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Exploring the Impact of Remote Work on Productivity, Collaboration, & Organizational Culture: Preferences and Challenges of Generation Z

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Abstract - Remote work has been gaining popularity since the COVID-19 pandemic. There have been multiple discussions and research on whether organization should continue to sustain remote working after the pandemic which is now over. This study examines the impact of remote working on productivity, collaboration, and organizational culture for Generation Z, with a focus on demographic factors (gender and age) and work modes (fully remote, hybrid, and onsite). A sample of 120 participants was analyzed using chi-square tests and one-way ANOVA. Results revealed significant associations between gender and perceptions of remote work, with females showing greater variability in challenges and expectations. Age was also significantly associated with preferences and challenges, with younger participants emphasizing flexibility and older participants valuing autonomy. The ANOVA results indicated significant differences in the perceived impact of remote working based on work modes, with onsite workers reporting the highest impact, followed by fully remote and hybrid models. These findings underscore the importance of tailoring remote work strategies to demographic characteristics and work modes. The study provides actionable insights for organizations to optimize remote work policies for Generation Z employees.

Key Words: Remote working, Generation Z, Productivity , Organizational culture ,Work mode preferences

1.INTRODUCTION

The landscape of work has undergone a transformative shift in recent years, driven by technological advancements, changing workforce demographics, and the global disruption caused by the COVID-19 pandemic. Among these changes, remote working has emerged as a significant and enduring trend, reshaping traditional employment models. For Generation Z—individuals born roughly between 1997 and 2012—this shift represents not just a temporary adjustment but a defining characteristic of their entry into the professional world. As the first generation of true digital natives, Gen Z has grown up in a world of ubiquitous connectivity and technological integration, which influences their expectations, preferences, and adaptability in the workplace.

This research explores the remote working culture and its potential trajectory among Generation Z, a cohort poised to become a dominant force in the global workforce. The study examines how the unique values and characteristics of Gen Z—such as their emphasis on work-life balance, desire for flexibility, and affinity for technology—intersect with the evolving dynamics of remote work. It also investigates the opportunities and challenges posed by remote working for both employees and employers, focusing on productivity, collaboration, mental health, and organizational culture.

Given the rapid adoption of remote work and the generational shift in workforce composition, understanding the future of remote work among Generation Z is both timely and crucial. This paper aims to provide insights into how organizations can effectively engage and support this generation while adapting to the changing demands of a hybrid or fully remote workplace. By exploring these themes, the research contributes to a broader understanding of the evolving world of work and its implications for employees, employers, and society at large.

1.1 *Objectives*

1. To examine the associations between demographic factors (gender and age) and the perceived impact of remote working on productivity, collaboration, and organizational culture for Generation Z.

2. To analyze the preferences, challenges, and expectations of Generation Z regarding remote working culture based on demographic factors (age and gender) and work mode (fully remote, hybrid, onsite).

1.2 *Hypothesis:*

H_1:There is a significant association between gender and the perceived impact of remote working on productivity, collaboration, and organizational culture for Generation Z.

H2: There is a significant association between age and the perceived impact of remote working on productivity, collaboration, and organizational culture for Generation Z.

H3: There is a significant association between age and the preferences, challenges, and expectations of Generation Z regarding remote working culture.

H4: There is a significant association between gender and the preferences, challenges, and expectations of Generation Z regarding remote working culture.

H5: There are significant differences in the perceived impact of remote working on productivity, collaboration, and organizational culture among Generation Z based on work mode (fully remote, hybrid, onsite).

1.3 *Scope of The Study:*

This study focuses on understanding the impact of remote working on productivity, collaboration, and organizational culture for Generation Z, a demographic increasingly entering the workforce. It explores how demographic factors such as gender and age influence perceptions, preferences, challenges, and expectations related to remote work. The study also examines differences across work modes (fully remote, hybrid,

and onsite) to identify their distinct effects. Data is collected from a diverse group of Generation Z individuals to ensure varied perspectives. The research aims to provide insights into how remote work culture aligns with Generation Z's unique needs. The findings are intended to inform employers and policymakers to create effective remote work strategies. However, the study is limited to Generation Z and may not be generalizable to other generational cohorts.

2. LITERATURE REVIEW

The evolving landscape of remote work has garnered significant scholarly attention, particularly concerning Generation Z's integration into this paradigm. Robak (2022) highlights the impact of remote work on the work-life balance of Generation Z employees, emphasizing the importance of effective managerial strategies. Similarly, Korkeela (2024) explores the perceptions of hybrid work models among young professionals from Generation Z, emphasizing their preferences for flexibility and the unique challenges they face. Febraina & Mujib (2024) delve into how flexible work arrangements and participative management styles can enhance the productivity of Generation Z employees. Vieira et al. (2024) extend this discussion through a systematic literature review on talent management, identifying strategies to attract and retain Generation Z talent in the context of remote work.

3. METHODOLOGY

The type of research was descriptive and based on a survey conducted using a structured questionnaire. The respondents were from different parts of Kerala. The Likert Scale was used for questionnaire framing. The data collected included the demographics of the respondents. The survey was focused on identifying the impact of remote working culture on productivity, collaboration and organizational culture among Gen Z.

Sampling method: The sampling method used was convenience sampling. Primary data was collected through an online questionnaire. Secondary data was collected from journals and websites/related reports.

Sample Size: The sample size was 120 respondents who were consumers from different parts of Kerala.

Data Collection method: A structured questionnaire designed using Google Forms was used for executing this survey. The first part of the questionnaire was used to collect data pertaining to the respondents' demographic characteristics. The second part of the questionnaire was used to investigate the preferences towards remote working culture among the target group and also to get insight into the impact of remote working on the target group in terms of productivity and work collaboration as part of organizational culture.

Statistical Test: The demographic data was analyzed using Microsoft Excel using proportionate analysis which gave insight into the demographic spread. The research included Chi-square Tests and One-way ANOVA . IBM SPSS v.23 was used to generate output.

4. RESULTS AND DISCUSSION

4.1 *Demographic Characteristics of the Respondents Related to Remote Work Culture*

A total of 120 participants were included in the analysis. There were no missing data for any variable. The distribution of participants across demographic and work-related characteristics is reported below.

Gender

The sample was composed of 54 females (45%), 54 males (45%), 6 individuals identifying as non-binary or other (5%), and 6 individuals who preferred not to disclose their gender (5%).

Employment Status

The majority of participants were employed full-time (n = 66, 55%), followed by freelance workers (n = 24, 20%). Part-time workers (n = 6, 5%), students (n = 6, 5%), and unemployed individuals (n = 18, 15%) made up the remainder of the sample.

Work Mode

Participants primarily worked fully remotely (n = 54, 45%). Hybrid work arrangements were reported by 30 participants (25%), while 36 participants (30%) worked onsite.

Type of Industry

Participants were employed across four primary industries: Finance (n = 36, 30%), Healthcare (n = 36, 30%), Education (n = 24, 20%), and Technology (n = 24, 20%).

Education

The majority of participants held a postgraduate degree (n = 66, 55%), followed by those with an undergraduate degree (n = 48, 40%). A small number reported "Other" levels of education (n = 6, 5%).

4.2 Chi-Square Test: *Analysis of the Impact of Remote Working on Productivity, Collaboration, and Organizational Culture for Generation Z by Gender*

Table 1: Impact of Remote Working on productivity, collaboration, and organizational culture for Generation Z * Gender Crosstabulation

Impact Level		Gender				Total
		Female	Male	Non-binary/Other	Prefer not to say	
Impact of Remote Working on productivity, collaboration, and organizational culture for Generation Z	14.00	6	0	0	0	6
	15.00	0	6	0	0	6
	16.00	12	0	0	0	12
	17.00	6	18	0	0	24
	18.00	0	18	6	0	24
	19.00	6	0	0	6	12
	20.00	24	12	0	0	36
Total		54	54	6	6	120

A crosstabulation analysis examined the distribution of responses across gender categories, including females (n=54), males (n=54), non-binary/other (n=6), and those who preferred not to disclose their gender (n=6). Female responses were distributed across levels 14.00 to 20.00, with the highest concentration at 20.00 (n=24), while male responses were most frequent at levels 17.00 (n=18) and 18.00 (n=18). Non-binary/other participants responded exclusively at level 18.00, and those preferring not to disclose responded exclusively at level 19.00.

Table 2: Chi-Square Tests

Test	χ^2	df	p
Pearson Chi-Square	137.778	18	0.0000
Likelihood Ratio	127.927	18	0.0000
Linear-by-linear Association	0.448	1	0.503

Note: Sample Size, N =120. p <.05. df stands for degree of freedom.

A chi-square test of independence was performed to examine the relationship between gender and the impact of remote working. The results were statistically significant, $\chi2(18, N=120)=137.778$, $p<.001$, indicating a significant association between gender and the perceived impact of remote working on productivity, collaboration, and organizational culture for Generation Z. Recent studies have identified a significant association between gender and the perceived impact of remote work on productivity, collaboration, and organizational culture among Generation Z. Shen and Zamani (2024) found that women are more vulnerable to the demands of remote work, with pre-existing gender stereotypes exacerbating challenges in work-life integration.

4.3 *Chi-Square Test : Analysis of the Impact of Remote Working on Productivity, Collaboration, and Organizational Culture for Generation Z by Age*

Table 3: Impact of Remote Working on productivity, collaboration, and organizational culture for Generation Z * Age Crosstabulation

Impact Level		Age									
		21	22	23	24	25	26	28	30	32	
Impact of Remote Working on productivity, collaboration, and organizational culture for Generation Z	14	0	0	0	6	0	0	0	0	0	6
	15	0	0	0	0	6	0	0	0	0	6
	16	0	0	0	0	0	6	0	0	6	12
	17	0	0	0	6	0	6	12	0	0	24
	18	6	6	6	0	0	0	0	6	0	24
	19	0	0	0	6	0	0	6	0	0	12
	20	6	6	6	0	6	0	6	0	6	36
Total		12	12	12	18	12	12	24	6	12	120

A crosstabulation analysis examined the distribution of responses across age categories (21 to 32), revealing notable variations. Among ages 21 to 26, responses were concentrated at levels 14.00 to 17.00, with specific distributions such as 14.00 for age 24 (n=6) and 15.00 for age 25 (n=6). Older age groups (28, 30, 32) showed more responses at higher levels, including 20.00, which were more evenly distributed.

Table 4: Chi-Square Tests

Test	χ^2	df	p
Pearson Chi-Square	260	48	0.0000
Likelihood Ratio	234.344	48	0.0000
Linear-by-linear Association	1.58	1	0.209

Note: Sample Size, N =120. p <.05. df stands for degree of freedom.

A chi-square test of independence was conducted to determine whether age was significantly associated with the impact of remote working. The results indicated a statistically significant association, $\chi2(48, N=120)=260.000$, $p<.001$. Previous literature has cited that older workers report higher psychological distress linked to remote work, exacerbated by social isolation and reduced connectivity(Jong & Lee, 2024; Proper, 2024).

4.4 *Chi-Square Test: Analysis of Preferences, Challenges, and Expectations of Generation Z Regarding Remote Working Culture by Age*

Table 5: Preferences, challenges, and expectations of Generation Z regarding remote working culture. * Age Crosstabulation

Level of Preferences		Age									
		21	22	23	24	25	26	28	30	32	Total
Preferences, challenges, and expectations of Generation Z regarding remote working culture.	11	0	0	0	0	0	0	0	6	0	6
	13	0	0	0	6	0	0	0	0	0	6
	14	6	6	0	0	6	0	6	0	6	30
	15	0	0	6	6	6	6	6	0	6	36
	16	6	0	0	6	0	0	0	0	0	12
	17	0	0	6	0	0	0	6	0	0	12
	18	0	0	0	0	0	0	6	0	0	6
	20	0	6	0	0	0	6	0	0	0	12
Total		12	12	12	18	12	12	24	6	12	120

A crosstabulation analysis examined the distribution of responses across age groups (21, 22, 23, 24, 25, 26, 28, 30, and 32). Among ages 21 to 26, responses at the 14.00 and 15.00 levels were prevalent, with the 15.00 level appearing across all groups in this range (n = 6 for each). Responses at the 16.00 level were observed at ages 21 and 24 (n = 6 each), while the 17.00 level was specific to age 23 (n = 6). For ages 28, 30, and 32, responses at the 14.00 and 15.00 levels were similarly distributed, with each age contributing equally to these levels. Other response levels, such as 16.00 and 17.00, were sparsely distributed across the older age groups, highlighting variability in preferences and challenges across age categories.

Table 6: Chi-Square Tests

Test	χ^2	df	p
Pearson Chi-Square	330.667	56	0.0000
Likelihood Ratio	237.591	56	0.0000
Linear-by-linear Association	5.418	1	0.2

Note: Sample Size, N =120. p <.05. df stands for degree of freedom.

A chi-square test of independence was performed to assess the relationship between age and preferences, challenges, and expectations regarding remote working culture. The results were statistically significant, $\chi2(56, N=120)=330.667$, $p<.001$, indicating a significant association between age and these preferences and challenges. Studies have shown that work-life balance is a top priority for Generation Z, who value flexibility in remote working culture, while older employees prioritize autonomy and career progression (Randstad, 2025).

4.5 *Chi-Square Test: Analysis of Preferences, Challenges, and Expectations of Generation Z Regarding Remote Working Culture by Gender*

Table 7: Preferences, challenges, and expectations of Generation Z regarding remote working culture. * Gender Crosstabulation

Level of Preferences		Gender				Total
		Female	Male	Non-binary/Other	Prefer not to say	
Preferences, challenges, and expectations of Generation Z regarding remote working culture.	11.00	0	0	6	0	6
	13.00	6	0	0	0	6
	14.00	24	6	0	0	30
	15.00	12	18	0	6	36
	16.00	6	6	0	0	12
	17.00	6	6	0	0	12
	18.00	0	6	0	0	6
	20.00	0	12	0	0	12
Total		54	54	6	6	120

A crosstabulation analysis revealed variation in responses across gender categories: female, male, non-binary/other, and prefer not to say. Responses at the 11.00 level were exclusive to participants preferring not to say (n = 6). At the 13.00 level, responses were observed only among females (n = 6). At the 14.00 level, females accounted for most responses (n = 24), with males contributing 6 responses, totalling 30. Responses at the 15.00 level were distributed across females (n = 12), males (n = 18), and those preferring not to say (n = 6). Other levels, including 16.00, 17.00, 18.00, and 20.00, showed varied distributions primarily among females and males, with no responses recorded for non-binary/other individuals.

Table 8: Chi-Square Tests

Test	χ^2	df	p
Pearson Chi-Square	174.222	21	0.0000
Likelihood Ratio	108.259	21	0.0000

Note: Sample Size, N =120. p <.05. df stands for degree of freedom.

A chi-square test of independence was conducted to determine whether gender was significantly associated with preferences, challenges, and expectations of Generation Z regarding remote working culture. The results were statistically significant, $\chi2(21, N=120)=174.222$, $p<.001$, indicating a significant association between gender and these factors. A study by Madan (2024) highlights that factors such as work-life balance, remote work options, and meaningful projects have gained prominence, with individual differences like gender shaping unique job expectations.

4.6 *One-Way ANOVA: Analysis of the Impact of Work Mode on Productivity, Collaboration, and Organizational Culture for Generation Z*

The impact of remote working on productivity, collaboration, and organizational culture for Generation Z was analyzed across three work modes: fully remote, hybrid, and onsite. The descriptive statistics for the impact of remote working on productivity, collaboration, and organizational culture for Generation Z were analyzed across three work modes: fully remote, hybrid, and onsite. The results revealed that onsite workers reported the highest mean score M = 18.67, SD = 1.39, indicating a stronger perceived impact compared to the other work modes.

Fully remote workers reported a mean score of M = 17.89 with a standard deviation of SD = 2.10, while hybrid workers had a slightly lower mean score of M = 17.20 and a smaller standard deviation SD = 1.19. These findings suggest that while all work modes demonstrated moderate to high perceived impacts, onsite work had the most substantial influence, with hybrid work showing the least variability among participants.

Table 9: Descriptive Statistics for the Impact of Remote Working on productivity, collaboration, and organizational culture for Generation Z

Work Mode	M	SD
Fully Remote	17.889	2.09822
Hybrid	17.2	1.18613
Onsite	18.667	1.39386

Table 10: ANOVA Summary
Impact of Work Mode on Productivity, Collaboration, and Organizational Culture for Generation Z

	Sum of Squares	df	Mean Square	F	p
Between Groups	35.567	2	17.783	6.081	0.003
Within Groups	342.133	117	2.924		
Total	377.7	119			

Note: df denotes the degree of freedom. p<.05.

A one-way analysis of variance (ANOVA) was conducted to determine whether there were statistically significant differences in the perceived impact of remote working based on work mode. The results revealed a statistically significant difference among the three groups, $F(2,117)=6.081$, $p=.003$. Studies indicate that the perceived impact of remote working differs based on work mode, with fully remote and hybrid models associated with varying levels of productivity and employee satisfaction (Pabilonia & Redmond, 2024; Lane et al., 2024).

5. CONCLUSION

This study highlights significant associations between demographic factors and the perceived impact of remote working on productivity, collaboration, and organizational culture for Generation Z. Gender was significantly associated with these perceptions, with females showing higher variability in responses and unique challenges, as supported by Shen and Zamani (2024). Age also played a critical role, with preferences and challenges varying significantly across different age groups, aligning with findings by Randstad (2025). Work mode was another key factor, with onsite workers reporting the highest perceived impact, followed by fully remote and hybrid models, as revealed by the ANOVA results. These findings emphasize the importance of tailoring remote work strategies to demographic characteristics and work modes to address diverse expectations and challenges. Future research could explore intersectional influences, such as the combined effects of age and gender, to further refine remote work practices.

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