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Cite this article: KadekWahyu Fitriaputi Meriliandi, Gede Sri Darma. 2024. Generation Z and the Remote Working Revolution: Trends and Implications. Join: Journal of Social Science Vol.1(6) page 226-241

Keywords:
Remote Working, Generation Z, Challenges, Implication, Benefit

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Published by:

**GLOBAL SOCIETY
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Generation Z and the Remote Working Revolution: Trends and Implications

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The emergence of the remote working trend affects Generation Z. This research aims to identify 1) the challenges and benefits of the remote working trend, 2) the abilities needed by Generation Z in carrying out remote working, and 3) the implications of the remote working trend for Generation Z. This research uses qualitative research with a case study method. Respondents who met the eligibility criteria were selected using a snowball sampling technique. The data collection technique used was semi-structured interviews. Data analysis was carried out using thematic analysis with the NVivo 12 program. This research produced findings in the form of remote working challenges felt by Generation Z, including difficulty managing time, poor communication, many demands on Generation Z, and a lack of social interaction between colleagues. Even though Generation Z feels the challenges of remote working, they also recognize several advantages, including cost and time flexibility, work-life balance, cost efficiency, and personal skills development. During remote work, Generation Z identified essential abilities like collaboration, communication, willingness to learn, time management, and honesty. The remote working trend has positive implications for Generation Z, including making remote working the future of work because of the match between the characteristics of remote working and Generation Z. Apart from that, remote working provides many opportunities that benefit Generation Z, starting from career exploration, self-development, to expand relationships. By paying attention to these findings, companies can create a remote work environment that is more effective and supports the productivity and well-being of Generation Z.

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1. Introduction

The world of work has experienced a significant transformation with the emergence of the remote working trend. Remote work relies on digital technology, allowing employees to work outside the traditional workplace environment (Charalampous et al., 2019). Various global studies show that remote work provides several benefits, such as flexibility in working hours (Prodanova & Kocarev, 2022) and reduced mobility costs, which increase efficiency and productivity. This type of work is relatively profitable for both employees and companies.

As the popularity of remote working increases, this change also affects Generation Z, an age group that grew up in the digital and technological era. Generation Z is expected to dominate the labor market, producing many workers fluent in technology and multitasking (Aaker & Jacobson, 2023). This condition follows the characteristics of Generation Z, who have high technological skills and a tendency to seek meaning in their work and life (Barhate & Dirani, 2022).

Generation Z, who grew up in the era of connected technology, tends to integrate remote working as part of their work preferences (Albrychiewicz-Słocińska, 2022). This is proven by Mores research (Mores, 2022), which shows that Generation Z in the Philippines is delighted with the remote working system. The remote working trend is becoming more popular among Generation Z workers because the system allows them to choose where they work (Pichler et al., 2021). Research conducted by Schroth (Schroth, 2019) also explains several factors that influence Generation Z's decision to choose a remote model, namely technology that is easily accessible, work-life balance, and the need for autonomy and independence.

Robinson (Robinson & Reisdorf, 2024) through his research shows that the remote working trend will continue, so it is assumed that remote working will remain. Although much research has been conducted on remote working, there is still a pressing need for research on remote working with a primary focus on Generation Z. As an important part of the future workforce, it is crucial to conduct research on remote working, especially in Generation Z. Considering the unique characteristics of Generation Z and the trend of remote working which has the potential to continue in the future, this change is not just relevant, but also urgent and important to understand.

This research aims to identify 1) the challenges and benefits of the remote working trend from the perspective of Generation Z, 2) the abilities needed by Generation Z to carry out remote working, and 3) the implications of the remote working trend in Generation Z for the world of work. By better understanding the preferences, experiences, and challenges that Generation Z faces in remote work, we can identify better strategies and policies to support their development and well-being in a changing world of work. This research will also contribute to the general understanding of the evolution of the world of work and how these changes affect the generations growing up amidst it. The results of this research will provide valuable insights for companies, managers, and policymakers who seek to create a work environment responsive to Generation Z's needs and expectations.

2. Research Method

Because this research aims to identify challenges, advantages, skills needed, and their implications for Generation Z, a qualitative research design using the case study method is most appropriate. Respondents were selected through the research team's networks and through snowball sampling techniques, where we asked interviewees to name other potential respondents. The eligibility criteria for respondents for this research are: 1) participants include male or female respondents, 2) Generation Z, 3) reside in Bali, and 4) work remotely.

The data collection technique used was in-depth semi-structured interviews. Interview questions targeted the topics of remote working challenges, benefits of remote working, skills needed, and their implications for Generation Z. However, data collection was not limited to just this topic, thus allowing for exploring other aspects deemed relevant to the interviewees. With respondents' consent, interviews were audio recorded and transcribed verbatim. A coding framework was developed in NVivo (Version 12) based on emerging topics, ensuring the research stayed current and adaptable. The codes that emerged were analyzed thematically. The thematic analysis results were then visualized in the form of mind mapping using NVivo.

3. Result and Discussion

We interviewed six respondents who met the eligibility criteria. Respondents work in various industries (e.g., media, entertainment). All respondents are Generation Z, aged 22-27 years. Respondents worked 2-4 times a week on average, and at the time they were interviewed, they had been working

remotely for an average of 4 years. Four main topics emerged from the analysis using NVivo 12, namely 1) Challenges of Remote Working, 2) Benefits of Remote Working, 3) Skills needed for remote working, and 4) Implications of remote working for generation Z, as shown in Figure 1.

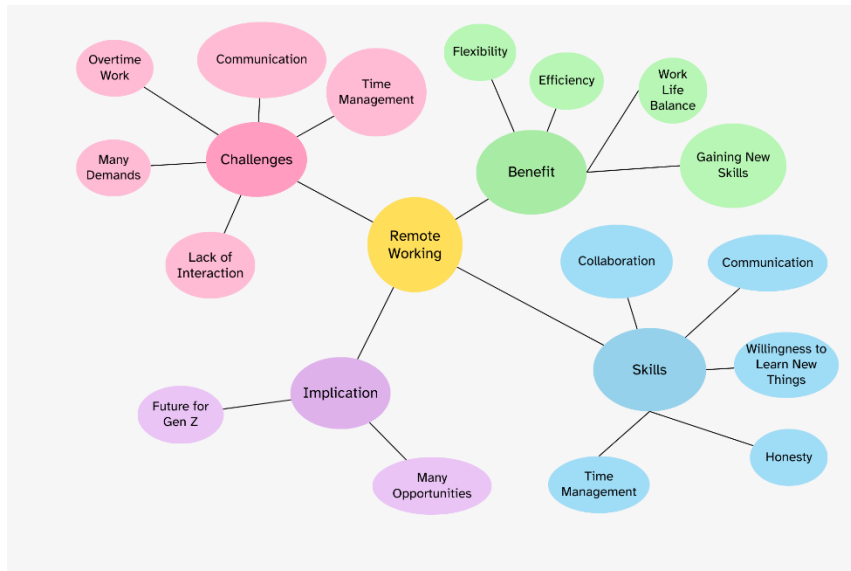


Figure 1. Remote Working by NVivo 12 Analysis Result

Remote Working Challenges

All respondents reported the challenges they faced while doing remote working. The categories that emerge from the analysis results regarding remote working challenges are 1) Time management, 2) Overtime, 3) Communication, 4) Many demands, and 5) Lack of interaction, as shown in Figure 2.

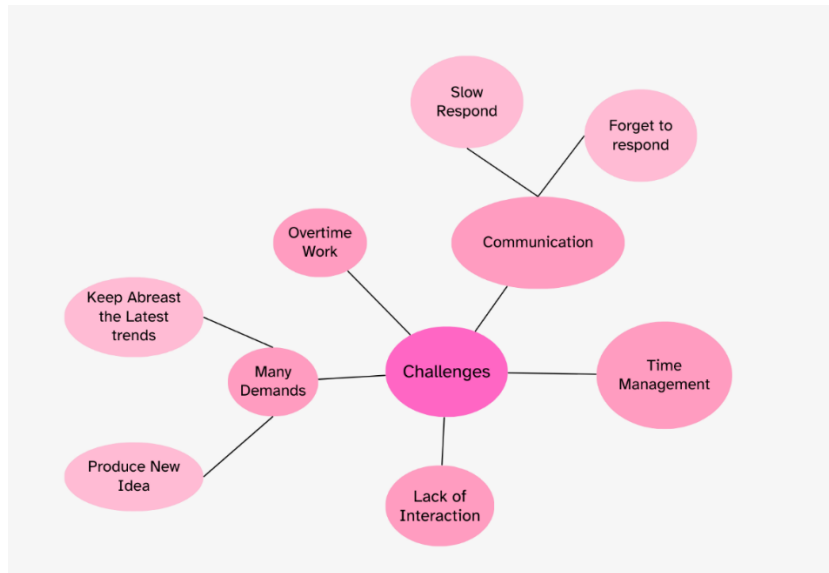


Figure 2. Remote Working Challenge by NVivo 12 Analysis Result

Many Generation Z people need help managing good working hours remotely. It is because the boundaries between work time and rest time become blurred, causing the potential for overtime or lack of time for adequate rest. This result aligns with research conducted by Phillips (Phillips, 2020) that remote workers tend to work 20% longer, disrupting their work-life balance. However, if explored further, Zahra (Zahra & Hermiati, 2023), through her research, shows that difficulty managing time is one of the characteristics of Generation Z when working remotely. This blurring of boundaries is ultimately tricky for Generation Z to overcome.

Managing good working hours impacts the difficulty of respondents, who are Generation Z, who need help determining when to stop working. Remote work makes them feel constantly connected to their work, which, in turn, often makes them work overtime. Working remotely raises expectations from employers that their workers must always be ready and immediately respond to work requests (Wang et al., 2021). Various studies also prove that overtime is common among many remote workers (Hertz et al., 2021; Parlak et al., 2021). If the productivity and engagement of remote workers are carried out the same as the physical office work system, then the work-life balance of remote workers will be disrupted (Burk et al., 2022; Craig, 2020; Hertz et al., 2021).

Apart from the difficulty of managing time and working overtime, Generation Z faces many demands when carrying out remote work. Remote workers must continue to produce new ideas and keep abreast of the latest trends in the industry, which adds to the pressure of Generation Z. Zahra (Zahra &

Hermiati, 2023), through her research, also explained that most of Generation Z reported feeling pressured to do well, so they need to continuously produce new ideas and follow trends.

"..... the downside is that I always have to think creatively to follow trends."

Communication challenges are also significant. Remote workers from Generation Z are often late responding to messages or even forget to reply to messages or emails. This is quite disruptive to workflow and team collaboration. Lastly, there is a lack of direct interaction with co-workers. This condition leads Generation Z to a feeling of loneliness or social isolation, which can affect overall well-being.

"..... if there is a lack of communication, sometimes there is a slow response, or we are left behind and forget to respond to the person we are talking to....."

Workers' perceptions of weak ties can be disrupted when working remotely due to the lack of face-to-face interaction (Yang et al., 2022). Several studies have also explained that communicating with colleagues or superiors via technology during remote working causes feelings of professional isolation and loneliness (Carrillo & del Consuelo Caldera Gonzalez, 2021; Ipsen et al., 2021). It can be due to the low quality of social interactions, which reduces closeness between co-workers. Ultimately, this contributes to stress and decreased productivity among those who work.

Benefits of Remote Working

All respondents reported the benefits they felt while undergoing remote working. The categories that emerge from the analysis results regarding the benefits of remote working are 1) Flexibility, 2) work-life balance, 3) Efficiency, and 4) Gaining New Skills, as shown in Figure 3.

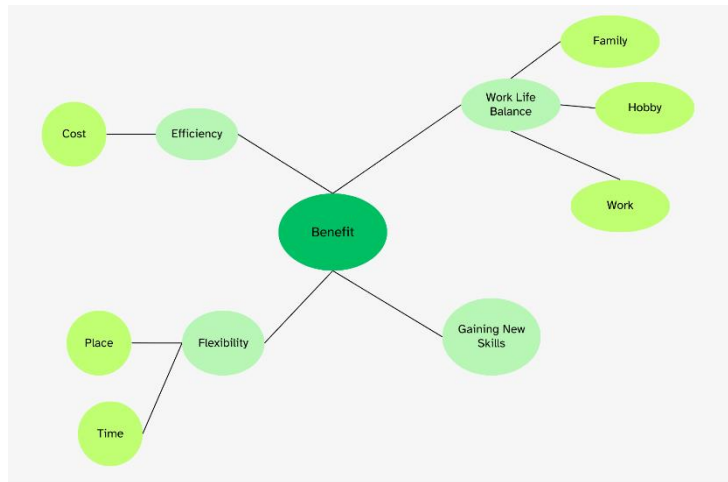


Figure 3. Benefit of Remote Working by NVivo 12 Analysis Result

One of the main advantages of remote working is the flexibility of place and time. Generation Z, as remote workers, has the ability to work anywhere, not tied to one particular physical location. This condition allows them to work from home, café, co-working space, or even while traveling. Time flexibility also allows Generation Z to adjust their work schedule to their personal preferences.

"The main reason for choosing to take this remote working job is because the time that can be used while working is very flexible....."

anytime. Employees can use the Internet to work (Pattnaik & Jena, 2020; Carnevale & Hatak, 2020; Chatterjee et al., 2022). This way, employees can work from home and look after their families while the organization or employer can continue to run its operations. Various studies regarding remote working assume that flexibility in time and place increases employee perceptions of autonomy (Beigi et al., 2018). It improves the work-life balance of remote workers, allowing Generation Z to integrate or separate work and non-work according to their preferences (Raghuram et al., 2019). Meanwhile, work life balance can increase employee engagement (Triningsih & Darma, 2024).

Respondents also explained that remote working helps create a better balance between personal and professional life. Without having to go to a physical office, Generation Z can save time and energy that is usually used for traveling, so they can allocate more time for family, hobbies, or other activities outside of work.

"..... Remote working provides more time to spend with family and close relatives."

Remote working also provides the advantage of being efficient. Through remote working, Generation Z can reduce costs associated with working in the office, such as daily transportation, eating lunch out, or spending on formal clothes. This can save money for Generation Z.

".....remote work is very efficient, no need to dress up, no need for nice clothes, no need for traffic jams on the road, so it is very efficient and you do not waste time on other things."

Remote working helps individuals acquire new skills. It often encourages individuals to develop new skills such as better time management, more effective digital communication, and independence in completing tasks. Additionally, working with geographically dispersed teams can improve remote collaboration and adaptation to new technologies.

Skills Required for Remote Working

All respondents reported the abilities needed by Generation Z to carry out remote work. The categories that emerge from the analysis results regarding the benefits of remote working are 1) Collaboration, 2) Communication, 3) Willingness to Learn New Things, 4) Honesty, 5) Time Management, and 7) Honesty, as shown in Figure 4.

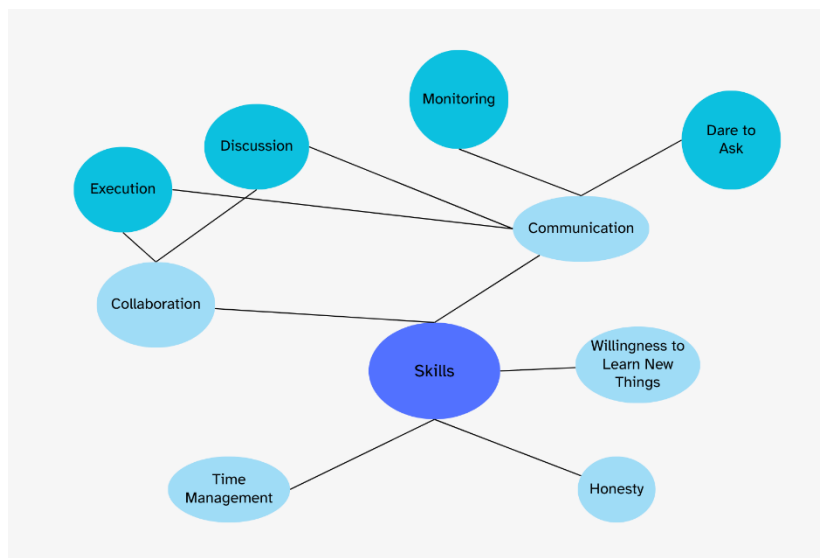


Figure 4. Skills Required for Remote Working by NVivo 12 Analysis Result

The ability most needed is collaboration, which is the ability to work together with teammates effectively even though physical distance separates them. These capabilities include collaboration in joint task execution and project discussions and the ability to contribute to a virtual teamwork environment.

Collaboration skills are inseparable from communication skills. It is the second most crucial skill in remote working, especially for Generation Z. Communication is needed to execute tasks and responsibilities clearly and on time. Communication is also needed to hold constructive and productive discussions with teammates through various communication platforms. Dare to ask questions if there is something they do not understand or requires clarification, which is essential to avoid misunderstandings and ensure the smooth running of work.

"It is crucial for collaboration and communication because if these two things are asynchronous, our work, especially those that require cooperation, will not be completed, and there will be conflict between individuals. So, they have to be self-aware that the work is completed on time so that the next time it has to be executed by another team, it does not drag around and does not make the other team emotional. Moreover, if there are problems, let us know so we can discuss the answers and solutions."

This ability is certainly a big task for Generation Z because research conducted by Kutlak (Kutlak, 2021) suggests that Generation Z is characterized as individualistic individuals in the workplace. Baum (Baum, 2019), through his research, also explained the same thing and explained further that Generation Z has characteristics that include egoism and high self-esteem. Through his research, Philip (Phillips, 2020) advised companies to implement a comprehensive communication plan to overcome this problem. Since remote work is remote work, intense and effective communication is essential to ensure everyone gets the same information and understanding of the task.

The willingness to learn new things is also important for remote working. One must be open to learning and developing new skills, both directly related to work and new technology that supports remote working.

"There are career opportunities in remote working, especially for career exploration; the important thing is not to be embarrassed to ask questions and want to learn new things that are not just monotonous in our work."

Even though remote workers do not work in a physical office, honesty is important in remote working. Integrity and transparency in reporting work progress, challenges faced, and the ability to provide accurate information to the team and superiors are also important. Research by Meret (Meret et al., 2018) also proves that honesty is important in the world of work.

"The message may be to be honest and learn to manage your time well. I am lazy, too, so even though I work remotely, I do not roll around in bed like that. "Learn to focus so you do not get overwhelmed at work."

Likewise, the ability to organize and prioritize tasks efficiently and ensure that work is completed on time without sacrificing quality. This is in line with the results of research by Philips (Phillips, 2020), which shows that time management skills are an important indicator of remote working. The ability to remain focused and productive even when working in an environment that may have many distractions. It includes self-discipline and the ability to avoid unnecessary abilities.

"The message and tips for Gen Z who want to do remote working is to manage work time between timelines and deadlines and work to do lists well so that work runs on time."

Implications of Remote Working for Generation Z

All respondents reported the implications of remote working for Generation Z. The categories that emerged from the analysis results related to the benefits of remote working were 1) future and 2) many opportunities, as shown in Figure 5.

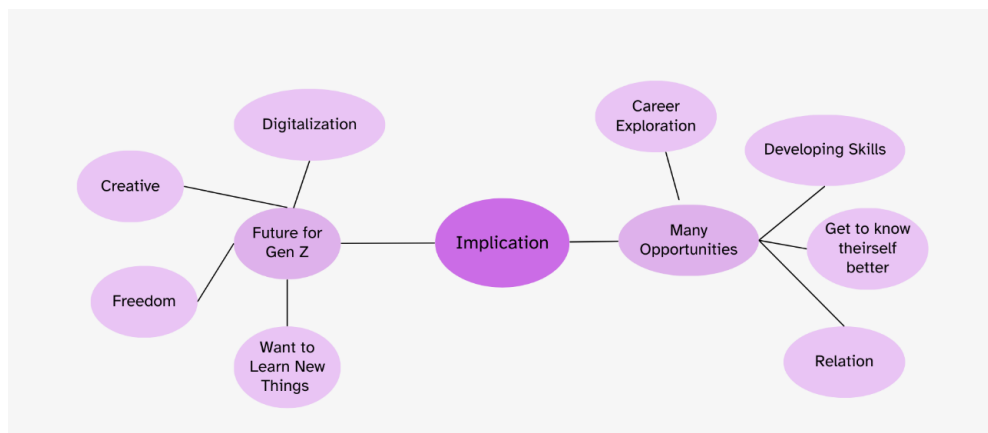


Figure 5. Implication of Remote Working for Generation Z by NVivo 12 Analysis Result

Remote working brings many positive implications for Generation Z, considering their unique characteristics and preferences. One of the implications is that remote working is the future for Generation Z. Respondents who are Generation Z explained the compatibility between remote working and the characteristics of Generation Z. Respondents explained that Generation Z, who are digital natives (Lanier, 2017), grew up

with digital technology as part of their daily lives. -day. Remote working that relies on technology provides significant advantages for them because they are familiar and comfortable with digital tools, collaboration platforms, and virtual communication.

Another similarity is that Generation Z is known to be creative and innovative. They are always looking for new ways to solve problems and develop fresh ideas. Remote working environments often allow them to explore new ideas without physical restrictions and innovate more freely.

"In the future, remote working will be popular among Generation Z because they do not need to be constrained by time. It fits the character of Generation Z, typical people who do not want to be free."

Various studies have shown that Generation Z considers work-life balance necessary (Isabel Sánchez-Hernández et al., 2019). This is also reinforced by Sidorcuka's (Sidorcuka & Chesnovicka, 2017) research, which developed flexible work schemes, workplace innovations, and promotional advances that are attractive to Generation Z. The results of this research prove that offering a flexible work environment, such as working hours, to Generation Z is considered very important for company owners (Mahmoud et al., 2021).

Remote working caters to Generation Z's unique learning enthusiasm and provides a platform for their continuous personal and professional development. With access to a wide range of online resources and the flexibility to participate in courses, webinars, and training from anywhere, remote working enriches their skills and knowledge, opening up new horizons for their growth.

"I feel like I will get more opportunities to explore or develop other companies or personal development."

Another implication is that remote working provides many opportunities for Generation Z. One of the opportunities explained by many Generation Z respondents is career exploration. Remote work allows Generation Z to try various jobs or projects without moving their residence. They can work for companies in various geographical locations, which opens up more comprehensive and more varied career opportunities.

With easy access to online courses and training programs, generation Z respondents can continue to develop their skills. It covers technical and soft skills that are important for career advancement. With a flexible work

environment, remote working also provides opportunities for Generation Z to get to know themselves better, explore their interests, and find a career path that suits their passions and life goals. Apart from that, remote working opens up opportunities to interact and work with people from various parts of the world. It expands their professional network and gives them a broader and more diverse perspective on the world of work.

4. Conclusion

The remote working trend is currently popular among Generation Z. This research produces findings in the form of remote working challenges felt by Generation Z, including difficulty managing time, poor communication, many demands on Generation Z, and a lack of social interaction between co-workers. Even though Generation Z experiences challenges in undertaking remote work, they also recognize several advantages, including cost and time flexibility, work-life balance, cost efficiency, and personal skill development. During remote working, generation Z explained several vital abilities that were considered essential in remote work, including collaboration skills, communication, willingness to learn, time management, and honesty or integrity. The remote working trend has positive implications for Generation Z, including remote working is the future of work for Generation Z because of the match between the characteristics of remote working and Generation Z. Apart from that, remote working provides many opportunities that benefit Generation Z, starting from opportunities for career exploration, development self, to expand relationships.

Based on these conclusions, several strategic suggestions can be given to companies that implement remote working for their workers. These strategies can effectively support the work-life balance of Generation Z. Companies are advised to implement flexible work policies that cater to the needs of this generation. In addition, providing support for effective communication tools can significantly enhance employee collaboration. Creating opportunities for social interaction, such as virtual team activities, can also contribute to a more positive remote work environment. By heeding these findings and implementing these strategies, companies can create a remote work environment that is effective and supports the productivity and well-being of Generation Z.

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