



## A Comparative Analysis of Gen Z's Preference Regarding Work from Home VS. Work from Office Over Comfort in Ahmedabad City

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### ABSTRACT

This study investigates the relationship between age and perceptions of working from home (WFH), focusing on factors such as productivity, work-life balance, social interactions, and flexibility. By analyzing data across ten alternate hypotheses, we found that age does not significantly influence these WFH-related sentiments, with p-values exceeding 0.05 across all hypotheses. Although certain variables, like productivity and focus, showed stronger correlation coefficients with age, none of these relationships were statistically significant. The findings challenge the assumption that age is a primary determinant in remote work preferences, suggesting that other factors—potentially job roles, personality traits, or prior WFH experience—may better explain individual attitudes toward remote work. Theoretical implications underscore the need for a broader framework that integrates situational and personal variables rather than relying solely on demographic factors. Practically, these results encourage organizations to adopt inclusive and flexible WFH policies that cater to diverse employee needs. Organizations could benefit from focusing on individual work roles and providing tailored support, enhancing productivity and satisfaction in WFH settings for all age groups. Future research is recommended to explore other influences, such as job functions, technology use, and personality traits, to offer a more comprehensive understanding of WFH preferences.

## **INTRODUCTION**

The workplace has undergone a significant transformation in recent years, driven by the rise of remote work and hybrid models. The COVID-19 pandemic played a pivotal role in accelerating this shift, making work-from-home (WFH) setups a norm across various industries (Vidani & Solanki, 2015). As organizations adjusted to remote environments, fresh conversations emerged around the pros and cons of both WFH and traditional work-from-office (WFO) setups. Among these discussions, Generation Z (Gen Z)—those born between 1997 and 2012—has stood out with unique perspectives. As true digital natives, Gen Z grew up immersed in digital technology, social media, and constant internet connectivity. This deep-rooted familiarity with digital tools and virtual communication has shaped their ability to adapt seamlessly to WFH environments, setting them apart from earlier generations.

In India, and specifically in Ahmedabad, the rise of remote work intersects with cultural, socioeconomic, and regional dynamics in unique ways. Ahmedabad, a vibrant city in Gujarat, is renowned for its harmonious blend of tradition and modernity (Vidani, 2015). With a growing job market in sectors like information technology, finance, and commerce, the city offers expanding opportunities for its workforce. For Gen Z professionals starting their careers in Ahmedabad, navigating the balance between traditional expectations and the flexibility of remote work can be particularly challenging. The city's work culture, which values face-to-face interactions and strong social connections, often contrasts with global trends favoring remote work. This creates an intriguing tension, raising important questions about the ideal work environment for young professionals in Ahmedabad.

Gen Z stands out as a generation with distinct priorities, placing high value on autonomy, work-life balance, and personal well-being. Unlike earlier generations that often emphasized stability or upward career mobility, Gen Z seeks purpose-driven work and flexibility. Studies show that they are drawn to workplaces that foster comfort, productivity, and alignment with their personal values. As digital natives, their fluency with technology allows them to excel in remote work settings, leveraging digital tools to collaborate and contribute effectively without the need for physical presence.

For Gen Z, workplace comfort goes beyond just physical convenience—it also includes mental well-being and the ability to sustain a balanced life outside of work. This generation places a high value on organizations that offer flexible work options, prioritize mental health support, and respect boundaries between work and personal life. In Ahmedabad, where strong social and familial ties are deeply ingrained, the idea of comfort also involves staying close to family and reducing long commutes. This unique combination of traditional values and modern work expectations sets Ahmedabad's Gen Z workforce apart, highlighting the need for a nuanced understanding of their preferences when it comes to choosing between WFH and WFO setups.

The choice between remote and in-office work profoundly impacts employee comfort, productivity, and overall satisfaction. While working from home provides flexibility and convenience, it can sometimes lead to isolation

and blurred boundaries between work and personal life if not managed carefully. On the other hand, working from the office fosters social interactions and offers a structured environment that can enhance collaboration and reduce loneliness. However, challenges such as long commutes, workplace dynamics, and strict schedules may diminish comfort, especially for those who value autonomy and flexibility in their work lives.

For Gen Z in Ahmedabad, comfort takes on a unique meaning compared to their global peers. Living with extended family is common for many, which can make work-from-home setups less appealing due to distractions or limited personal space. On top of that, commuting in Ahmedabad can be exhausting, with traffic jams draining both time and energy. These realities show that comfort isn't just about having a good chair or desk—it's about finding a balance that supports both mental well-being and emotional ease, creating a space where people can truly thrive.

For Gen Z professionals in Ahmedabad, both working from home (WFH) and working from the office (WFO) come with their own set of benefits and challenges. WFH offers flexibility, letting individuals create a workspace that suits them, skip the stress of commuting, and enjoy a better work-life balance. However, Ahmedabad's strong focus on community and in-person connections means that WFH might lead to missing out on the social aspects of office life—like networking, team building, and spontaneous collaboration—which are deeply ingrained in the city's professional culture.

On the other hand, working from the office (WFO) provides structure and social interaction, which can be valuable for Gen Z employees looking to maintain a clear boundary between work and home life. Being in the office offers opportunities for mentorship, collaboration with peers, and a more tangible sense of career growth. However, since Gen Z places a high value on autonomy and flexibility, traditional office setups might feel confining, potentially leading to dissatisfaction or reduced engagement. These dynamics create a challenging yet important task for companies in Ahmedabad—to craft work policies that resonate with Gen Z's unique expectations and needs.

Most discussions about working from home (WFH) and working from the office (WFO) tend to focus on broad generational trends, often missing the nuances of specific preferences in local contexts. While research on Gen Z often highlights their digital habits, values, and expectations, it rarely explores what comfort means to them in non-metropolitan cities like Ahmedabad. Many studies assume that digital natives naturally find WFH appealing, but this overlooks important cultural, familial, and infrastructural factors unique to Ahmedabad. For instance, aspects like living with extended family, the nature of communal living, and local commuting challenges all play a significant role in shaping Gen Z's workplace preferences—an area that remains largely underexplored.

While research often suggests that Gen Z prefers flexible work models, there is little concrete data comparing their comfort and productivity in WFH versus WFO settings, particularly within the Indian context. This study aims to bridge that gap by exploring how Gen Z professionals in Ahmedabad view

WFH and WFO in terms of comfort, productivity, and work-life balance. By conducting this comparative analysis, the research seeks to offer localized insights that can guide organizations in creating work environments better suited to the needs and preferences of Gen Z employees in Ahmedabad.

### **Research Objectives**

This research focuses on several key objectives:

**1. Understanding Ahmedabad's Gen Z preferences for WFH and WFO arrangements:** Understanding the preferences of Gen Z in Ahmedabad when it comes to WFH and WFO arrangements involves exploring the factors that influence their comfort levels. By gaining these insights, organizations can better understand what drives their job choices and align their work environments to meet Gen Z's unique needs and expectations.

**2. To examine how these choices affect employers:**

Examining how Gen Z's work preferences impact employers helps organizations develop targeted strategies to boost employee satisfaction and retention. By understanding what Gen Z needs, companies can create tailored approaches that foster a more engaged and loyal workforce.

**3. To investigate how Gen Z's productivity and engagement are shaped by their level of social, mental, and bodily comfort:** This study aims to explore how Gen Z's productivity and engagement are influenced by their social, emotional, and physical comfort. It will provide insights into how these aspects of comfort impact both their work performance and overall well-being.

**4. To add to the conversation about hybrid work models:**

This study aims to contribute to the ongoing conversation about hybrid work models by focusing on local preferences, providing insights into how the nature of work is evolving in a post-pandemic world.

As the workforce continues to evolve, organizations looking to thrive in the new environment must understand Gen Z's preferences regarding WFH and WFO arrangements. This research will provide valuable insights into how comfort influences work preferences and experiences, giving employers the knowledge they need to create productive and supportive work environments. By prioritizing the needs and perspectives of Gen Z, organizations in Ahmedabad can build a more engaged, productive, and satisfied workforce, ultimately helping both employers and employees succeed in today's fast-paced world.

## **LITERATURE REVIEW**

**1. Understanding Generational Work Preferences:**

Research on generational work preferences highlights distinct differences between Gen Z and earlier cohorts such as Millennials and Gen X. Gen Z is known for valuing flexibility, autonomy, and meaningful work experiences. While this generation prioritizes work-life balance, they also place significant importance on workplace culture and opportunities for collaboration. However, much of the existing literature focuses on global trends, leaving a gap in understanding how cultural and local factors influence their preferences, particularly in cities like Ahmedabad (Solanki & Vidani, 2016).

## **2. Comfort in Work-from-Home (WFH) Settings:**

Work-from-home (WFH) is widely appreciated for its flexibility, enabling employees to personalize their workspaces and avoid the stress of commuting (Bhatt, Patel, & Vidani, 2017). For Gen Z, as digital natives, the seamless integration of technology into their work routines is a notable advantage. However, studies highlight some challenges, including feelings of isolation, a lack of structured routines, and difficulties in maintaining boundaries between personal and professional life. In Ahmedabad, cultural factors like communal living and extended family dynamics may further impact the comfort and practicality of WFH arrangements.

**3. Work-from-office (WFO) environments offer structured routines,** social interactions, and access to immediate feedback and mentorship, all of which are essential for Gen Z in building a sense of belonging and advancing their careers (Sachaniya, Vora, & Vidani, 2019). These aspects are particularly appealing for fostering collaboration and personal growth. However, traditional office settings can feel restrictive to a generation that prioritizes freedom and flexibility In Ahmedabad.

## **4. Cultural and Regional Influences on Workplace Preferences:**

Ahmedabad's socio-cultural fabric, defined by joint families, close-knit communities, and strong traditional values, significantly shapes workplace preferences. Unlike metropolitan cities, where individualism is more prevalent, communal living in Ahmedabad can present challenges for WFH setups, such as frequent distractions or limited personal space. Simultaneously, the city's evolving infrastructure and professional culture are shaping Gen Z's comfort and adaptability in both WFH and WFO environments.

## **5. The Role of Comfort in Productivity and Well-Being:**

Comfort is a multidimensional concept that encompasses physical, mental, and social well-being. Studies highlight the importance of ergonomic workspaces, effective stress management, and strong social connections in enhancing productivity and engagement. For Gen Z, comfort goes beyond physical arrangements, extending to mental health and emotional support. In Ahmedabad, understanding how these factors interact within WFH and WFO settings is essential for designing policies that address their unique needs and improve overall job satisfaction.

This review establishes a foundation for exploring Gen Z's preferences in Ahmedabad, emphasizing the importance of localized insights into their comfort levels in both WFH and WFO environments.

### **Research Gap:**

As flexible work models continue to expand, understanding generational preferences—particularly those of Generation Z (Gen Z)—regarding work-from-home (WFH) and work-from-office (WFO) arrangements has become increasingly vital. Gen Z, recognized for its adaptability, technological expertise, and preference for meaningful work, brings unique expectations to the workplace compared to earlier generations. However, research specifically addressing Gen Z's preferences for WFH versus WFO in Ahmedabad remains limited. Existing studies often take a broad approach, focusing on general trends in flexible work or prioritizing insights from older generations. This

highlights the need for localized and in-depth research to explore how Gen Z in Ahmedabad perceives comfort in WFH and WFO settings and how these perceptions shape their work preferences.

A significant gap in current research is the lack of focus on how Gen Z in Ahmedabad defines and experiences "comfort" in the workplace. Most studies on workplace preferences tend to equate comfort with physical aspects, such as ergonomic setups or flexible working hours. However, for Gen Z, comfort often extends beyond the physical to include factors like mental well-being, work-life balance, social interactions, and opportunities for career growth. These non-physical dimensions of comfort are largely overlooked in existing literature, despite their potential to play a crucial role in shaping Gen Z's preferences for WFH or WFO arrangements. Exploring these diverse facets of comfort would provide a more comprehensive understanding of what influences Gen Z's workplace decisions in Ahmedabad.

The cultural and socioeconomic factors unique to Ahmedabad play a significant role in shaping Gen Z's work preferences, yet they are rarely addressed in existing research. As a city that blends traditional values with rapid economic growth, Ahmedabad presents a distinctive set of challenges and opportunities for young professionals. For Gen Z in Ahmedabad, comfort may be influenced by cultural expectations related to family dynamics, career stability, and social interactions, leading to workplace preferences that differ from their peers in other cities or countries. However, few studies have examined how these contextual factors impact Gen Z's choices between WFH and WFO. This highlights the need for localized research that delves into the specific attitudes and experiences of Ahmedabad's Gen Z workforce.

There is also a lack of understanding of how Gen Z's use of technology influences their preferences for remote versus in-office work settings in Ahmedabad. As digital natives, Gen Z employees are adept at using virtual communication tools and remote collaboration platforms. However, it remains unclear whether these technological strengths result in a strong preference for WFH, particularly in a city where social connections and face-to-face interactions are deeply rooted in the culture. Existing research does not sufficiently explore whether Gen Z's technological proficiency drives a preference for remote work in Ahmedabad or if they continue to value in-office settings for their social and collaborative benefits.

Lastly, there is a pressing need for longitudinal studies to examine how Gen Z's workplace preferences in Ahmedabad may evolve over time as they gain experience and progress in their careers. Early preferences for WFH or WFO could change as individuals face new challenges, adapt to shifting workplace norms, or take on more demanding roles. Such studies could offer valuable insights into whether Gen Z's comfort with WFH versus WFO remains consistent or shifts with increased professional responsibilities and different life stages. This perspective would help organizations better anticipate and address the evolving needs of this dynamic generation.

The research gap underscores the need for a comparative, localized analysis of Gen Z's preferences for WFH versus WFO, with a particular

emphasis on comfort in Ahmedabad. This involves exploring comfort as a multidimensional concept, delving into cultural influences, evaluating the role of technology, and tracking how preferences evolve over time. Addressing these gaps would empower organizations in Ahmedabad to develop work policies that cater to Gen Z's unique needs and expectations, fostering both productivity and job satisfaction.

**Hypothesis:**

- H<sub>1</sub> : There is a significant relationship between age and the perception of productivity when working from home.
- H<sub>2</sub> : There is a significant relationship between age and the preference for flexibility in work-from-home arrangements.
- H<sub>3</sub> : There is a significant relationship between age and the perception of work-from-home arrangements providing a better work-life balance.
- H<sub>4</sub> : There is a significant relationship between age and the perception of focus when working from home.
- H<sub>5</sub> : There is a significant relationship between age and the perception of missing social interactions when working from home.
- H<sub>6</sub> : There is a significant relationship between age and the feeling of isolation when working from home.
- H<sub>7</sub> : There is a significant relationship between age and the perception of the office environment boosting motivation and productivity.
- H<sub>8</sub> : There is a significant relationship between age and the preference for a dedicated workspace at home.
- H<sub>9</sub> : There is a significant relationship between age and the belief that the company should adopt a hybrid work model.
- H<sub>10</sub> : There is a significant relationship between age and concern about career growth when working remotely.

Table 1. Validation of Questionnaire

Statements	
I feel more productive when working from home.	(Saxena & Vidani, 2023)
I prefer the flexibility of work-from-home arrangements.	(Mahajan & Vidani, 2023)
Working from home allows for a better work-life balance.	(Sharma & Vidani, 2023)
I find it easier to focus on tasks when working from home.	(Patel, Chaudhary, & Vidani, 2023)
I miss the social interactions that come with working in an office.	(Chaudhary, Patel, & Vidani, 2023)
I feel isolated when working from home.	(Bansal, Pophalkar, & Vidani, 2023)
The office environment boosts my motivation and productivity.	(Vidani, Das, Meghrajani, & Chaudasi, 2023)
I prefer to have a dedicated workspace at home.	(Vidani, Das, Meghrajani, & Singh, 2023)

I believe that my company should adopt a hybrid work model (combination of WFH and WFO).	(Saxena & Vidani, 2023)
I am concerned about my career growth when working remotely.	(Vidani, Meghrajani, & Siddarth, 2023)

\*Source: Author's Compilation

## METHODOLOGY

Table 2. Research Methodology

<b>Research Design</b>	Descriptive
<b>Sample Method</b>	Non-Probability - Convenient Sampling method
<b>Data Collection Method</b>	Primary method
<b>Data Collection Method</b>	Structured Questionnaire
<b>Type of Questions</b>	Close ended
<b>Data Collection mode</b>	Online through Google Form
Data Analysis methods	Tables
Data Analysis Tools	SPSS and Excel
Sampling Size	200
Survey Area	Ahmedabad
Sampling Unit	Students, Private and government Job employees, Businessmen, Home maker, Professionals like CA, Doctor etc.

\*Source: Author's Compilation

### Demographic Summary

The demographic data of the 200 participants presents a diverse representation across age, gender, education, occupation, and employment sectors. A majority (72%) fall within the 18-25 age group, while smaller proportions are in the 25-32 (12%) and 32-39 (16%) ranges. In terms of gender, 74.5% of participants are male, and 25.5% are female. Educational qualifications show that most participants are either undergraduates (39%) or postgraduates (46.5%), with a smaller segment having completed their Higher Secondary Certificate (6.5%) or possessing other qualifications (8%). Occupationally, 45% are students, 30.5% are employed, 17.5% are business owners, and smaller groups include professionals (3%) and homemakers (4%). Among the employed participants, sectors such as Education (28%), IT/Technology (23.5%), and Other (29%) dominate, with Healthcare (7.5%) and Retail (12%) making up the remainder. This demographic diversity provides a rich foundation for analyzing the preferences and insights of Ahmedabad's Gen Z workforce.

### Cronbach Alpha

Table 3. Cronbach Alpha

Cronbach Alpha Value	No. of items
.894	10

\*Source: SPSS Software

A Cronbach's Alpha of 0.894 for a scale with 10 items indicates high reliability. The items are consistently measuring the same underlying construct. Generally, values above 0.8 are considered very good for internal consistency.

Table 4. Results of Hypothesis Testing

Sr. No	Alternate Hypothesis	Result p =	>/< 0.05	Accept/ Reject Null hypothesis	R value	Relationship
1	Age * I feel more productive when working from home.	0.879	>	H01 Accepted (Null hypothesis rejected)	0.721	strong
2	Age * I prefer the flexibility of work-from-home arrangements.	0.214	>	H02 Accepted (Null Hypothesis Accepted)	0.086	weak
3	Age * Working from home allows for a better work-life balance.	0.192	>	H03 Accepted (Null Hypothesis Accepted)	0.182	weak
4	Age * I find it easier to focus on tasks when working from home.	0.783	>	H04 Accepted (Null Hypothesis Accepted)	0.977	strong
5	Age * I miss the social interactions that come with working in an office.	0.776	>	H05 Accepted (Null Hypothesis Accepted)	0.306	weak

6	Age * I feel isolated when working from home.	0.634	>	H06 Accepted (Null Hypothesis Accepted)	0.174	weak
7	Age * The office environment boosts my motivation and productivity.	0.182	>	H07 Accepted (Null Hypothesis Accepted)	0.105	weak
8	Age * I prefer to have a dedicated workspace at home.	0.502	>	H08 Accepted (Null Hypothesis Accepted)	0.141	weak
9	Age * I believe that my company should adopt a hybrid work model (combination of WFH and WFO).	0.081	>	H09 Accepted (Null Hypothesis Accepted)	0.079	weak
10	Age * I am concerned about my career growth when working remotely.	0.118	>	H10 Accepted (Null Hypothesis Accepted)	0.063	weak

\*Source: Author's Compilation

## DISCUSSION

The study explored how age might relate to different perceptions of working from home (WFH). Researchers examined ten aspects, including productivity, work-life balance, and feelings of isolation, to see if age played a significant role in shaping opinions. However, all the results showed p-values greater than 0.05, meaning there were no statistically significant correlations. In simpler terms, age didn't seem to have a meaningful impact on how people viewed these WFH factors.

The first and fourth hypotheses examined the relationship between age and productivity, as well as the ease of focusing on tasks while working from home. These factors showed relatively strong correlation coefficients ( $R = 0.721$  and  $0.977$ , respectively). However, despite this apparent association, the p-values exceeded 0.05, indicating that the results were not statistically significant. While this prevents us from confidently concluding that age directly influences these sentiments, the high R-values hint at the possibility of informal, non-significant connections between age, productivity, and concentration levels when working from home.

The remaining hypotheses, including preferences for WFH flexibility (Hypothesis 2), improvements in work-life balance (Hypothesis 3), and the impact of office social interactions (Hypothesis 5), all showed weak correlations with R-values near zero. For instance, the correlation between age and preference for flexibility had a very low R-value of 0.086, while the relationship between age and feelings of isolation was even lower at 0.174. These weak associations suggest minimal connections between age and these perceptions, supporting the acceptance of the null hypothesis for each case.

Overall, the findings suggest that age may not significantly influence attitudes toward various aspects of remote work. The consistently low R-values and lack of statistical significance in the p-values indicate that other factors might better explain individual differences in WFH perceptions. For instance, personality traits, job responsibilities, or prior experience with remote work could have a stronger impact on preferences around productivity, work-life balance, and social interaction needs. Future research could explore these variables to provide a more comprehensive understanding of what shapes employee perspectives on working from home.

In summary, the findings indicate that age does not appear to significantly shape attitudes toward different aspects of remote work. The low R-values and statistically insignificant p-values suggest that other factors may play a larger role in influencing individual perceptions of WFH. Characteristics like personality, job responsibilities, or previous remote work experience might have a more substantial impact on preferences for productivity, work-life balance, and social interaction. Future research could delve into these factors to better understand what drives employee perspectives on working from home.

### **Theoretical Implications:**

The findings from this study hold several theoretical implications for understanding the role of demographic factors, particularly age, in shaping attitudes toward remote work. While remote work research often presupposes that age might significantly influence preferences for various WFH aspects, our findings suggest a more nuanced reality. Here are the key theoretical

#### **1. Implications Derived from this Study:**

**Rethinking Age as a Determinant in Remote Work Attitudes:** Age has traditionally been viewed as a key factor shaping workplace attitudes, including openness to remote work and adaptability to flexible arrangements. However, this study's findings—showing no significant associations between age and various WFH perceptions—suggest that age might not be a primary driver of remote work preferences. These results challenge the common assumption that older and younger workers inherently differ in productivity, focus, or social needs when working remotely. Future research should shift focus to other demographic and psychographic factors, such as job roles, personality traits, or work experience, which may have a more substantial impact on remote work attitudes.

#### **2. Complexity in WFH Preferences:**

The weak correlations observed between age and various aspects of WFH—such as preference for flexibility, work-life balance, and isolation—indicate that WFH preferences are likely influenced by a combination of

complex, situational factors. This finding aligns with organizational behavior theories that emphasize the role of situational factors in employee attitudes. The study's results support the idea that preferences regarding WFH are multifaceted and may arise from an intersection of individual characteristics and organizational culture rather than age alone.

### **3. The Need for a Broader Theoretical Framework in WFH Research:**

This study underscores the limitations of focusing solely on demographic factors when examining WFH preferences. The findings suggest that future research could benefit from adopting broader theoretical frameworks that account for a wider range of influences. For example, applying self-determination theory (SDT) might provide valuable insights into how autonomy, competence, and relatedness shape remote work preferences. By integrating psychological theories, researchers could gain a deeper and more comprehensive understanding of WFH attitudes across diverse age groups.

### **4. Remote Work Adaptability and the Role of Personal Traits:**

The study suggests that the ability to adapt to remote work is more closely related to personal traits—such as resilience, conscientiousness, and openness to experience—than to age. This points to the potential value of focusing on individual characteristics and cognitive flexibility in WFH adaptability theories, rather than relying on demographic factors like age. By shifting the focus to personal traits, we can refine theoretical models of employee adaptability in remote work environments, where individual qualities take precedence over traditional demographic factors.

### **5. Implications for Organizational Design Theories:**

The findings suggest a need to rethink organizational design theories that assume demographic factors like age determine flexible work policies. Instead, organizations may benefit from adopting a person-centered approach, focusing on individual preferences and work needs. This shift aligns with the growing trend toward personalized work arrangements and could promote the development of more inclusive, data-driven policies aimed at enhancing employee satisfaction and productivity, regardless of age.

In sum, this study's findings contribute to remote work literature by challenging age-based assumptions in WFH preferences and encouraging more comprehensive models that consider a wider array of individual and situational factors.

### **Practical Implications:**

The study's findings offer practical implications for organizational policies and workplace strategies related to remote work. Although age might intuitively seem influential in shaping preferences and experiences in work-from-home (WFH) settings, our results show that age alone does not significantly impact these sentiments. Here are the main practical takeaways for organizations:

#### **1. Designing Inclusive Remote Work Policies:**

Since age didn't emerge as a significant factor in WFH preferences, companies should avoid a one-size-fits-all approach based on age. Instead, organizations can create flexible policies that accommodate a variety of preferences, focusing on individual needs and work roles rather than age-based

assumptions. For example, rather than developing separate remote work guidelines for younger and older employees, companies can offer customizable options that all employees can adjust to suit their needs, fostering a more inclusive and adaptable work environment.

### **2. Personalizing Work-from-Home Support:**

Organizations could benefit from tailoring their WFH support to individual needs, acknowledging that preferences around productivity, work-life balance, and social interaction vary regardless of age. Personalizing support might include offering a range of resources, such as productivity tools, virtual team-building activities, and mental health support, which employees can choose based on their unique remote work experiences, rather than age-related assumptions.

### **3. Focusing on Role-Specific Requirements:**

Since age isn't a strong predictor of remote work attitudes, companies should focus on how different job roles and tasks align with WFH. The study suggests that factors like productivity and work-life balance are more closely connected to the nature of the work rather than the employee's age. Organizations can evaluate which roles are best suited for remote work, identifying tasks that thrive in this setting, and then adjust policies to enhance both productivity and satisfaction for those specific job functions.

### **4. Encouraging Flexible Work Models:**

The study suggests that employees of all ages value flexibility in their work arrangements. To meet this need, organizations could consider adopting a hybrid model, allowing employees to balance in-office and remote work. This approach offers the autonomy of working from home while still fostering the collaborative and social environment of the office, catering to the diverse preferences of employees across different age groups.

### **5. Emphasizing Personal Well-being and Connectivity:**

Since the need for social interaction and concerns about isolation showed weak correlations with age, companies should prioritize fostering connectivity and well-being for all remote employees. Offering platforms for virtual engagement—like regular check-ins, team collaborations, and social activities—can address the social needs of employees across all age groups. These initiatives help reduce feelings of isolation and strengthen team cohesion, benefiting both younger and older employees equally.

### **6. Broadening Professional Development Opportunities:**

Career growth concerns in remote work were found to be unrelated to age, suggesting that employees of all ages may share similar worries about career progression in WFH environments. Organizations can address this by offering strong professional development and mentorship programs that are accessible remotely. By investing in virtual career development resources, like online training, workshops, and mentorship opportunities, companies can reassure employees that growth opportunities are available, whether they work remotely or in the office.

This study's findings guide organizations to approach WFH policies from a flexible, inclusive standpoint. Rather than relying on age-based assumptions, companies should focus on individual preferences, job roles, and

professional development to create a supportive, productive remote work environment that meets diverse employee needs.

## CONCLUSIONS AND RECOMMENDATIONS

This study examined the relationship between age and various perceptions of working from home (WFH) to determine whether age significantly influenced attitudes toward productivity, work-life balance, social interactions, and other WFH-related factors. Findings indicate that age does not significantly impact these perceptions, as evidenced by p-values exceeding 0.05 across all hypotheses. This suggests that age alone may not be a reliable predictor of individual preferences or experiences in remote work settings.

The absence of statistically significant associations suggests that organizations should move beyond age-based assumptions when developing remote work policies. Preferences related to productivity, social interaction, work-life balance, and flexibility in WFH arrangements seem to be influenced more by individual needs, job roles, and personal characteristics than by age. To address this, organizations can adopt flexible, personalized approaches to remote work that prioritize the unique roles and preferences of employees over demographic factors.

These findings challenge traditional theories that demographic factors like age inherently shape workplace attitudes, highlighting instead that remote work experiences are shaped by complex, situational factors. On a practical level, they encourage organizations to adopt inclusive hybrid work models and provide personalized support resources to address the diverse needs of their employees effectively.

this study highlights the significance of inflexibility and individualization in remote work programs. By finding that age is not a primary factor in WFH preferences, organizations can more support a broad diapason of hand requirements, fostering a more adaptable, productive, and inclusive remote work terrain.

## FURTHER STUDY

Based on the findings that age does not significantly influence perceptions of various aspects of working from home (WFH), several avenues for future research emerge that could deepen the understanding of remote work preferences and contribute to more effective organizational policies. Here are recommendations and future research directions:

### 1. Looking Beyond Age:

Other Factors Shaping Remote Work Preferences Future research could delve deeper into other demographic factors, such as gender, education, and family responsibilities, to understand how they influence remote work preferences. Additionally, psychographic elements like personality, work style, and resilience may play a significant role in shaping attitudes toward working from home. Exploring these factors could offer a more comprehensive and nuanced understanding of how different people experience and approach remote work, helping organizations better tailor their policies to diverse employee needs.

## **2. Understanding Job Roles in Remote Work Compatibility:**

The study indicates that preferences for working from home may be more influenced by the nature of a person's job role rather than their age. Future research could explore how specific job functions and tasks align with remote work, identifying which roles are best suited for remote or hybrid setups. By understanding the unique needs and requirements of different positions, organizations can make more informed decisions about which roles can transition effectively to flexible work models, ensuring both productivity and employee satisfaction.

## **3. Investigating Longitudinal Effects of Remote Work:**

Long-term studies are essential to understanding how employees' attitudes and experiences with remote work change as they gain more experience. This study offers a snapshot of current perceptions, but ongoing research could track how preferences and productivity evolve over time in remote settings. It could also shed light on whether factors like age or other personal characteristics influence how individuals adapt to working from home in the long run. This deeper understanding could help organizations refine remote work strategies based on evolving employee needs and experiences.

## **4. Evaluating the Impact of Workplace Culture on Remote Work Attitudes:**

Future research could delve into how an organization's culture impacts employees' views on working from home, particularly across different age groups. Since companies vary in their level of support for remote work, this can influence how employees feel about productivity, flexibility, and social connection. Gaining insights into how workplace culture shapes remote work experiences can help organizations develop policies that enhance employee satisfaction and create more supportive, inclusive remote work environments.

5. Integrating Technology as a Moderating Variable: Technology is central to the success of remote work, but its effects can differ grounded on workers' familiarity with and skill in using digital tools, as well as the nature of their job liabilities. Further exploration could probe how technology acts as a moderating factor, examining how different age groups interact with and benefit from technology. By exploring how technology operation influences productivity, work-life balance, and communication in remote settings, studies could give perceptivity into optimizing remote work for a different pool.

## **6. Exploring Remote Work's Effect on Career Development and Advancement:**

Career advancement concerns were noted across all age groups, highlighting the need for further exploration into how remote work may affect career development. Future research could investigate whether employees perceive remote work as an obstacle to career progression. Additionally, studies could examine how support structures, such as virtual mentorship programs and online learning opportunities, might help bridge these gaps and ensure that remote workers have equal chances for growth and advancement.

## **7. Studying Well-Being and Mental Health Outcomes:**

Working remotely can have a notable impact on employees' mental health, especially in areas like isolation and maintaining work-life balance. Future studies could explore how remote work influences well-being for

individuals across various age groups and job roles, identifying key factors that contribute to either positive or negative mental health outcomes. Gaining this insight would enable organizations to develop targeted mental health and wellness programs that better address the specific needs of remote employees.

#### **8. Understanding Preferences for Hybrid Work Models:**

As many organizations shift to hybrid work models, research could explore preferences and productivity levels within hybrid settings. Studying the balance between in-office and remote days, and how these preferences vary by individual characteristics or job roles, would provide valuable insights for companies aiming to optimize hybrid work structures.

future research should aim to identify a more comprehensive set of factors influencing WFH attitudes beyond age, including individual traits, job functions, organizational support, and technology. These insights will help organizations create more adaptive, employee-centric remote work policies that promote productivity, engagement, and well-being in diverse workforces.

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