is improved.

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