

UNIVERSITY OF LJUBLJANA  
SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

**GENERATIONAL DIFFERENCES IN ATTITUDES TOWARDS  
FLEXIBLE WORK ENVIRONMENTS IN SLOVENIA**

Ljubljana, July 2024

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# 1 INTRODUCTION

Today's global economy is largely based on the work of companies which have a labour force as their main asset. Although we can witness an impactful growth in technologies, digitalization and robotization, many companies still rely mainly on the human labour force in order to successfully run their businesses. Many industries still remain labour-intensive, which means that they rely on a large amount of labour force to produce and sell, and their labour costs are greater in comparison with other costs. Such industries include for example the clothing, footwear and furniture industry (Scott, 2006),

In order for businesses to thrive, workers should be trained, supported and motivated to do their best in the chosen workplace. Proper training and education may prepare workers for a successful start of their role in a certain company; however, long term success is highly dependent on constant motivation and empowerment of the employees. Moreover, a contemporary company nowadays has to show a significant interest and support for the work-life balance of employees, their well-being both in the workplace, and generally in life. According to Jessica Pryce-Jones, the author of *Happiness at Work*, workers are spending nearly 100,000 hours in a lifetime working (Pryce-Jones, 2010). Although the number of working hours might have drastically dropped in comparison with the pre-industrial era, due to increased productivity and innovation, people are still spending the majority of their time in life doing some kind of paid labour.

As a result of the rapid information-sharing and raising awareness about health and work-life balance, newer generations have been increasingly focusing on the conditions that they have in their workplace. Survey done by Deloitte (2022) shows that Millennials and Gen Z are currently showing great desire for change while looking for more purposeful and flexible work. Technology and digitalization brought some revolutionizing changes in the way work is perceived. For example, going to a certain, dedicated location every day in order to perform your job nowadays is not a must. People who work on a computer are deciding more and more to work from home, from a local coffee shop or anywhere in the world. Moreover, tasks that are not related with a specific timeframe, or working hours, can be done anytime. As a result, a big part of the workforce is choosing to make their own schedules and work whenever suits them best, thus avoiding the usual 9 to 5 daily work schedule promoted by employers.

Due to the changing preferences of workers, as well as some other special circumstances (ex. lockdowns during a global pandemic or in regions of warfare), employers have offered various adjustments when it comes to working time, location, schedule and flexibility. In many companies, employees have control over when, where and how much they work. Some

recent changes include four-day work weeks, hybrid working and reduces hours which help employees with their well-being, job satisfaction and productivity.

Another important aspect that should be considered when discussing labour force issues is employee's age and the generation they belong to. The labour market is a dynamic structure and it is of vital importance to consider the changes that come with every new generation of workers. Additionally, companies' day to day activities are highly reliant on the internal relationships among colleagues within the company, which are determined also by their age and generational differences. Generations can be defined as "groupings of birth-year cohorts that have been influenced by a common set of significant events and who possess common characteristics, with a focus on generational differences and whether they influence individual, institutional, and societal outcomes." (Costanza et al., 2023, p. 1). Parry and Urwin (2017, p. 140) define five generations that are currently present in the global population:

- Veterans (1925–1942).
- Baby Boomers (born 1946–1964).
- Generation X (born 1965–1985).
- Generation Y or Millennials (born after 1986).
- Generation Z or Post Millennials (born after 1996).

According to some data (Purdue Global, n.d.), today's workforce consists mainly of three generations: Baby boomers, Generation X and Millennials. For example, the current workforce in the United States (US) consists of 2% of Veterans, 25% of Baby Boomers, 33% of Generation X, 35% of Generation Y and 5% of Generation Z. As Generation Z is currently entering the workforce, and members of Generation Y are becoming managers, it is of increasing importance to research the preferences of these two generations at the workplace.

The purpose of this thesis is to gather and analyze data about the attitudes of employees who belong to different generations regarding flexible work environments and their effects on productivity and motivation in the workplace. This research will help organizations and companies to form better workplace environments, which will allow their human resources to grow and consequently contribute to the growth of their businesses. Moreover, the research will help individuals to understand which working conditions are most suitable for the maximization of their productivity in the workplace, as well as which working environment contributes to their motivation to put maximum effort in their day-to-day working activities.

Main goals of this thesis are:

- To examine different theoretical and empirical resources in the field with the aim to provide a clear picture of the research which has been done so far.



- To clearly define the concepts of a flexible work environment, motivation, and productivity in the workplace, as well as the concept of generations and main differences between them.
- To determine what are the benefits of flexible work environments for both employers and employees.
- To gather data and analyze data about the attitudes of workers, members of different generations towards flexible work environments in Slovenia.
- To provide input for employers which will help them create better work environments for their businesses.

The main method for primary data collection in this thesis is with online survey. The survey was posted on the platform 1KA, and 332 responses were gathered. 137 was the final sample size, since only 137 responses were fully completed and respondents were in accordance with the demographic criteria of the survey. The data was analyzed using descriptive statistics and hypothesis testing in Microsoft Excel and IBM SPSS program. Descriptive statistics was run on the demographic and content questions by analyzing the means, standard deviation and standard error. The hypotheses were tested using independent sample and one-sample t-tests.

The structure of the thesis is divided in two main parts, the theoretical review and empirical part. The first part consists of three chapters. Chapter one provides an overview of the literature on generations, characteristics and comparison among generations. The second chapter in this part represents an overview of motivational and productivity factors in the workplace. The third chapter provides definitions on the concept of flexible work environment as well as an overview of four flexible working practices. The second part is divided in three chapters: research methodology, results and discussion. The fifth chapter, research methodology, explains the methods used for gathering and analyzing the data, the hypotheses, sampling and demographic characteristics of the sample. The sixth chapter, research, provides the results of the descriptive statistics and hypothesis testing. The seventh chapter, discussion, consists of a summary of the main findings, implications, recommendations and limitations of the research.

## **2 CONCEPTUALIZATION OF GENERATIONS**

The concept of generations has been extensively present in the literature of social sciences, especially sociology, anthropology, history and psychology. It refers to the grouping of individuals born within a certain period which are shaped by some common social, economic and cultural circumstances. The main topic of research when it comes to generations is the influence of their generation on individuals' perception of the world and attitudes towards relationships and work. This chapter provides an overview of some important literature on

generations in general and Generations X, Y and Z specifically. Moreover, the last part of the chapter provides a theoretical comparison of these three generations.

## **2.1 Theory on generations**

The earliest discussion of generations can be found in Karl Mannheim's essay "The problem of generations" where he explains the generation by drawing a parallel to other so called concrete groups such as family or tribe in which individuals who know each other are consciously forming a community with tight relations among themselves. On the other hand, generations' members don't necessarily have knowledge of each other but are still tied in a certain way (Mannheim, 1952). Similarly, as other social structures are determined by the 'location' of their members (i.e. in class, economic or political power), the generation is determined by the generational location of its members; Mannheim notes that generation location is determined by factors such as life and death, the span of life and ageing. Based on that, individuals who belong to the same generation are connected by their similar location in history (Mannheim, 1952). As a functional sociologist, Mannheim was interested in the drivers of social change, and he concluded that generations are very crucial drivers of that change.

A more contemporary conceptualization of generations defines them as distinct groups of individuals who are shaped by common experiences and events, are like each other and have similar age. These groups share common values and attitudes and are facing the same external events as economic (in)stability, wars, political events etc. (Costanza et al., 2023, p. 2). From a biological point of view, generations can be defined as the succession of birth cohorts or an average period when one birth cohort is born, developed, reaches the age of sexual maturity and has their own successors. For humans, that period would generally be around 20-25 years, or more than 30 years in some regions. It is important to note that in most of the research, the concept of generations is understood from a sociological point of view rather than biological. This means that generations are not divided based on their reproductive periods but based on their other social distinct characteristics as an age group, which are conditioned by external factors and events (ibid.). The main reason for the differences among generations are the major events that are happening during the period of early socialization of the members of a particular generation. Those events can be political, like wars and consequences of wars, economic, like new disruptive or developing technologies or social events that have an impact on the security or scarcity of a generation. Generations are developing their distinct characteristics as they mature during these significant events - their values, attitudes and motivations, both in life and at work, are shaped in a way that is different from their predecessors and their followers (Srinivasan, 2012).

Although the concept of generation is highly accepted and used in everyday life, as well as academic literature, there are some relevant sources that challenge the usefulness of this concept and point out some of its flaws. Costanza et al. (2023) claim that there are many conceptual, methodological and statistical faults of the concept of generations which lead researchers to make false conclusions regarding the differences between generations and even their presence. The main flaw of this concept is the subjectivity with which we define generations. Compared to the concept of cohort, which is an objectively defined concept based on calendar year ranges, generations are defined within a range of years that is not always agreed upon. Moreover, the authors claim that thinking within the concept of generation homogenizes the individuals in specific generations and fails to capture the diversity among individuals.

According to Purhonen (2016) generational thinking is often simplifying and exaggerating while at the same time producing artificial confrontations among generations. The author argues against the concept of generationalism, highlighting that a generation only exists because someone articulates its experiences. It emphasizes that generations are not inherent entities but are rather defined by those who represent them. Therefore, generational consciousness only emerges after someone articulates the experiences, making generations only existent on paper rather than as distinct entities (Purhonen, 2016).

Pritchard & Whiting (2014) have found that generational discourse is shown to shape understandings of age, organize age-related issues, and potentially undermine equality legislation. Moreover, it highlights the complexities and contradictions in the construction of generational identities, which often deflect attention from structural inequalities (Pritchard & Whiting, 2014).

## **2.2 Defining generations**

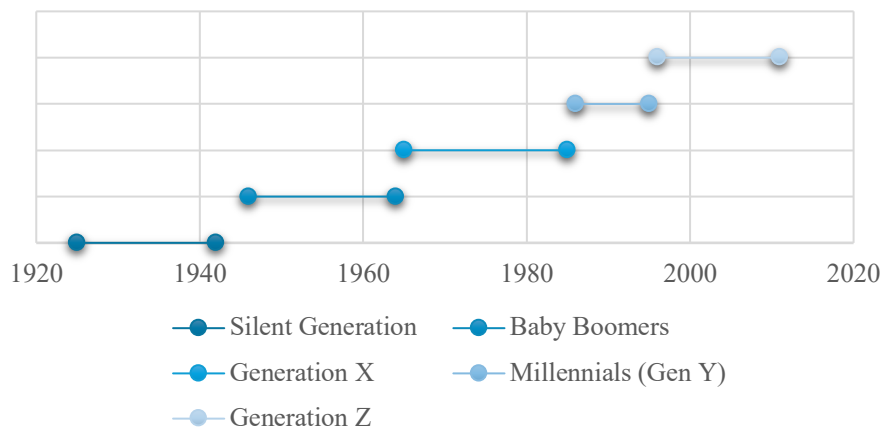
Due to the external factors which define a generation, there are no definite accepted ranges in which one generation ends and the other begins. There are some commonly accepted ranges that are flexible within a period of a few years. The current world's population consists of five generations:

- Traditionalists/Veterans, also called The Silent Generations are people born approximately between 1925 and 1942. The members of this generation were significantly impacted by events such as World War II, the Great Depression, as well as changes in human and women's rights. These events shaped the values of The Silent Generation which are mainly focused on security, safety and hard work. The members of this generation value work and many work even after retirement (DelCampo, 2010). Baby Boomers, born approximately between 1946 and 1964, are the largest generation, due to

the significant increase of birth after World War II. This generation was affected by the socio-economic conditions during their evolution - most of the members of this group were heavily focused on their careers, and thus struggled in personal aspects of their life (e.g. increased divorce rates) (Del Campo, 2010).

- Generation X faced major political scandals, corruption and malfunctioning of the social system. Thus, they are considered to be more cynical, sceptical and pessimistic - at work they focus on creativity and entrepreneurship (DelCampo, 2010). Their birth years range from early-to mid 1960s to mid 1980s (Srinivasan, 2012). For the purpose of this thesis, I will consider members of Generation X as born between 1965 and 1985.
- Generation Y, also called Millennials or Generation Next, are impacted by major global changes such as globalization, outsourcing of employment and new technologies. Millennials are considered to be more idealistic and optimistic, as well as work oriented. The birth years of Generation Y can range from 1977 to 2000 (Srinivasan, 2012). For the purpose of this thesis, I will consider members of Generation Y as born between 1986 and 1995.
- Generation Z, also called Gen Z, are considered to be of a different mentality than any other previous generations. They were born between the mid 1990s and 2010s. The members of this generation were witnessing major changes in the way of life and work due to significant technological improvements, which resulted in their constant need for online connectivity. They are a generation of only childs, have mainly individualistic traits and are facing difficulties working in teams. Their main value is freedom, and they expect flexibility at work (Nieżurawska-Zajac & Niemczynowicz, 2023). For the purpose of this thesis, I will consider members of Generation Z to be born between 1996 and 2010.

*Figure 1: Generational timeline*



*Source: own work*

This thesis focuses mainly on the last three generations that are currently present in the global workforce: the Generation X, Millennials and Gen Z. The detailed characteristics of these three generations and the comparison between them will be provided in the next section.

### 2.2.1 Characteristics of Generation X

During the beginning of the 1980s and 1990s, the workforce was faced with the consequences of two recession periods. The unemployment rates in the US, Canada and Western Europe were high, many firms were downsizing and restructuring, employment patterns shifted to part-time and temporary employment contracts. All these changes in the job market significantly affected the members of Generation X (also called Gen Xers), who in this period were mainly young and just entering the workforce. Based on the successes of the previous generation, and the increased post-secondary education, members of Generation X were having high career expectations but faced difficulties and lack of opportunities in the job market (Harvey & Galambos, 2014). As a result of macroeconomic situations such as the Asian Financial Crisis in 1997, that resulted in bad market conditions and limited opportunities, Gen Xers developed a sense of distrust in organizations, scepticism and low tolerance towards bureaucracy (Kian & Yusoff, 2012). This generation was maturing during a period of significant technological development which made them familiar with computers and high tech. Some of the main events that influenced the shaping of this generation are for example the Watergate scandal and President Nixon's resignation, the beginning of the energy crisis in the US, the Iran hostages, the Challenger disaster, the fall of the Berlin Wall, and Operation Desert Storm (Gordon & Steele, 2005, p. 27).

Research done by Gursoy et al. (2008) showed that the members of generation X prioritize work-life balance and show lower loyalty to a company in comparison with Baby Boomers. Based on the experiences of their parents who live to work and are very loyal to the company they work for; Gen Xers understand that there are no guarantees for their job security. Thus, they are trying hard to be self-reliant and self-sufficient. As a result of their high boundaries between work and personal life, Gen Xers avoid working overtime and appreciate companies which allow them to have flexible schedules and time off. The members of this generation often expect recognition, praise, promotions and raises. They also express a higher need for additional benefits such as free childcare, meals and workout options provided by the company. The authors have found that this group of people often shows impatience and tends to try to resolve issues immediately as they occur. Gen Xers are usually perceived as workers who work better in isolation and might face difficulties when working in teams. They are tech savvy and show a great ability to multitask and prioritize. Moreover, their preferred work environment is one that is challenging and interesting, that allows fun at work, since they hardly tolerate bureaucracy and rules (Gursoy et al., 2008).

*Table 1: Characteristics of Generation X by category*

Category	Characteristics of Generation X
Priorities	Self-reliance, work-life balance, promotions, rewards and pay
Work environment	Flexibility, additional benefits, time off
Loyalty	Not very loyal to a single company
Teamwork	Difficulties with teamwork, prefer independence
Technology	Tech savvy, adaptable to new technologies

*Source: Adapted from Gursoy et al. (2008).*

### **Generation X in Slovenia**

The members of this generation in Slovenia were growing up during significant times for the country such as the path towards better recognition of the country within Yugoslavia, economical independence and reforms in the education system. Similarly, as the members of Generation X globally, Slovenian Gen Xers were under the influence of their overworked parents, resulting in high rates of divorce. Learning from the experience of the previous generation they prioritize personal life over work and have a healthier relationship with work compared to their parents. Members of Generation X in Slovenia are also characterized as cynical and skeptical, often avoiding responsibility (Biljak Gerjevič, 2018).

#### **2.2.2 Characteristics of Generation Y**

The members of Generation Y, also called Millennials, were born at the beginning of 1980s, and raised during the most significant development of the internet and the online world in general. This circumstance shaped the way Millennials are communicating, looking for information and creating relationships among themselves and with other generations. The constant access to unlimited information online made this generation believe that they can achieve everything that they are aspiring to, thus making them more entrepreneurial and innovative (Krečar & Pečanić, 2021).

At the workplace, members of generation X show an interest in cooperation and respect for their senior colleagues, while at the same time offering a lot of knowledge acquired by their high educational background and working experience. Millennials are perceived as great team players and collaborators; they highly value the positive aspects of teamwork and constant feedback. They are very self-expressive which allows them to better communicate with others. Moreover, they prefer workplaces that are somewhat flexible and allow them to

do their job without controlling them too much. Millennials are used to quick access to information, which allows them to multitask and gives them the opportunity to constantly learn. Thus, they tend to look for companies that will enable them to improve, invest in them, provide them with training and technologies which will make their work life more interesting and challenging (Kian & Yusoff, 2012).

The members of this generation are often seen as very confident, tolerant, open-minded and independent. In comparison to generation X, Millennials are not as cynical, and they believe in social changes and development (Krečar & Pečanić, 2021). At a young age, Millennials often had packed schedules with extracurricular activities, sports and other group activities which resulted in them working great in teams. They look for managers who will recognize their work and effort, they will work harder if their work is being recognized by others. However, Millennials are not very loyal to a single company, and they like to keep their options open. They are very adaptable and because of the capability to quickly learn new things, they often start careers in a completely new field.

*Table 2: Characteristics of Generation Y by category*

Category	Characteristics of Generation Y
Priorities	Friends and family, learning
Work environment	Flexibility, teamwork, recognition
Loyalty	Not very loyal to a single company, keeping career options open
Teamwork	Great collaborators, work well in teams, great communication skills
Technology	Multitasking, fast learning of technologies, take electronic collaboration for granted

*Source: Adapted from Gursoy et al. (2008).*

## **Generation Y in Slovenia**

Similarly, as the members of generation Y globally, Millennials in Slovenia were also influenced by rapid changes in technology, the rise of the internet and the everyday use of social media. They are mainly focusing on work-life balance and tend to prioritize family and social life over work, while at the same time being very ambitious at work. Although Millennials in Slovenia are faced with worse living conditions than the previous generations (mainly due to housing issues and instability in employment), they are still optimistic and

believe in changes. Millennials value life experiences more than wealth and spend their time and money on travel and new experiences, rather than material things (Biljak Gerjevič, 2018).

### 2.2.3 Characteristics of Generation Z

Generation Z consists of young individuals who are just entering the workforce, which is the reason why there is more and more research done on their characteristics, preferences and needs in the workplace. The members of this generation are significantly different than older generations - they rely on technology more than any other generation before. Their lives have been shaped during the rise of online communication tools, apps and software which became their main way of communication. Thus, Gen Zs tend to face difficulties with in-person communication, working in teams and working with older generations. They lack social skills as well as problem-solving, but they are very good in using modern technologies and virtual ways of communication (Nieżurawska-Zajac & Niemczynowicz, 2023).

Gen Zs grew up in a culture of overprotective parenting, and because of that they lack some social, emotional and intellectual traits. For Gen Zs it is harder to become independent and to learn to make responsible decisions. On the other side, Gen Zs are one of the most educated and connected generations that have knowledge in diverse areas. Just like Millennials, Gen Zs tend to seek value and want to make significant contributions in the areas where they work (Buchko & Gabrielova, 2021).

At the workplace, Gen Zs require specific conditions to be met for their work: appropriate technology and internet connection, convenient access to electricity, various tools and gadgets, as well as proper visual and acoustical privacy. The members of this generation value practical career choices and predictability in their lives. Many of them appreciate order and structure while at the same time seek for changes which would make their life at work more fun. Flexibility at work is very important for Gen Zs. They expect their employers to be flexible regarding work time, location and the form of work (Nieżurawska-Zajac & Niemczynowicz, 2023). Culture fit is one of the most important conditions that Gen Zs look for when entering a new workplace. They find flexibility and recognition more valuable than raking highly in different positions. Leaders who are effectively communicating, mentoring and showing high emotional intelligence would be preferred by Gen Zs. They also prefer their supervisors to be Millennials, rather than Gen Xrs or Baby Boomers (Buchko & Gabrielova, 2021).



*Table 3: Characteristics of Generation Z by category*

Category	Characteristics of Generation Z
Priorities	Connectivity, the virtual world, predictability
Work environment	Flexibility, individual work, privacy, specific (technological) requirements
Loyalty	Think long-term, loyalty is a two-way street
Teamwork	More individualistic, lack interpersonal skills, prefer working in teams in a virtual environment
Technology	Highly socially connected, visual, sophisticated use of new technologies

*Source: Adapted from Nieżurawska-Zajac & Niemczynowicz (2023).*

### **Generation Z in Slovenia**

The members of generation Z in Slovenia grew up in times of financial crisis, recession and individuality. They are always connected via their phones and social media but are more focused on education and career than the older generations. Growing up in uncertain times made Gen Zs in Slovenia to be more careful and risk-averse, which is seen by lower rates of teen pregnancies and use of prohibited substances in this generation. Some of the main technologies that are influencing the lives of Gen Zs in Slovenia are smartphones, cloud computing technologies, social media and streaming platforms (Biljak Gerjevič, 2018).

### **2.3 Comparison among generations**

Based on the theoretical review of the characteristics among different generations, it can be concluded that Generation X and Generation Y are more similar among each other, while Generation Z seems like the most distinct of the three generations. Similarities between the three generations can be seen in their values, all of them value work-life balance, flexible workplaces and time off. Moreover, they are all technologically savvy, but some more than others. Use of technology by Gen Zs is far more sophisticated than by other generations, while some other skills, like collaboration and face-to-face communication are more sophisticated with members of Generation X and Y.

Both generations X and Z tend to face difficulties with collaboration and teamwork and prefer to work individually. Generation Y on the other side, prefers collaborative work, constant feedback and enjoys working in teams. Research (Perna, 2020) showed that Millennials and Gen Zs are more loyal to the companies they work for in comparison with Gen Xers, and they think long-term when looking for a new job. In return, they expect companies to provide

them with three essentials: competitive salary, purpose, and employee development (Perna, 2020).

### **3 MOTIVATIONAL AND PRODUCTIVITY FACTORS IN THE WORKPLACE**

#### **3.1 Motivational factors in the workplace**

One of the most influential theories on motivation is Maslow's hierarchy of needs. This theory on motivation can be applied to the workplace by addressing employees' hierarchical needs: ensuring adequate pay and working conditions (physiological needs), creating a safe and secure environment (safety needs), fostering a sense of community and teamwork (love and belongingness needs), recognizing achievements and providing career advancement opportunities (esteem needs), and offering opportunities for personal and professional growth to help employees reach their full potential (self-actualization needs) (McLeod, 2024).

Motivation in the workplace is a very important condition that influences both the employee and the employer. On one hand, employers have to be stimulated to create value through achieving their goals and plans. On the other hand, they need motivated employees who will be eager to work on achieving those goals and be adequately rewarded. Moreover, their personal motivation empowers them also outside of the workplace, to grow and face their personal challenges (Koprivec, 2018).

There are many different factors that contribute to employees' motivation in the workplace, however, there is a lack of consensus among researchers regarding the factors that drive employee engagement. Various theories, such as those proposed by Herzberg (2008), and Buckingham and Coffman (1999), offer different perspectives on what motivates employees. They suggest that the age and generational cohort of employees may influence the values that drive their engagement with work. For example, Millennials may be more motivated by extrinsic rewards like salary and benefits compared to the Baby Boomer generation (DeKay, 2013).

Motivational factors can be understood by dividing them into intrinsic and extrinsic. Intrinsic factors drive employees to engage in tasks for inherent satisfaction, while extrinsic factors push them towards external rewards. Intrinsic motivation is associated with complex tasks and leads to valued outcomes like creativity and quality. Some of the rewards that drive intrinsic motivation are meaningfulness, choice, competence, and progress. Job satisfaction and work motivation are closely related, with suitable work design increasing motivation and satisfaction, leading to better performance (Korelc, 2018).

*Table 4: Motivational factors in the workplace*

<b>Motivational factors</b>	<b>Description</b>
Salary	Financial compensation and other benefits which foster employees' job satisfaction.
Recognition	Recognition of employee's work, appreciation and rewards.
Work Ethics	Ethical work environment which is in sync with employees' values.
Transparency with Leadership	Flatten hierarchy and transparent communication with the leadership.
Culture at Work	Positive, vibrant and inclusive culture at the workplace.
Learning and Development	Opportunities for development of new skills and capabilities.
Career Growth Opportunities	Opportunities that ensure a secure career path.
Health Benefits	Health benefits, insurance, and similar incentives.
Communication	Positive and transparent communication, feedback.

*Source: adapted from MBA Skool (n.d.).*

### **3.2 Generational view on motivational factors at the workplace**

Motivational drivers at the workplace tend to differ based on the age and generation of the employees. Members of Generation X are highly valuing factors such as flexibility and balance between their professional and personal life. Moreover, their meaning of life and work is dependent on the responsibility regarding their direct effect on what is happening in the world. Thus, the urgency to use the given opportunities and change things represents their main motivation in the workplace. On the other hand, members of Generations Y and Z think that they have less impact on general things and have less experience to tackle some serious changes. For these two generations, it is crucial to transform processes and to bring more efficiency to bureaucratic, administrative and hierarchical processes. What differentiates Gen Z from the other generations is their greater motivation for success and developing alternative plans by using more convenient tools, new technology and networks (Sobrino-De Toro et al., 2019).

Research by Mahmoud et al. (2021) suggests that extrinsic material factors such as money and rewards are not a source of motivation for Generation X but are motivating for

Generation Z. Members of Generation Z tend to look primarily for financial stability when searching for a new job. Extrinsic social factors such as popularity and acknowledgement are motivation for Generation X, but not for Generation Y. Moreover, intrinsic motivation (like self-satisfaction, excitement about the job and pleasure) is valued less by members of Generation Y and valued more by members of Generation Z. Generation Z shows greater commitment and motivation when doing activities that bring them satisfaction internally.

When it comes to social extrinsic factors, Generation X appears to be the only one that values highly factors such as praise, popularity, respect and recognition. This results in efforts of members of Generation X that emphasize their chances of social recognition from their peers and bosses and decreases their chances of punishments like job loss (Mahmoud et al., 2021). Moreover, Generation X stands out when it comes to their focus on coherent connection between values and actions. In comparison to younger generations (Y and Z), Generation X seeks for consistency between values and actions, and emphasizes the importance of loyalty, commitment and doing thing properly in the workplace (Sobrino-De Toro et al., 2019).

### **3.3 Productivity factors in the workplace**

Workplace productivity refers to the measure of efficiency and output achieved by employees within a specific period of time. It encompasses various factors such as the quantity and quality of work produced, the utilization of resources, the effectiveness of processes and workflows, and the overall efficiency of the workforce. High workplace productivity typically indicates that employees are effectively utilizing their time and resources to achieve desired outcomes, leading to improved organizational performance and competitiveness (Dorcas et al., 2009).

Just like motivation, productivity is also a very important determinant of the success of both individuals and companies. Productivity can be measured as the contribution given by a single employee, a group of employees or the company as a whole. Hafner et al. (2015, p. 11) identify three categories of determinants of workplace productivity:

- “1. Job and workplace related factors including aspects of the work environment such as work demands, work relationships, and corporate attitudes towards health and wellbeing.
2. Personal factors, which are related to personal attitudes to work and absence, and individual behavior, such as lifestyle and mental health factors.
3. Health and physical factors include existing (long-term) health conditions as well as physical factors such as blood pressure or cholesterol levels.”

The improvement and productivity of a certain workplace is based on multiple goals that should be considered by the company, such as reducing employee absence, improving employee health and measuring current state and improvements (Harte et al., 2011).

According to a survey done by Gartner (2021), 43% of employees consider flexible working hours to be the key driver of productivity at the workplace, and 30% of employees state that spending less or no time commuting enabled them to be more productive during the working day. Among other drivers of productivity employees consider additional or new technologies available, change in physical space or location, less time spent in meetings and less management supervision (Gartner, 2021).

On the other hand, factors that influence productivity loss are mainly work-related factors such as increased demands at work, unrealistic time pressures, strained relationships at work and lack of control over decisions on which tasks to do at work. When it comes to personal factors that influence productivity loss, family obligations and health issues are the two main ones, followed by mental health issues (Hafner et al., 2015). Moreover, technical factors such as connectivity issues and technology changes are the top reasons for decreased productivity at flexible or hybrid work environments (Gartner, 2021).

Research by Hafner et al. (2015) suggests that employers can influence the decreasing of productivity loss by implementing practices such as identifying the characteristics of employees who are at risk of losing work productivity, providing information and solutions for work environment that positively affects productivity (establishing healthy relationships at work, allowing flexibility and providing interventions on health and well-being of the employees).

Another major aspect that influences worker's productivity is the type of workplace. Research shows that employees are most productive when working in healthy work environments, which are defined as workplaces that support the mental, physical and social well-being of people that use them (Voordt & Jensen, 2021). Such healthy workplaces include open-plan offices, hubs with a variety of different workstations, sit-stand adjustable workstations, green buildings, plants, high indoor air quality etc. On the other hand, distractions, lack of privacy and searching for a proper workplace are some of the factors that contribute to productivity loss (Voordt & Jensen, 2021).

The table below presents an overview of the most important productivity factors in the workplace.

*Table 5: Determinants of employees' productivity at the workplace*

<b>Determinants</b>	<b>Description</b>
Mental health	Life satisfaction, personal problems, financial concerns, depression
Physical health	Quality of life, health, diseases, fatigue, lifestyle choices, chronic conditions
Job characteristics	Employee engagement, beliefs and feelings towards the job, stress-related issues, isolation, safety, possibilities to work from home, work commuting time
Support from organizations	Support to be physically active, to eat healthy, manager who care about the well-being of the employees, openness, encouragement

*Source: based on Stepanek et al. (2019).*

### **3.4 Generational view on productivity factors at the workplace**

Similarly, as motivational factors, productivity factors also differ among members of different generations. It is up to every individual to determine what they consider a productive day at work; however, some similar patterns can be seen between members of a single generation. Baby Boomers for example tend to equate productivity with long hours, Generation Y seeks for meaningfulness and purpose-driven roles to increase their productivity, while Generation Z emphasizes a supportive environment as main driver of productivity.

Based on some research (Jolles & Lordan, 2024), all of the generations that are present in the current job market report some loss of productivity at work. The numbers go lower as the employees get older – low productivity is reported by 14% of Baby Boomers, by 22% of Generation X, 30% of Generation Y and 37% of Generation Z. Decreased productivity in younger generations is a result of lack of intergenerationally inclusive work practices and frictions between generations that are impacting the productivity in the workplace. Moreover, a negative effect on productivity can be seen in employees who have a large age gap with their managers – job satisfaction and productivity lower as the age gap increases. Employees with older managers are 1.5 times more likely to report low productivity and three times more likely to report extreme job dissatisfaction (Jolles & Lordan, 2024).

When it comes to skills that affect productivity and career advancement, all of the generations agree that the most important skills are active listening, time-management and judgement and decision making. This indicates that generations define productivity relatively similarly (Jolles & Lordan, 2024). For these generations, some of the most important aspects of

productivity are connected to technology, continuous learning and meaningful work. Employees tend to seek for purpose in their work and see that their efforts contribute to a larger cause.

## **4 FLEXIBLE WORK ENVIRONMENTS**

### **4.1 Definition of flexible work environment**

Flexible working is a type of arrangement between the employer and the employee that allows employees to work in a way that suits their needs. Flexibility at work was introduced because of different factors such as technology advancements, changing workforce demographics, and changing attitudes towards work-life balance. The process was significantly amplified during the Covid-19 pandemic which necessitated widespread adoption of flexible working practices. This might include several different adjustments, from flexible working time to location of work and hybrid variations of working. There is no unified definition of flexible work environment, however, most of the authors agree that this term encompasses the permission for flexibility on when and where the work is done (Beigi et al., 2018). Additionally, the term flexible work can be used on a macroeconomic level, describing the institutional and regulatory changes which diversified the form of employment contracts (Bessa & Tomlinson, 2017). However, this thesis is concerned with the use of these terms on a micro-level i.e. in organizations and workplaces.

There are several factors that employees are considering when choosing a flexible work arrangement. Vega (2015) identifies these five main factors: the presence of a family, a stressful commute, supervisor support of the use of flexible work arrangements, independence of work tasks, and workplace friendships. While the first four factors can work mostly in favour of choosing flexibility, the last one (workplace friendships) can also be a reason against choosing a flexible work environment. Work environments in which the employees have very friendly relations, there is a high chance that some employees will refuse to be away from the office, in order not to lose the interactions with the colleagues and the benefits they gain from those interactions (Vega, 2015).

The government of the United Kingdom identifies nine different types of flexible working: job sharing, remote working or working from home, hybrid working, part time, compressed hours, flexitime, annualized hours, staggered hours and phased retirement (GOV.UK, n.d.). The characteristics of these work arrangements are presented in the table below.

*Table 6: Types of flexible work arrangement*

Type of flexible work arrangement	Characteristics
Job sharing	Two individuals do the same work and split the hours.
Remote working and working from home	Working from a location different from the usual workplace - includes working from home.
Hybrid working	A combination of working remotely and in the usual workplace.
Part time	Working less than full-time, working fewer days.
Compressed hours	Working the same number of hours (full-time) but over a few days.
Flexitime	The start and end of the workday are chosen by the employee (within agreed ranges).
Annualized hours	Working a certain number of hours a year, with flexibility to choose when.
Staggered hours	Different start, finish and break times from other employees.
Phased retirement	Older employees choose when to retire, which means they can work part time or with reduced hours.

*Source: Adapted from GOV.UK (n.d.).*

It is important to note that besides these types of flexible working, there can be other types that are based on the relation between the employer and the employee depending on the legal contract between them. These can include flexible working contract (temporary contract, for specific time period), flexible tasks (employees don't have specific tasks for their role but work in a wide range of departments based on the need of the employer), and self-employment combined with working for a single company (the 'employee' is technically self-employed but sells their services only to one single company as a contractor) (Gubenšek, 2003). These flexible working relations are highly based on local legislations and the country where the employer is based. Each country adapts the flexibility arrangements according to the socio-economic context, regulatory environment and cultural attitudes of the society towards work.



## 4.2 Flexible work environments in Slovenia

The Slovenian government and businesses have been supportive of flexible work arrangements to boost productivity, employee satisfaction, and overall work-life balance. The current legislation provides a framework for flexible work options, ensuring both employer and employee rights are protected. Legislative support, along with advancements in technology after Covid-19 pandemic, has facilitated the growth of flexible work practices in Slovenia.

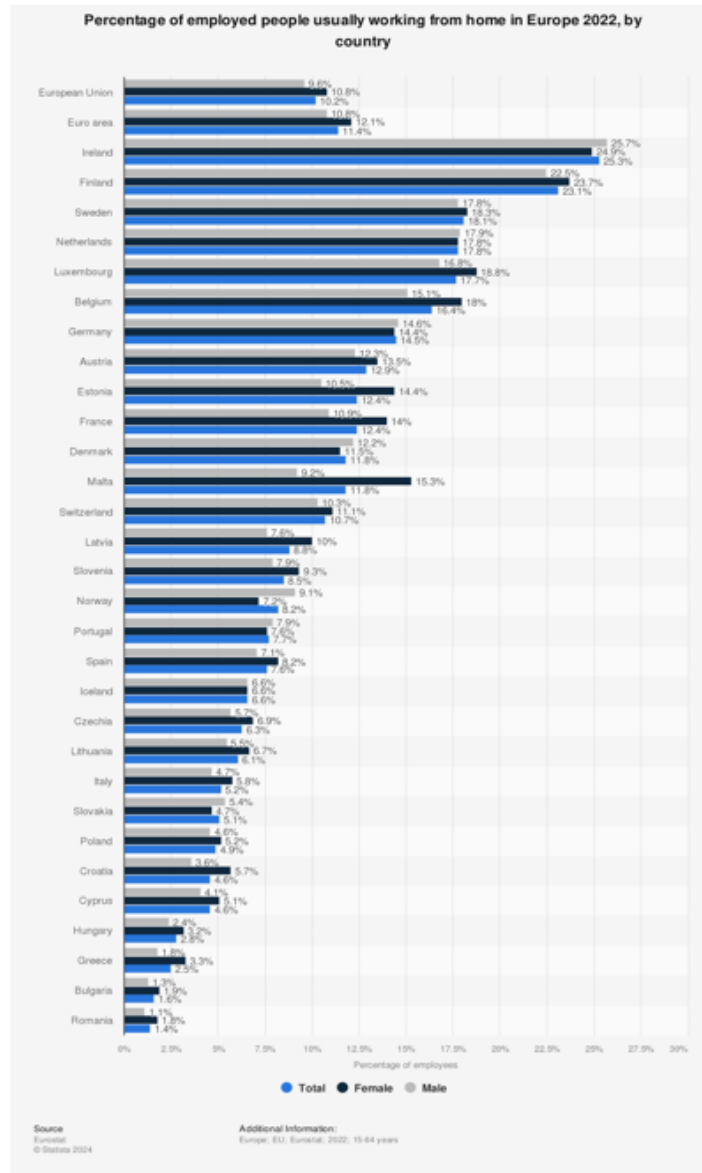
The global trends in flexible working were followed also by the Republic of Slovenia, and we can find the earliest regulations on this topic in the period of early 1990s. With the new changes in the employment legislation (*Zakon o delovnih razmerjih*) the job market became more flexible and allowed room for atypical forms of employment, different from the regular or classical contract of employment (*pogodba o zaposlitvi*). These changes introduced other types of work such as part-time work (*zaposlitev s krajšim delovnim časom*), home-work or tele-work (*delo na domu, delo na daljavo*), temporary agency employment (*začasno delo prek agencij za zagotavljanje dela*), and fixed-term (*zaposlitev za določen čas*). Besides that, in Slovenia we can find some often used practices like contractor work (*pogodbeno delo*) and student work (*študentsko delo*) (Tomažič, 2011).

Data from 2016 shows that most of the active workers (81%) in Slovenia were in regular type of employment with permanent contract. Around 6,1% of active workers were in part-time employment, while 23,5% had fixed-term employment. Fixed-term employment in Slovenia is mostly present among the younger employees (15–24 years old), and the least present among older employees (55–64 years old). Around 7% of active employees in 2016 in Slovenia were working as self-employed, 3,3% as student workers and 0,3 as temporary agency employees (Laporšek et al., 2018).

When it comes to remote work/work from home in Slovenia, similarly as in other countries, the abilities to work from home have been more present since the COVID-19 epidemic. According to data of the Slovenian Labour Inspectorate in 2019, before the epidemic there were about 2037 workers registered to work remotely, in 2021 about 217,428 workers, in 2022 121,981 workers, and by the end of 2023 around 69,101 workers (MMC RTV SLO, 2023). This data indicates that although the number of workers working from home increased, there is a trend of coming back to the office after the end of the epidemic.

According to data from 2022, in Slovenia on average 8,5% of employed people usually work from home, 7,9% are male and 9,3% are female. Compared to the averages of the European Union (EU), Slovenia is somewhere in the middle (Eurostat, 2024).

Figure 2: Percentage of employed people usually working from home in Europe 2022, by country



Source: Eurostat (2024).

### 4.3 Different types of flexible work environment

This thesis deals primarily with temporal and locality aspects of flexible working environments. Thus, the following section will present four chosen types of flexible working: flexitime, working time autonomy, condensed (compressed) hours and remote work/work from home.

#### 4.3.1 Definition of “Flexitime”

A very concrete definition of the concept of flexitime is given by Rubin (1979), who claims that the term was firstly used in the 1960s in Germany by the economist Christel Kraemerer with the purpose to influence women into the workforce which was facing shortages at the time. According to Rubin (1979) this concept consists of a core time, and a flexible band, which is determined by the employee. During the core hours the whole company has to be present, and it is usually four to six hours during the regular working day. Usually, the firms choose the core hours when the main business occurs, for example between 9am and 3pm, or 8am and 2pm. The employer can then choose their starting and ending time, they can choose to start their day between 6am and 8am or end their working day between 3pm and 6pm. The duration and ranges of the flexitime are determined by the employer and the flexibility depends on the amount of control the management wants to have, the amount of independence they want to give the employees and the present regulations or agreements within the company (Rubin, 1979).

There is a wide range of benefits that come with flexitime: increased productivity and performance, maintenance of work-life balance, working sync with the biological clock of individuals, higher positivity, engagement, commitment and loyalty by the employees, as well as a formation of culture of trust in the company (Kiran & Khurram, 2018). For the employees, flexitime brings benefits such as reduced stress and fatigue, easier planning, quiet time at the office, extended office hours, easier commuting and avoiding rush hours, better balance with other every-day activities such as school or college hours and other appointments (Janza, 2020).

On the other hand, poorly planned and executed flexitime can have some negative consequences and create confusion in the workplace. This is mainly due to the fact that a lot of adjustments have to be done prior to implementing flexitime, like rescheduling regular meetings and notifying all relevant clients and partners about the change in working time and availability of the workers. Moreover, a schedule has to be agreed upon by the supervisors and the employees so that adequate supervision is made possible, regardless of the flexible hours. Additionally, the company may face additional costs due to the implementation of flexible hours which have to be addressed by the management (Rubin, 1979). Employees can face challenges during flexitime in regard to discipline and good software solutions to keep logs of working time (Janza, 2020).

#### 4.3.2 Working time autonomy

Working time autonomy can be defined as: “worker’s complete autonomy over their working hours and schedules, the ability to work whenever the worker wants” (Chung, 2017, p. 4).

The concept of working time autonomy differs from flexitime in the sense that the employee does not have predefined fixed hours to work, and they have complete autonomy to choose in which period of the day they will work (Chung, 2018). This allows employees to adjust their working hours based on their circadian rhythms and other personal factors (like family and social life). This practice improves the attractiveness of employers and has a positive impact on the whole firm performance (Beckmann, 2016).

However, working time autonomy can lead to overtime and intensification of work outside of the workplace. Due to poorly scheduled working time, workers can face extension of their working tasks during their free time. This is especially true for men who are very career-oriented, while women tend to use the potential of time autonomy to combine their work duties with care-oriented duties (Lott, 2014). From the perspective of the firm, monitoring of worker effort in conditions of autonomy can be very inefficient and might lead to workers prioritizing their personal issues before work. Employee productivity might also decline due to the lack of direct supervision outside the workplace (Beckmann, 2016). While these hypotheses give a rational theoretical explanation of the downfalls of working time autonomy, many studies in the US, Germany and China showed that this arrangement results in improved worker performance (Beckmann, 2016).

#### 4.3.3 Condensed (compressed) hours

The term condensed or compressed hours (or compressed work week) encompassed a type of flexible working where the usual 40 working hours per week are compressed in fewer than five working days a week. This means that a single working day can have more than eight working hours, usually up to twelve hours. In the United States, the most common is the 4/40 work week where workers work for ten hours, four days per week (Baltes et al., 1999). This type of flexible working arrangement is often used in the manufacturing sector since their work doesn't require them to be present in specific timeframes (e.g. to serve customers) (Baltes et al., 1999).

Some studies (Brown et al., 2011) showed that the main benefit of a compressed working week is the extra time employees have to use for leisure. They are more able to participate in a wide range of activities, to socialize and spend their free time with family and friends. Moreover, compressed working weeks allow couples to synchronize their leisure time and their household tasks which can improve their family relationships (Brown et al., 2011). Other benefits of compressed work hours include reduction in commuting problems and costs, fewer workdays with no loss of pay, more time for scheduling meetings or training sessions, fewer need for supervisory personnel, less night work, increased production rates and improvement in the quantity or quality of services to the public (Wedderburn, 1996). A

study by Amendola et al. (2011) examining the effects of compressed work hours in the police showed that those workers who were working 10-hour shifts had a significantly higher quality of work life than those on the 8-hour shift. Moreover, the study showed that officers working the 10-hour shifts got more sleep per night than those on 8-hour shifts (Amendola et al., 2011).

Among the negative sides of compressed hours, we have to consider overtime pay required by law, increase in fatigue in the workers, increase in tardiness rates and absenteeism rates, as well as employee turnover and on-the-job and off-the-job accidents. Moreover, companies can face scheduling problems, employees on the other hand can face difficulties scheduling childcare and family life during the workweek (Wedderburn, 1996).

Reddick & Cogburn (2008) find that compressed work weeks are perceived as beneficial from both Generation X and Generation Y since these practices allow them to better control their time and give them greater autonomy over their schedules. Just like Millennials, members of Gen Z also require workplaces that allow flexibility in the working time. Enabling them with more options like flexitime, compressed hours and working remotely is essential for the company to take into consideration their different preferences (Jones, 2023).

#### 4.3.4 Work from home/remote work

Remote work is a flexible work arrangement that allows employees to work from any other location different from the traditional office that is provided by the employer. During this arrangement, the employees are not in direct contact with their coworkers but use technology to communicate with them (Wang et al., 2021). Some of the locations where employees work can be their homes, private offices, coworking or shared spaces, coffee shops or any other location outside of the workplace facilities. Remote work (also referred to work-from-anywhere) differs from work from home in the sense that the latter usually requires the worker to be in a near proximity of the office facilities, so to work from home that is by default relatively close to the office. On the other hand, remote work allows the worker a greater geographic flexibility to choose other geographical areas to work from, not necessarily close to the primary office (Nwankpa & Roumani, 2024). This type of flexible working became more present during and after the COVID-19 pandemic and enabled many organizations to implement hybrid working arrangements also in the future (Nwankpa & Roumani, 2024). Due to the technological developments which allow easier access to working software and communication remotely, more and more organizations decide to implement remote working as their regular practice and accept it as the new normal (Nwankpa & Roumani, 2024). Research shows that remote work prior to the COVID-19 pandemic was not a common practice - only 2.9 percent of the US workforce was working

remotely in 2017 (Wang et al., 2021). Similarly, only 2 percent of the workforce in Europe in 2015 worked remotely (Wang et al., 2021). Most of these workers belong to high-income earners and white-collar workers, such as managers, executives or professionals (Wang et al., 2021).

Among the main benefits of working remotely is the flexibility that allows workers to work from anywhere and consequently reduce transportation costs, save time which would otherwise be spent commuting, and foster a better work-life balance. Moreover, the flexibility to work remotely positively contributes to the job satisfaction of the employees and their commitment to the organization (Nwankpa & Roumani, 2024). Choudhury et al. (2021) finds that under conditions of remote work, or work-from-anywhere, there is a 4.4 percent increase in work output, which is a sign of the positive effect of remote working on productivity. Some productivity-enhancing practices enabled by work-from-anywhere include reduced work breaks, fewer sick days and benefits of quieter places to work. Geographic flexibility is allowing workers to derive greater utility by relocation to a preferred location, which contributes to their residential satisfaction (Choudhury et al., 2021). An experiment by Bloom et al. (2015), done in a Chinese travel agency of 16.000 employees, showed an increase in productivity of workers working from home for 13 percent during the nine months of the experiment. This improvement of productivity was mostly due to the increase in the number of minutes they worked per day, which can be attributed to the convenience of working from home (easier access to coffee, tea, lunch, toilets, and quiet space). Moreover, the company noticed a sharp reduction of attrition among employees who worked from home, and higher work satisfaction was reported in their surveys (Bloom et al., 2015).

On the other hand, remote work brings a certain scope of challenges that the company and its employees can face. Based on the research by Flores (2019), there are a few main challenges with remote work. Firstly, there is the need for direct communication, collaboration and development of relationships with colleagues, which is more challenging in a digital environment. Secondly, the employees may be facing difficulties to separate work and private life, since they are essentially bringing their work with them at home, and don't always have conditions to keep these two aspects apart. Thirdly, time-management and organizational capabilities of employees can be put under pressure while working remotely. Ferreira et al. (2021) identify additional disadvantages of remote work such as stress load, knowledge sharing and technology dependence problems, conflict and coordination problems, interruptions, lack of monitoring and feelings of isolation faced by the employees.

Working remotely represents an opportunity for development for all of the generations present in the current workforce, but in a different aspect. For Baby Boomers and Generation X, remote work can be a challenge since it is highly dependent on technology and technological skills of an individual employee. In this sense, members of the Baby Boomer

generation and Generation X are enabled some opportunities to learn and improve their technological skills. What they bring for the company in return is their long experience (since they have been in the workforce for the longest) and their ability to work independently on the basis of their experience in the field (Nowakowski, 2019). On the other hand, Millennials and Gen Z are perfect candidates for remote work since they are very technologically savvy and use their technological skills for their advancement. Millennials are also very used to the always-available workplace and tend to check their work-related correspondence out of the office as well (Nowakowski, 2019).

## **5 RESEARCH METHODOLOGY**

The theoretical review on the topic of flexible work environments showed that there is extensive research on the attitudes towards flexible work environments on Generations X and Y separately. However, there is a lack of research on Generations Z's attitudes towards flexible work environments, since the members of this generation are currently entering the workforce. Moreover, there is a need for more comparative research on this topic, which would examine the similarities and differences between the three generations.

This thesis consists of two types of data, primary and secondary. Secondary data was collected by reviewing existing research on the topic in various online databases, scientific journals and articles, books and reports. These findings were presented in the first three chapters of the thesis.

### **5.1 Research purpose and goals**

With the aim to help organizations to improve or establish better work environments, the purpose of this thesis is analyzing the views and preferences of workers regarding flexible work environments. An additional value added is the generational perspective that allows researchers to understand whether the generational aspect contributes to the differences in attitudes towards flexible work environments and the effects on productivity and motivation in the workplace. Moreover, the thesis represents an important contribution for individuals to reconsider which working conditions are most suitable for the maximization of their productivity in the workplace, as well as which working environment contributes to their motivation to put maximum effort in their day-to-day working activities.

Main goals of this thesis are:

- To examine different theoretical and empirical resources in the field with the aim to provide a clear picture of the research which has been done so far.

- To clearly define the concepts of a flexible work environment, motivation, and productivity in the workplace, as well as the concept of generations and main differences between them.
- To determine what are the benefits of flexible work environments for both employers and employees.
- To gather and analyze data about the attitudes of workers, members of different generations towards flexible work environments in Slovenia.
- To provide input for employers which will help them create better work environments for their businesses.

## **5.2 Research questions and hypotheses**

The thesis aims to answer the main research question: Does the attitude towards flexible work environments differ between members of generations X, Y and Z in Slovenia? Thus, the research focuses on comparing the attitudes of the three generations, which poses additional research questions such as: Do members of generation X (Y/Z) find flexible work environments to be positively contributing to their productivity and motivation in the workplace?

This research aims to test the hypotheses:

Hypothesis 1: Attitudes towards flexible work environments differ between Slovenian members of Generations X, Y and Z.

On the basis of the literature review, there is a reason to believe that the three generations differ massively when it comes to their preferences and priorities at the workplace. Based on their unique experiences and events that shaped their characteristics, generations X, Y and Z view the conditions in their workplaces differently, value different aspects of the environment and react in a different way towards the (un)provided flexibility in their workplace.

Hypothesis 2: Slovenian members of Generation X find flexible work environments to be negatively contributing to productivity and motivation in the workplace.

Although members of Generation X are tech savvy and adjustable, they are lacking some skills for working exclusively digitally in comparison with Generation Y and Generation Z. They value flexibility at the workplace a lot but have concerns regarding poor performance results as a consequence of some flexibility practices (mainly work from home/remote work). This thesis predicts that members of Generation X find some aspects of flexibility at the workplace to negatively affect their and their teams' performance, productivity and motivation.



Hypothesis 3: Slovenian members of Generations Y and Z find flexible work environments to be positively contributing to productivity and motivation in the workplace.

Generations Y and Z share a lot of values when it comes to the workplace. For many of them, working in an environment which doesn't provide any temporal or location flexibility is simply unimaginable. Based on their experiences, the members of these generations are highly adjustable and innovative when it comes to technologies, which allows them more flexibility at work. The thesis predicts that for these two generations a flexible work environment can have only positive impact on worker's productivity and motivation.

### **5.3 Method of empirical data collection**

The primary data for my research part was collected with a structured online questionnaire, which represents the main measurement instrument. Fricker and Shonlau (2022) argue that online surveys bring many benefits to the research process such as faster spreading of the survey among target population, higher response rate, minimal costs involved as well as simpler ways of documenting the collected data.

The survey was made in the online tool 1KA and shared among different social circles in Slovenia. The direct link was sent to my family, friends and colleagues who were invited to share it further with their connections. The survey was also posted on the platform Reddit, in the thread r/Slovenia, where it reached the majority of the final respondents. Target population for this survey were members of Generations X, Y and Z (born between 1965 and 2011), living and working in Slovenia. The survey was done in English language with the purpose of easier application of the data in the final thesis which is also written in English language.

The reason for choosing an online questionnaire as a main measurement instrument is based on the practicality and usability of this method. An online survey is easily spreadable, and it can reach a lot of different groups of respondents quickly. The target population is comfortable using such digital technologies. Moreover, the tool 1KA which was used for this survey provides a great interface, simplicity to use and great visual representation of progress, which allows respondents to easily go through the whole survey and answer all questions. On the other hand, responses gathered in this way can be easily transferred to other systems for statistical analysis which accelerates the whole process of research and analysis.

The survey was structured in three parts, with a total of 16 questions. The first part verified whether the respondent matches the target population, based on the two conditional questions with control variables being age and working location. If the respondent was not in the appropriate age group or not working in Slovenia at the moment, they were automatically

redirected to the end of the survey. The second part presented content questions regarding attitudes towards flexible work environments. There were 4 sets of questions, each containing 7-8 statements. The respondents were asked to express their agreement or disagreement with the statements on a 5-point Likert scale. The first set contained statements on flexible working time, the second set was about compressed working hours, the third set about remote work/working from home, and the final set about motivation and productivity. There were additional two questions regarding the satisfaction of employees in the current workplace and the factors which determine their choice of employer. The final part of the survey gathered some demographical data on the respondents based on a few demographic questions. For better understanding of the sample the survey measured variables like gender, year of birth, educational level, geographic location of the workplace, country of birth, current employment type, company size and industry. The whole survey can be found in the appendix of this thesis.

The primary data was collected through an anonymous online survey which was active from April 21st till April 28th. The questionnaire was pre-tested by 10 respondents who confirmed the clarity of the questions and the relevance of the survey. The responses were gathered rather quickly due to the relevance of the topic and the high interest among respondents.

#### **5.4 Method of data analysis**

The data which was gathered with this survey was then analyzed using Microsoft Excel and IBM SPSS Statistics program. Firstly, the data was cleaned of all invalid and irrelevant responses. Then, the responses were separated into three groups, for Generation X, Y and Z respectively. The next step was analyzing the demographic characteristics of the respondents in Excel, to better understand the sample. I proceeded with statistical analysis in SPSS to obtain descriptive statistics for the data and test the hypotheses. I used various statistical tests such as Cronbach's alpha, to assess the reliability of the whole questionnaire and the measured constructs, One-Sample and Independent sample t-tests to determine whether there are statistically significant differences between the three groups. This part of the thesis is concluded by interpreting the results of the analysis and confirming/rejecting the hypotheses.

#### **5.5 Sampling and sample description**

The main sampling method used is non-probability sampling, or more specifically snowball sampling. This method invites existing participants to help the researcher further by recruiting new respondents. With this technique initial participants are referring other people, creating a chain of participants connected through social networks. Main advantages of snowball sampling are its cost-effectiveness and time efficiency, as well as flexibility and

adaptability. Such an approach resulted in a relatively diverse population of respondents, coming from various educational backgrounds, working in different industries and in various-sized firms.

However, it is important to note that this sampling techniques has some disadvantages as well. Mainly, the success of the sampling is highly dependent on the initial participants, the sample may not be representative of the broader population, and it can be challenging for the researchers to control the composition of the sample.

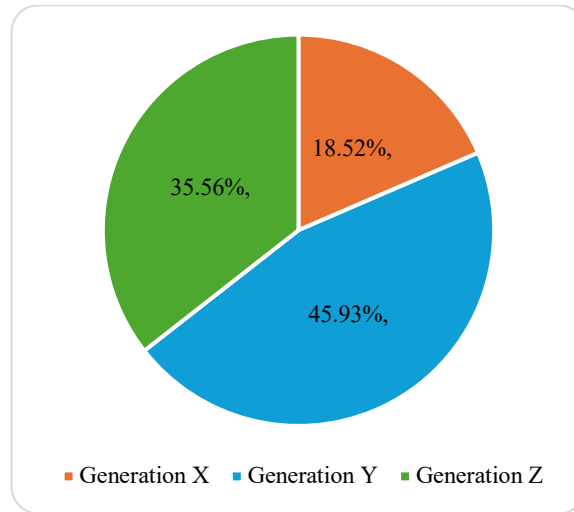
The survey resulted in a sample of a total of 332 responses. After a careful analysis of the sample and cleanup of the invalid/unfinished responses, the final number of responses that could be used in this thesis is 137. The rest of the responses were inappropriate for analysis, participants only clicked on the introduction page, were not in the target group, or didn't answer all the questions. Moreover, the survey contained two conditional questions regarding age and working location. Participants who selected that they are younger or older than the generations represented in the research, or are working outside of Slovenia, were automatically taken to the end of the survey and not included in the final sample.

## **5.6 Demographic characteristics of the sample**

The sample of a total of 137 respondents included 78 male (56,30%), 56 female (41,48%) and 3 non-binary/third gender respondents (2,22%). Regarding country of birth, 118 respondents (87,41%) selected Slovenia, while 17 respondents (12,59%) selected other countries (Croatia, North Macedonia, Serbia, Russia, Ukraine, Spain). The latter however, in the conditional questions selected that they are working in Slovenia, thus their responses are considered as a part of the final sample for analysis.

For the purpose of this thesis, it was crucial to gather an approximately equally enough sample of the three generations in question - Generation X, Y and Z. The survey reached members of generation X the least (18,52%), members of Generation Y and Z somewhat more - 45,93% were members of Generation Y and 35,56% were members of Generation Z.

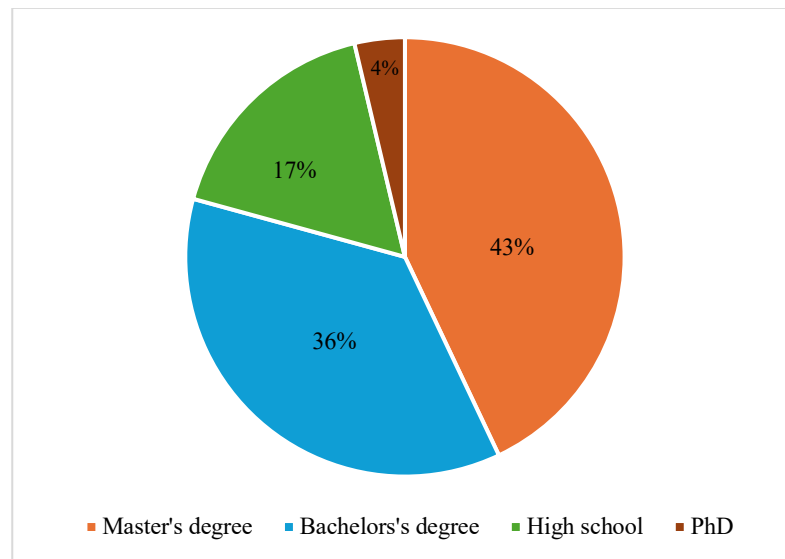
*Figure 3: Distribution of respondents by generation*



*Source: own work (N=137).*

When it comes to educational background, the majority of the respondents have either master's (42,96%) or bachelor's degree (36,30%). 17,04% of the respondents have a high school diploma and 3,70% have a PhD.

*Figure 4: Distribution of respondents by formal education*

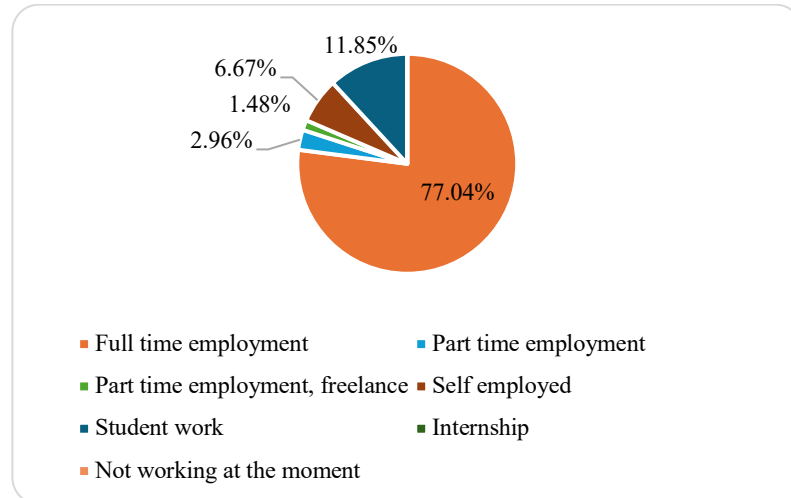


*Source: own work (N=137).*

The survey results showed that the respondents have various employment types. The majority (77,04%) of the respondents are employed full time, 2,96% work part time, some are working

freelance (1,48%) or are self-employed (6,67%). Student workers represent 11,85% of the sample.

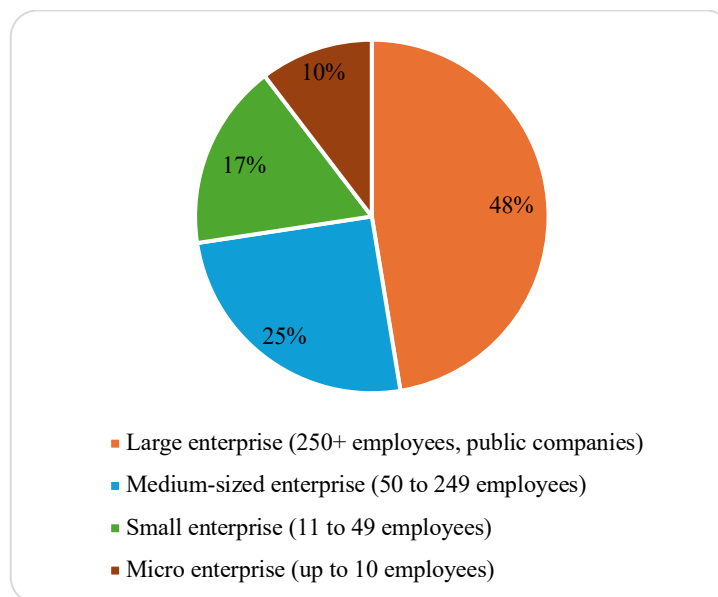
*Figure 5: Distribution of respondents by employment type*



*Source: own work (N=137).*

When it comes to the size of the firm, 47,41% of the respondents work in large enterprises, 25,19% work in medium-sized enterprises, 17,04% in small enterprises and 10,37% in micro enterprises.

*Figure 6: Distribution of respondents by firm size*

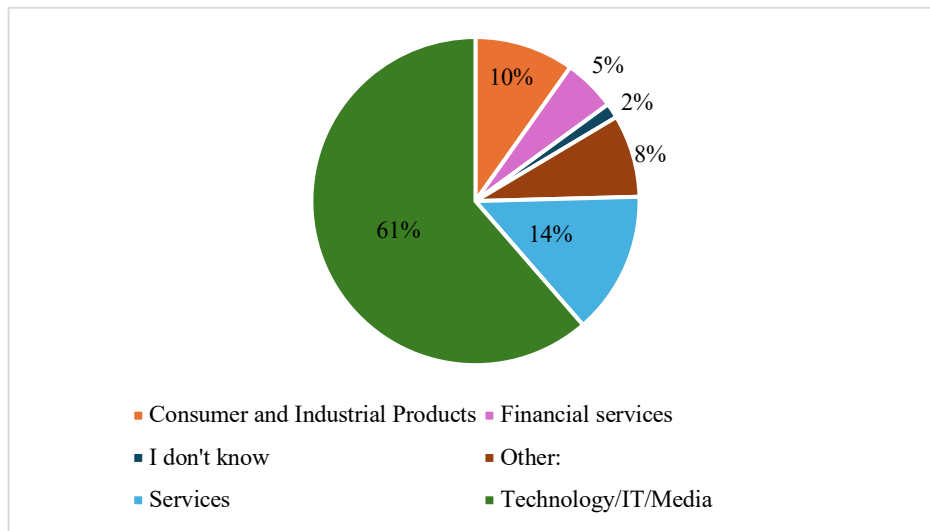


*Source: own work (N=137).*

The majority of the respondents work in the Osrednjeslovenska region (74,81%), followed by Gorenjska region (5,93%) and Podravska region (5,19%). All the other regions are represented with less than 5% of the respondents.

The majority of the respondents work in the technology/IT/media industry (61,48%), followed by services industry (14,07%), consumer and industrial products industry (9,63%), and 5,19% in the financial industry. 8,15% of the respondents selected other industries (tourism, government, education, healthcare, construction, pharmaceutical industry, local government). 1,48% of the respondents stated that they don't know in which industry they are working at the moment.

*Figure 7: Distribution of respondents by industry*



*Source: own work (N=137).*

## 6 RESULTS

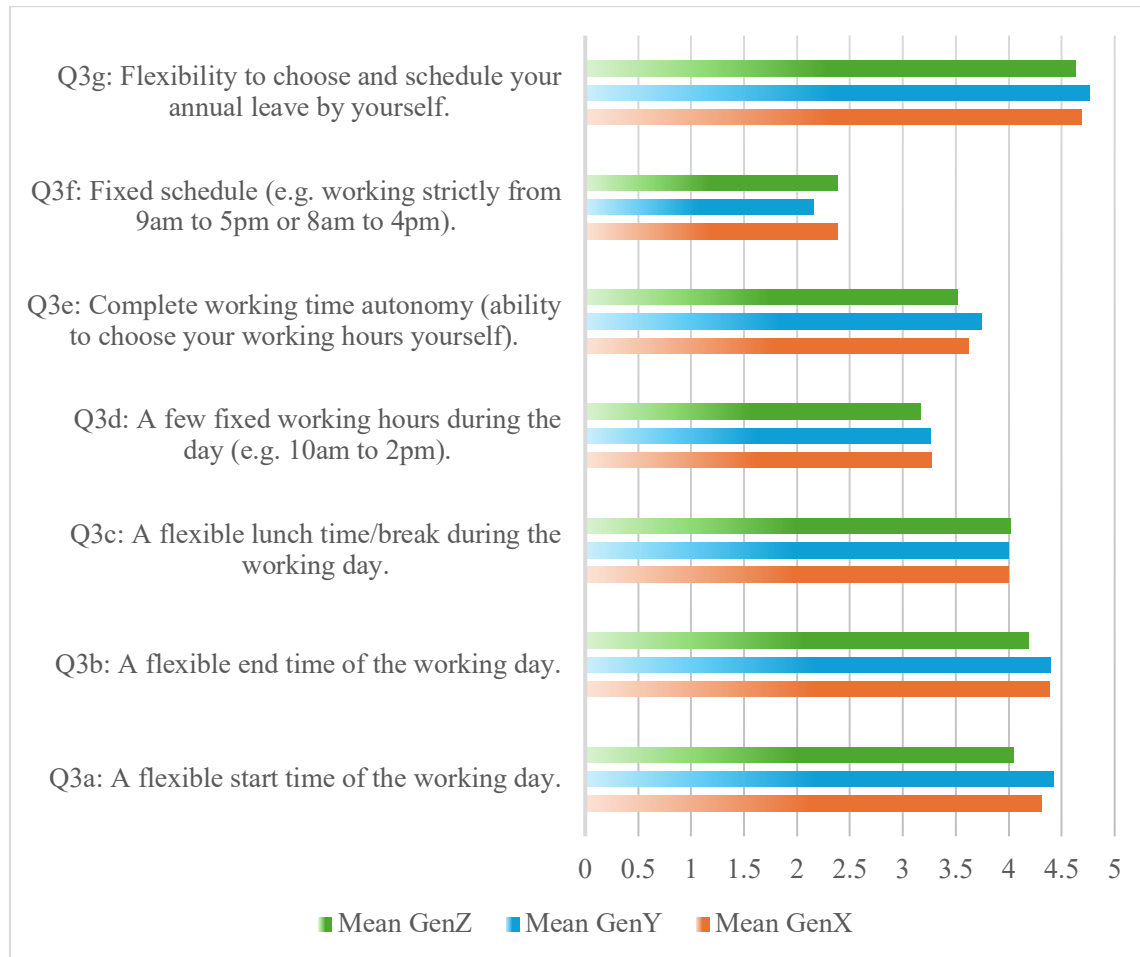
The aim of this chapter is to present the results of the empirical research done based on the online survey. In the first part of the chapter, the demographic characteristics of the respondents will be presented with appropriate graphs and tables. Next, the descriptive statistics of the variables will be presented, and the hypotheses will be tested.

### 6.1 Descriptive statistics

In this section of the thesis, descriptive statistics of the main four content questions of the survey are analyzed. By observing the means in Table 7 it can be concluded that the three generations on average find as most important factors such as *flexible start time* (4,31, 4,42

and 4,04), *flexible end time* (4,38, 4,39 and 4,19), *flexible lunch time/break* (4,0, 4,0 and 4,2) and *flexibility to schedule annual leave* (4,69, 4,76 and 4,63). When it comes to factors such as *few fixed working hours during the day* (3,27, 3,26 and 3,17) and *complete working time autonomy* (3,62, 3,74 and 3,52), all three generations find these factors to be of average importance. The three generations on average find the least important factors such as *fixed schedule* (2,38, 2,16 and 2,38).

Figure 8: Importance of factors regarding flexible working time

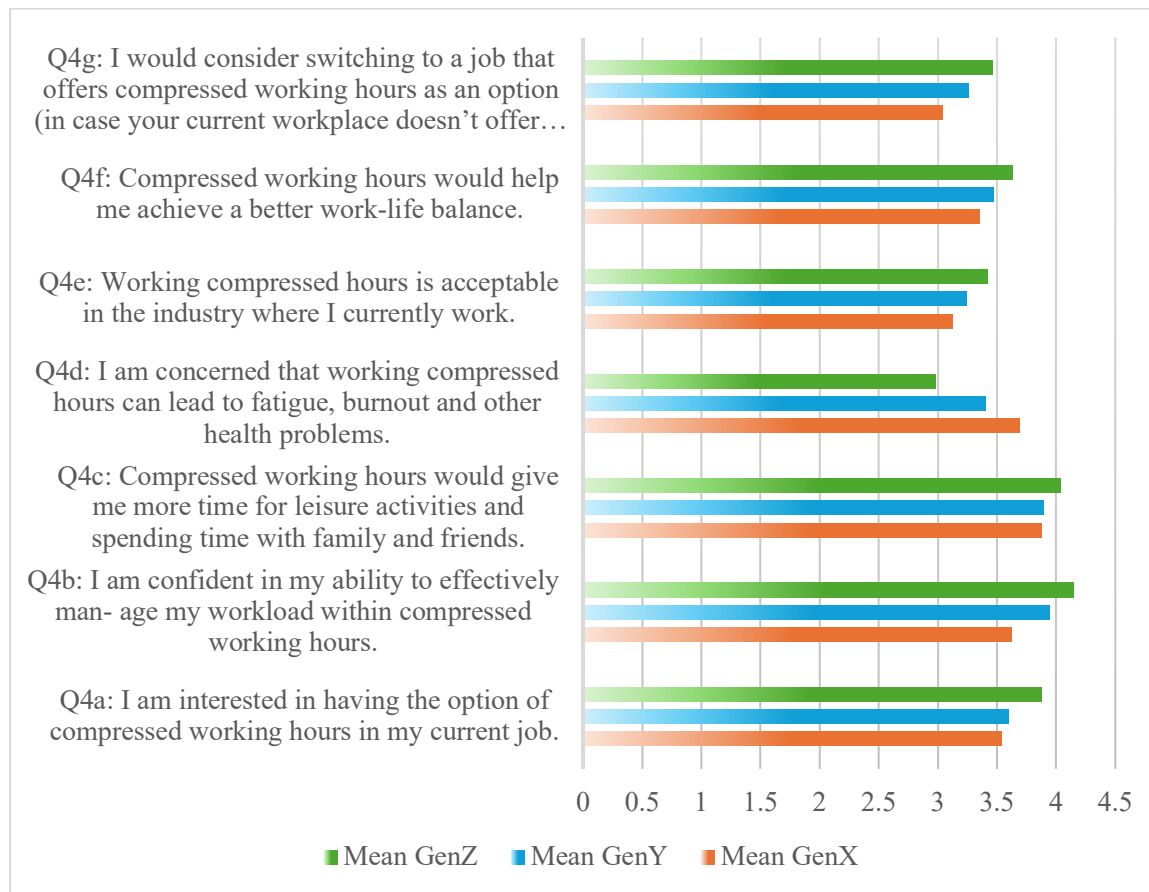


Source: own work (N=137).

By observing the means in Table 8 it can be concluded that the three generations on average express the most similar opinions regarding statements such as *I am interested in having the option of compressed working hours in my current job* (3,54, 3,60 and 3,88), *I am confident in my ability to effectively manage my workload within compressed working hours* (3,62, 3,94 and 4,15), *Compressed working hours would give me more time for leisure activities and spending time with family and friends* (3,88, 3,89 and 4,04). Generation Z expresses the

least agreement with the statement *I am concerned that working compressed hours can lead to fatigue, burnout and other health problems* (2,98) in comparison with Generation X (3,69) and Generation Y (3,40). Moreover, more members of Generation Z agree with the statement *Working compressed hours is acceptable in the industry where I currently work* (3,42), in comparison with Generation X (3,12) and Generation Y (3,24). Generation X expresses the least agreement with the statement *I would consider switching to a job that offers compressed working hours as an option* (3,04), in comparison with Generation Y (3,26) and Generation Z (3,46).

Figure 9: Importance of factors regarding compressed working hours

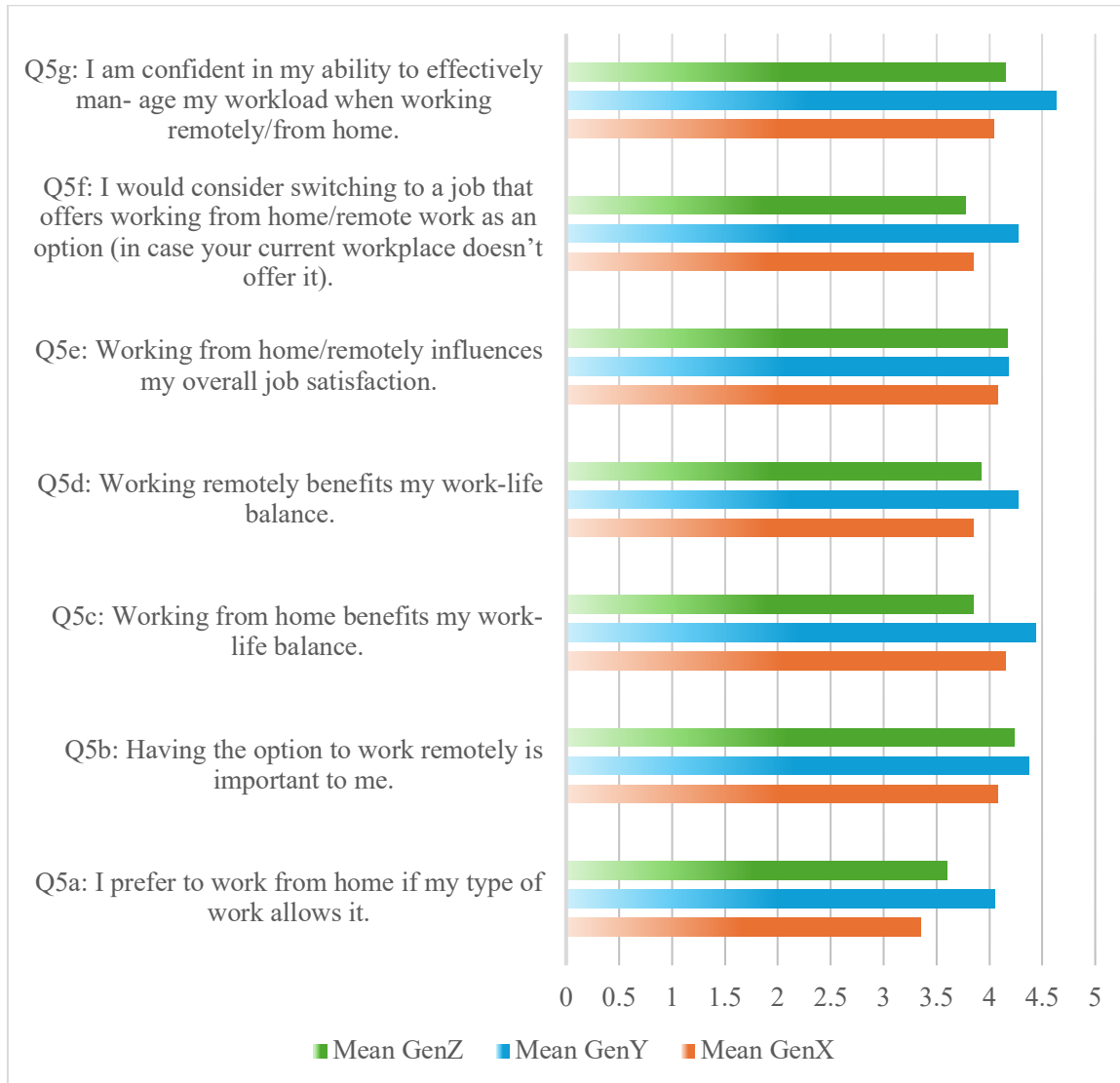


Source: own work (N=137).

The analysis of the means of Q5 regarding remote work/work from home shows that Generation Y has the highest means in all of the statements. This expresses their favourable attitude towards remote work/work from home, which is higher than the one of Generation X and Generation Z. For example, Generation Y agrees with the statement such as *I would consider switching to a job that offers working from home/remote work as an option* with mean 4,27 compared to Generation X (3,85) and Generation Z (3,77).



Figure 10: Importance of factors regarding remote work/work from home



Source: own work (N=137).

The analysis of the means in Q6 shows that Generation X expresses the lowest agreement with all of the statements except the statement *My absence at work is reduced when I have the ability to work from home* (4,27) in comparison with Generation X (4,10) and Generation Z (3,79). Most of Generation X agree with the statements such as *I am less stressed at work when I have flexible start and end time of the working day* (4,35) in comparison with Generation X (3,85) and Generation Z (3,92). Highest agreement with the statement *A flexible work environment allows me to better manage interruptions and distractions* is expressed by Generation Z (4,35) in comparison with Generation X (4,08) and Generation Y (4,11).

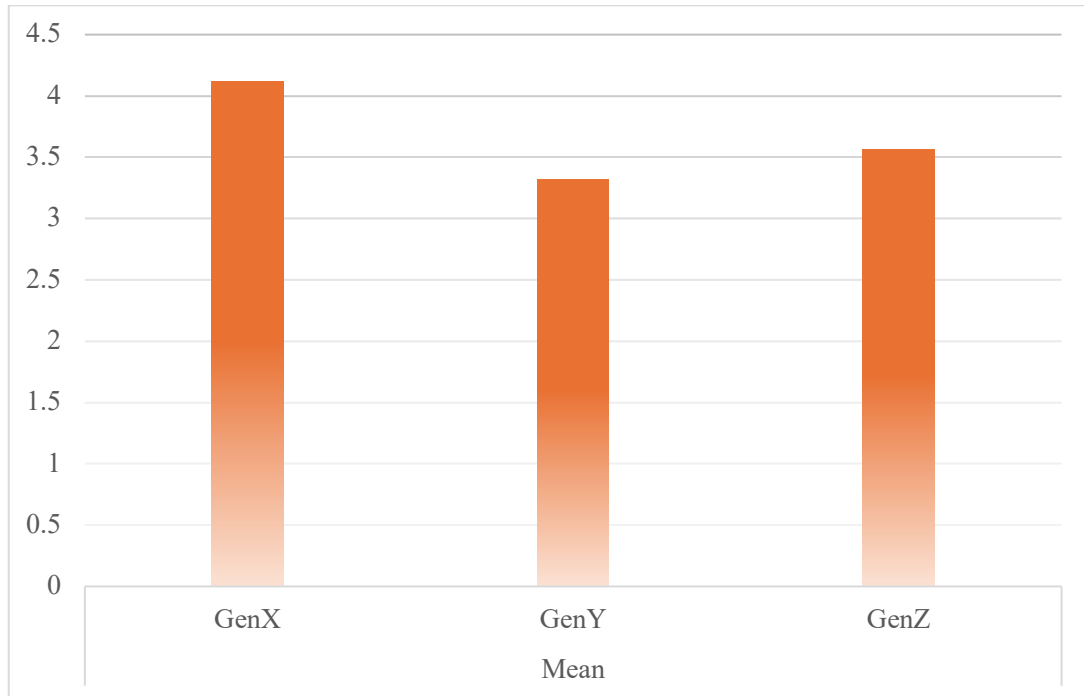
*Figure 11: Importance of factors regarding productivity and motivation*



*Source: own work (N=137).*

The analysis of the means of Q7 shows that Generation X (4.12) is the most satisfied with the provided flexibility of time and location at their current workplace. Generation Y is the least satisfied (3.32), while Generation Z is somewhere in the middle (3.56). This indicates that there is a need for further development of flexibility practices at the workplace, to meet the expectations of younger generations.

Figure 12: Satisfaction at current workplace



Legend: the scale represents how satisfied on average are respondents with the flexibility provided at their current workplace, on a scale from 1 (not satisfied at all) to 5 (very satisfied)

Source: own work (N=137).

## 6.2 Hypothesis testing

For the purpose of hypothesis testing, I grouped the statements in the survey in several constructs. The statements with 5-point Linkert scale were grouped in three separate constructs: *flexible working time*, *compressed working hours* and *remote work/work from home*. These three constructs represent the attitudes towards flexible work environments by generations.

Table 7: Cronbach's alpha

	Cronbach's alpha	N
Entire questionnaire	0.993	36
Q3 - Flexible working time	0.982	7
Q4 - Compressed working hours	0.987	7
Q5 - Remote work/work from home	0.994	7
Q6 - Productivity and motivation in the workplace	0.997	9
Q8 – Factors for choosing a new employer	0.955	5

Source: own work (N=36).

The table above shows the results of Cronbach's alpha test which assesses the reliability of the whole questionnaire and the measured constructs, to make sure that the items in the survey are measuring the same underlying construct. The entire questionnaire exhibits excellent reliability ( $\alpha=0,993$ ), and all examined constructs: *flexible working time* ( $\alpha=0,982$ ), *compressed working hours* ( $\alpha=0,987$ ), *remote work/work from home* ( $\alpha=0,994$ ), *productivity and motivation in the workplace* ( $\alpha=0,997$ ) and *factors for choosing a new employer* ( $\alpha=0,955$ ) demonstrate excellent reliability as well.

To test the hypotheses, I used independent samples t-tests for hypothesis 1 and One-Sample t-test for hypotheses 2 and 3. Hypothesis 1 is comparing the attitudes of three generations, thus the tests are divided in three parts: hypothesis 1a (comparison of Generations X and Y), hypothesis 1b (comparison of Generations X and Z) and hypothesis 3c (comparison of Generations Y and Z).

Hypothesis 1: Attitudes towards flexible work environments differ between Slovenian members of Generations X, Y and Z.

Hypothesis 1a: Attitudes towards flexible work environments differ between Slovenian members of Generations X and Y.

*Table 8: Independent Sample t-test (Generations X and Y)*

<b>Group Statistics</b>					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Flexible working time	Generation X	33	3.78	0.478	0.08320
	Generation Y	70	3.86	0.419	0.05010
Compressed working hours	Generation X	30	3.41	0.814	0.14855
	Generation Y	66	3.59	0.716	0.08819
Remote work/work from home	Generation X	30	3.91	0.976	0.17828
	Generation Y	64	4.33	0.810	0.10123

*Source: own work (N=103).*

The comparison of means between Generations X and Y shows that Generation Y on average exhibits more favorable attitude towards all three constructs: *flexible working time* (3,86), *compressed working hours* (3,59) and *remote work/work from home* (4,33).

Hypothesis 1b: Attitudes towards flexible work environments differ between Slovenian members of Generations X and Z.

Table 9: Independent Samples t-test (Generations X and Z)

Group Statistics					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Flexible working time	Generation X	33	3.7792	0.47795	0.08320
	Generation Z	56	3.6786	0.52912	0.07071
Compressed working hours	Generation X	30	3.4143	0.81363	0.14855
	Generation Z	52	3.5934	0.51499	0.07142
Remote work/work from home	Generation X	30	3.9095	0.97649	0.17828
	Generation Z	51	3.9272	0.78318	0.10967

Source: own work (N=89).

The comparison of means between Generations X and Z shows that Generation X on average exhibits more favorable attitude towards *flexible working time* (3,77), and Generation Z on average exhibits more favorable attitude towards *compressed working hours* (3,59) and *remote work/work from home* (3,92).

Hypothesis 1c: Attitudes towards flexible work environments differ between Slovenian members of Generations Y and Z.

Table 10: Independent Sample t-test (Generations Y and Z)

Group Statistics					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Flexible working time	Generation Y	70	3.8571	0.41915	0.05010
	Generation Z	56	3.6786	0.52912	0.07071
Compressed working hours	Generation Y	66	3.5887	0.71649	0.08819
	Generation Z	52	3.5934	0.51499	0.07142
Remote work/work from home	Generation Y	64	4.3348	0.80981	0.10123
	Generation Z	51	3.9272	0.78318	0.10967

Source: own work (N=126).

The comparison of means between Generations Y and Z shows that Generation Y on average exhibits more favorable attitude towards *flexible working time* (3,85) and *remote work/work from home* (4,33), while Generation Z on average exhibits more favorable attitude towards *compressed working hours* (3,59).

Table 11: Independent Sample t-tests, summary for all generations

		N	M	SD	t	Sig.
Flexible working time	Generation X	33	3.78	0.478	-0.841	0.402
	Generation Y	70	3.86	0.419		
Flexible working time	Generation X	33	3.78	0.478	0.898	0.372
	Generation Z	56	3.68	0.529		
Flexible working time	Generation Y	70	3.86	0.419	2.114	0.036
	Generation Z	56	3.68	0.529		
Compressed working hours	Generation X	30	3.41	0.814	-1.060	0.292
	Generation Y	66	3.59	0.716		
Compressed working hours	Generation X	30	3.41	0.814	-1.087	0.283
	Generation Z	52	3.59	0.515		
Compressed working hours	Generation Y	66	3.59	0.717	-0.040	0.969
	Generation Z	52	3.59	0.515		
Remote work/work from home	Generation X	30	3.91	0.976	-2.220	0.029
	Generation Y	64	4.33	0.810		
Remote work/work from home	Generation X	30	3.91	0.977	-0.089	0.929
	Generation Z	51	3.93	0.783		
Remote work/work from home	Generation Y	64	4.33	0.810	2.721	0.008
	Generation Z	51	3.93	0.783		

Source: own work (N=137).

The t-test for independent samples is statistically significant (sig. < 0,05) for the construct *flexible working time*, indicating significant differences between Generation Y and Generation Z. Generation Y (3,86) exhibits the most favorable attitude towards *flexible working time*, while Generation Z (3,68) shows the least favorable attitude. There are no statistically significant differences between Generation X and Generation Y, and between Generation X and Generation Z (sig. > 0,05).

The t-test for independent samples is not statistically significant (sig. > 0,05) for the construct *compressed working hours*, indicating there are no significant differences between Generation Y, Generation Z, and Generation X.

The t-test for independent samples is statistically significant (sig. < 0,05) for the construct *remote work/work from home*, indicating significant differences between Generation X and Generation Y, and between Generation Y and Generation Z. Generation Y (4,33) exhibits the most favorable attitude towards *remote work/work from home*, while Generation X (3,91) and Generation Z (3,93) show the least favorable attitudes. There are no statistically significant differences between Generation X and Generation Z (sig. > 0,05).

Hypothesis 1 is partially accepted.

Hypothesis 2: Slovenian members of Generation X find flexible work environments to be negatively contributing to productivity and motivation in the workplace.

*Table 12: One-Sample t-test (Generation X)*

	N	M	SD	t	Sig.
A flexible work environment positively impacts my motivation at work.	25	4.4	0.82	2.449	0.022
A flexible work environment helps me to maintain motivation at work long-term.	26	4.2	0.83	0.941	0.356
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	26	4.1	0.84	0.464	0.646
I am less stressed at work when I have flexible start and end time of the working day.	26	3.8	1.19	-0.659	0.516
My absence at work is reduced when I have the ability to work from home.	26	3.7	1.26	-1.248	0.224
My quality of life is generally better if I work in a flexible work environment.	26	4.2	0.95	1.237	0.228
I feel more productive when I have the ability to work during my most productive hours.	26	4.1	0.84	0.464	0.646
A flexible work environment allows me to better manage interruptions and distractions.	26	4.0	0.85	0.000	1.000
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	26	4.3	0.67	2.059	0.050

*Source: own work (N=26).*

Respondents on average agree with all the listed statements, indicating that they find flexible work environments to be positively contributing to productivity and motivation in the workplace.

Hypothesis 2 is rejected.

Hypothesis 3: Slovenian members of Generations Y and Z find flexible work environments to be positively contributing to productivity and motivation in the workplace.

*Table 13: One-Sample t-test (Generations Y and Z)*

	N	M	SD	t	Sig.
A flexible work environment positively impacts my motivation at work.	111	4.4	0.77	6.033	0.000
A flexible work environment helps me to maintain motivation at work long-term.	111	4.5	0.75	6.470	0.000
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	110	4.2	0.90	2.019	0.046
I am less stressed at work when I have flexible start and end time of the working day.	110	4.2	0.97	1.968	0.052
My absence at work is reduced when I have the ability to work from home.	110	4.0	1.00	-0.190	0.850
My quality of life is generally better if I work in a flexible work environment.	111	4.4	0.82	4.965	0.000
I feel more productive when I have the ability to work during my most productive hours.	110	4.3	0.83	4.000	0.000
A flexible work environment allows me to better manage interruptions and distractions.	111	4.1	0.91	1.254	0.212
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	111	4.4	0.78	4.844	0.000

*Source: own work (N=111).*

Respondents on average agree with all the listed statements, indicating that they find flexible work environments to be positively contributing to productivity and motivation in the workplace.

Hypothesis 3 is accepted.

## **7 DISCUSSION**

### **7.1 Summary of main findings**

The research of this thesis resulted in two main findings. The first one is the confirmation of the hypothesis that the attitudes towards flexible work environments in general differ among the three generations in question - Generation X, Y and Z. More significant differences can be observed when it comes to the constructs of remote work/work from home. When it comes



to temporal constructs such as compressed working hours, there are no statistical differences among generations. This means that while attitudes in general differ, they are highly dependent on the type of specific construct that is evaluated.

The second main finding of this research shows that generations are fairly similar in their opinion of the effects of a flexible work environment towards productivity and motivation. This thesis predicted that Generation X will have a less positive attitude in regards to the effects of flexible work environments on the productivity and motivation of employees. However, the rejection of hypothesis 2 and confirmation of hypothesis 3 showed that all the three generations on average find flexible work environments to have a positive contribution to productivity and motivation at the workplace.

*Table 14: Summary of hypothesis testing*

<b>Hypothesis</b>	<b>Hypothesis test result</b>
<b>H1:</b> Attitudes towards flexible work environments differ between Slovenian members of Generations X, Y and Z.	Partially accepted
<b>H2:</b> Slovenian members of Generation X find flexible work environments to be negatively contributing to productivity and motivation in the workplace.	Rejected
<b>H3:</b> Slovenian members of Generations Y and Z find flexible work environments to be positively contributing to productivity and motivation in the workplace.	Accepted

*Source: own work.*

## **7.2 Implications and recommendations**

The findings above represent an important implication for employers, managers and employees. Firstly, employers need to consider that members of different generations, while having generally similar attitudes towards flexible work environments, differ when it comes to specific flexible work arrangements. This should be considered in the recruitment and employment process, where employers need to look for arrangements that will be suitable to specific candidates long-term. Based on the age and personal circumstances, each employee will have different preferences regarding working time, location, type of employment and other factors. But one thing is certain, all of the potential employees, no matter the generation, will find flexibility at work important and consider it as a positive factor when choosing an employer.

Secondly, managers will have to consider these findings on generational differences for their current employees and try to understand the importance of the effects of flexibility on

productivity and motivation of the employees. All of the generations on average agree that having a flexible working environment allows them to perform better and to remain motivated longer, beyond the initial motivation at a new workplace. Managers have the ability to utilize this in their favor and the favor of the business in general. By allowing employees some flexibility, the business gains more opportunities for growth.

Lastly, for employees it is important to understand their personal needs and preferences when it comes either to choosing a new workplace or reorganizing in the existing one. Employees should have a clear picture of their needs for flexibility in the workplace in order to successfully communicate that with their managers or potential new managers. This understanding, also based on research such as the one in this thesis, will provide employees some leverage to obtain the working conditions that are suitable for them.

Based on the results of this research the following recommendations for businesses are proposed:

- Implementing at least one of the proposed flexibility measures (flexible working time, compressed working hours, remote work/work from home), and assess whether it has positive impact on employees' motivation and productivity after a certain period of time;
- Offering a hybrid mode of work - providing an ability to work in an office (preferences of Generation X), and also from home/remotely (preferences of Generations Y and Z);
- Establishing a policy framework that allows managers to provide specific employees, if suitable, with some types of flexibility, regardless of the official flexibility policy of the firm.

### **7.3 Limitations and further research**

In order to provide an objective analysis it is essential to acknowledge some potential weaknesses or constraints that may affect the validity, generalizability, or applicability of the findings of this research. The limitations of this research can be divided in two groups: definitional limitations and research limitations. Definitional limitations refer to the fact that the two main concepts that are researched in this thesis, generations and flexibility, have many different definitions instead of one clear definition. Generations are a highly contextual, culturally dependent and generalized concept. Generation categories are not discrete and there might be some overlap when it comes to the ranges when one generation ends, and the next one starts. For the purpose of each study, the year ranges of different generations are defined by the researcher. Such is the case with this thesis as well, which makes the subjectivity of this decision one of the main limitations of the research. Another definitional limitation is the concept of flexibility and the questions, what is considered as a

flexible work environment. This again, is left on the research to decide, since many businesses have different opinions on what exactly makes a flexible work environment.

When it comes to the research limitations, the sampling bias should be considered. The research results showed that some generations (X and Z) were represented in a smaller percentage than Generation Y. Moreover, the vast majority of the respondents come from the Osrednjeslovenska region, which is another sampling bias. Another limitation is the language bias - whether the sample and the results would have been different if the survey was posted in Slovenian language. The current sample only contains respondents who understand and/or speak English. Moreover, having an online survey as a measurement instrument means that all of the respondents need access to appropriate technologies to access the survey, which leaves employees who don't have access to such technologies out of the sample.

This research looks at the chosen topic from the perspective of employees. The first idea for further research would be to broaden the study with the perspectives of teams and employers or managers. Teams consisting of many different employees who have different preferences towards flexibility will probably have a different opinion on the effects on productivity and motivation. Moreover, managers have a better overview of how the business develops as a result of changes in flexibility. Thus, it would be beneficial to use this knowledge of the managers and have interviews with them to understand the implications from their perspective.

Another aspect is the cross-sectional design of the research which considers the data in a single point in time. For further research, it would be interesting to see how these attitudes of generations change over time, especially as Generation Z grows older and becomes the majority of the workforce.

## **8 CONCLUSION**

The purpose of this thesis was to comparatively analyze the attitudes towards flexible work environments of different generations - X, Y and Z. The main research questions were focused on whether there are significant differences among generations in their attitudes towards flexible work environments. With the work above, the main goals of the thesis were accomplished: an overview of previous theoretical research and definitions of concepts were provided, the benefits of flexible working environments were assessed, new data was gathered with a help of a survey and input on the implications and further research was given on the basis of data analysis and the results. Although there are some limitations regarding the definitions and the sample, this research proves that there are differences in attitudes among generations to some extent, which have to be considered by both employees and

employers. Moreover, the research showed that Generation Y exhibits the most favorable attitude towards remote work/work from home, while Generation X shows the least favorable attitude. When it comes to flexible working time and compressed hours, there were no significant differences among generations.

The findings of this research are somewhat consistent with previous research on the topic. As Generation X will soon start to retire, and Generations Y and Z will take over the majority of the workforce, it is important to listen to their needs and adjust the workplaces to suit their preferences. On the other hand, with the rise of artificial intelligence and robotisation, it is much more important to provide the human workforce with working conditions that are beneficial for them, as they cannot be replaced with these new technologies in entirety. Many of the businesses and industries will still need a significant amount of human workforce, which needs to be satisfied at the workplace. The shortage of human workforce globally contributes to the fact that young employees change jobs easily and their loyalty to a single company cannot be taken for granted. This is another factor for employers to consider implementing flexibility at the workplace, if they want to have productive and motivated employees in the long run and prevent massive employee turnover.

The value added of this research is in the comparative nature of the study which takes into consideration the perspectives of the three generations at the same time. While there is extensive research on specific generations, there is a lack of comparison among them and a holistic overview of the topic. With the results of this thesis, further researchers will have a starting point to examine how members of different generations behave and interact in the workplace, and the significance of their opinions for businesses. In conclusion, this thesis has shed light on the complex dynamics of generational attitudes towards flexible work environments. By exploring the nuances within and between generations, valuable insights have been drawn that contribute to the understanding of contemporary work practices. Moving forward, further research needs to use the potential of flexible work arrangements and ensure they meet the needs of all generations in the workforce.

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## **APPENDICES**



## Appendix 1: Summary in Slovenian

Čeprav živimo v času vedno večje robotizacije in povečane digitalizacije, številne industrije so še naprej odvisne od človeškega faktorja oz. delovne sile. Da bi ohranili stabilno rast in produktivnost, podjetja potrebujejo motivirane delavce, ki bodo na dolgi rok ostali zvesti podjetju. Pri tem se odpira vprašanje, kaj vse vpliva na motiviranost in produktivnost delavcev. V zadnjih letih, predvsem zaradi izbruha globalne pandemije Covid-19, se je v poslovnem svetu razširila potreba po fleksibilnosti na delovnem mestu, ki bo zaposlenim omogočala, da se lažje spopadajo z vsakdanjimi izzivi, tako v službi, kot v zasebnem življenju.

Koncept fleksibilno delovno okolje zajema veliko različnih praks, ki jih podjetja ponujajo zaposlenim. V tej magistrski nalogi se osredotočam na tri izbrane praxe: fleksibilni delovni čas (*flexible working time*), strnjen delovni čas (*compressed working hours*) in delo od doma ali delo na daljavo (*work from home/remote work*) ter njihov vpliv na produktivnost in motivacijo zaposlenih po mnenju zaposlenih. V tej magistrski nalogi sem se osredotočila na poglede različnih generacij, ki sestavljajo večino trenutnega trga dela - generacije X, Y in Z. Na podlagi pregleda literature ugotavljam, da obstaja razlog verjeti, da se pogledi na fleksibilna delovna okolja razlikujejo glede na generacijo. Vsak delavec izmed članov določene generacije ima svoje lastne preference, želje in potrebe glede delovnega okolja. Te želje in potrebe se oblikujejo glede na naše okoliščine, družbeni kontekst, kulturo, in so tudi odvisne od ljudi okoli nas, večinoma od naših sovrstnikov. Na podlagi tega so bile oblikovane tri glavne hipoteze: H1: Med slovenskimi pripadniki generacij X, Y in Z se odnosi do prilagodljivih delovnih okolij razlikujejo; H2: Slovenski pripadniki generacije X menijo, da fleksibilna delovna okolja vplivajo negativno na produktivnost in motivacijo na delovnem mestu; H3: Slovenski pripadniki generacije Y in Z menijo, da fleksibilna delovna okolja vplivajo pozitivno na produktivnost in motivacijo na delovnem mestu. Hipoteze sem testirala s pomočjo T-testa za neodvisne vzorce in T-testa za en vzorec.

Raziskava je pokazala, da med generacijami obstajajo delne razlike v odnosu do prilagodljivih delovnih okolij. Razlike so vidne predvsem pri konstrukt delo od doma/delo na daljavo, ker ima generacija X najmanj pozitiven odnos, generacija Y pa najbolj pozitiven odnos. Pri ostalih konstrukcijskih (fleksibilni delovni čas in strnjen delovni čas) ni statističnih razlik med tremi generacijami. Na drugi strani, raziskava je pokazala, da imajo vse tri generacije enak odnos glede vpliva prilagodljivih delovnih okolij na produktivnost in motivacijo na delovnem mestu. Predpostavka, da ima generacija X negativen odnos glede tega vprašanja je zavrnjena.

Dodano vrednost te raziskave lahko opazimo na treh ravneh: za zaposlovalce, zaposlene in managerje. Zaposlovalci se pri iskanju novega kadra srečujejo predvsem s predstavniki generacij Y in Z, in je zato zelo pomembno, da razumejo njihove potrebe in preference. Možnosti za časovno in lokacijsko fleksibilnost dajo podjetju prednost pred ostalimi in omogočijo lažje pridobivanje

novega, mladega kadra. Z vidika zaposlenih je pomembno, da razumejo svoje potrebe in preference z namenom, da le te jasno skomunicirajo s svojimi nadrejenimi in skupaj ustvarijo delovno okolje, ki bo spodbujalo produktivnost in motivacijo za delo na dolgi rok. Z vidika managerjev je pomembno, da razumejo potrebe članov svojih ekip in izkoristijo prednosti, ki jih prilagodljivo delovno okolje prinaša, v prid ekipe in poslovanja v celoti.

Ta naloga se osredotoča na vidik zaposlenih oz. na njihov odnos do prilagodljivih delovnih okolij. Za nadaljno raziskavo bi bilo primerno raziskati še vidik managerjev, oddelkov v podjetju in zaposlovalcev. Prav tako je potrebna dolgoročna raziskava, ki bo primerjala, kako in pod kakšnimi pogoji se ti odnosi spreminjajo skozi čas.

## Appendix 2: Survey

Dear respondent,

This survey is researching the generational differences in attitudes towards flexible work environments in Slovenia. The research is conducted as a part of my master's thesis under the mentorship of associate prof. Tamara Pavasović Trošt in the International Business programme at the University of Ljubljana, Faculty of Economics.

The survey is anonymous and takes about 5 minutes to complete. The responses will be used solely for academic research purposes.

Thank you in advance for your inputs,

Emilija Ilioska

Q1 - Please select your birth year:

(dropdown menu to choose from year range 1925-2011)

Q2 - Where is your current workplace located?

- In Slovenia
- Out of Slovenia
- I don't work at the moment

Q3 - Please select how important do you find the factors below regarding flexible working time (1 - very unimportant, 5 - very important). Flexible working time is a broader term that refers to many kinds of temporal flexibility given to the employee, from the option to choose the start and end of their working day, to complete autonomy over their working hours.

	Very Unimportant	Unimportant	Neutral	Important	Very important
A flexible start time of the working day.					
A flexible end time of the working day.					
A flexible lunch time/break during the working day.					
A few fixed working hours during the day (e.g. 10am to 2pm).					

Complete working time autonomy (ability to choose your working hours yourself).					
Fixed schedule (e.g. working strictly from 9am to 5pm or 8am to 4pm).					
Flexibility to choose and schedule your annual leave by yourself.					

Q4 - Please express your (dis)agreement with the following statements regarding compressed working hours (1 - strongly disagree, 5 - strongly agree). The term compressed working hours refers to working the same amount of hours (full-time) but over a few days. Example: you work 40h a week, but over 4 days instead of 5.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I am interested in having the option of compressed working hours in my current job.					
I am confident in my ability to effectively manage my workload within compressed working hours.					
Compressed working hours would give me more time for leisure activities and spending time with family and friends.					
I am concerned that working compressed hours can lead to fatigue, burnout and other health problems.					
Working compressed hours is acceptable in the industry where I currently work.					

Compressed working hours would help me achieve a better work-life balance.					
I would consider switching to a job that offers compressed working hours as an option (in case your current workplace doesn't offer it).					

Q5 - Please express your (dis)agreement with the following statements regarding remote work/work from home (1 - strongly disagree, 5 - strongly agree). The term remote work refers to working in a location different from the usual workspace, also in other cities or countries. The term working from home refers to working at employees home, often required to be in a near proximity of the office facilities.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I prefer to work from home if my type of work allows it.					
Having the option to work remotely is important to me.					
Working from home benefits my work-life balance.					
Working remotely benefits my work-life balance.					
Working from home/remotely influences my overall job satisfaction.					
I would consider switching to a job that offers working from home/remote work as an option (in case your current workplace doesn't offer it).					



I am confident in my ability to effectively manage my workload when working remotely/from home.					
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Q6 - Please express your (dis)agreement with the following statements regarding motivation and productivity.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
A flexible work environment positively impacts my motivation at work.					
A flexible work environment helps me to maintain motivation at work long-term.					
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.					
I am less stressed at work when I have flexible start and end time of the working day.					
My absence at work is reduced when I have the ability to work from home.					
My quality of life is generally better if I work in a flexible work environment.					
I feel more productive when I have the ability to work during my most productive hours.					
A flexible work environment allows me to better manage interruptions and distractions.					

The trust and autonomy provided by flexible work arrangements positively impact my productivity.					
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Q7 - How satisfied are you with the provided flexibility of time and location at your current workplace?

- Not satisfied at all
- Not satisfied
- Neither satisfied, nor dissatisfied
- Satisfied
- Very satisfied
- I don't know

Q8 - Imagine you are choosing a new employer and considering a few factors for your decision. Arrange the following factors from 1 (very important) to 5 (not important at all).

Available categories	Ranked categories
Flexitime (ability to choose start and end of your working day).	
Remote work (ability to work from anywhere).	
Work from home (ability to work from home).	
Salary	
Compressed hours (ability to work the same hours in fewer days).	

You have answered all content questions. Finally, please proceed with answering a few demographic questions.

Q10 - Please select your gender:

- Female
- Male
- Non-binary/third gender

Q11 - Please select your country of birth:

- Slovenia
- Other:

Q12 - Please select your education level:

- Primary school
- High school

- Bachelor's degree
- Master's degree
- PhD
- Other:

Q13 - Please select your current employment type:

Multiple choice possible.

- Full time employment (zaposlitev za nedoločen čas)
- Part time employment (zaposlitev za določen čas)
- Part time employment, freelance (honorarno delo)
- Self employed (samostojni podjetnik, s.p.)
- Student work (delo preko študentske napotnice)
- Internship (praksa, pripravništvo)
- Not working at the moment

Q14 - What is the size of your current employer?

- Micro enterprise (up to 10 employees)
- Small enterprise (11 to 49 employees)
- Medium-sized enterprise (50 to 249 employees)
- Large enterprise (250+ employees, public companies)
- Not working at the moment

Q15 - In which region in Slovenia do you currently work?

- Gorenjska
- Goriška
- Jugo-vzhodna Slovenija
- Koroška
- Obalno-Kraška
- Osredjeslovenska
- Podravska
- Pomurska
- Posavska
- Primorsko-Notranjska
- Savinjska
- Zasavska
- Not working at the moment

Q16 - In which industry do you currently work?

- Services

- Consumer and Industrial Products
- Financial services
- Technology/IT/Media
- Energetics
- I don't know
- Other:

You have completed all of the questions in this survey. Your input is valuable and much appreciated. Thank you!

### Appendix 3: Detailed descriptive statistics

#### *Descriptive statistics of question 3 – Importance of factors regarding flexible working time*

Q3: Please select how important do you find the factors below regarding flexible working time (1 - very unimportant, 5 - very important).												
	N			Mean						Std.Deviation		
	Statistic			Statistic			Std.Error			Statistic		
	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ
Q3a: A flexible start time of the working day.	26	62	48	4,31	4,42	4,04	0,155	0,096	0,140	0,788	0,759	0,967
Q3b: A flexible end time of the working day.	26	62	48	4,38	4,39	4,19	0,148	0,101	0,125	0,752	0,797	0,867
Q3c: A flexible lunch time/break during the working day.	26	62	48	4,00	4,00	4,02	0,192	0,145	0,153	0,980	1,145	1,062
Q3d: A few fixed working hours during the day (e.g. 10am to 2pm).	26	62	48	3,27	3,26	3,17	0,189	0,117	0,134	0,962	0,922	0,930
Q3e: Complete working time autonomy (ability to choose your working hours yourself).	26	62	48	3,62	3,74	3,52	0,229	0,134	0,206	1,169	1,055	1,429
Q3f: Fixed schedule (e.g. working strictly from 9am to	26	62	48	2,38	2,16	2,38	0,229	0,146	0,154	1,169	1,148	1,064

5pm or 8am to 4pm).												
Q3g: Flexibility to choose and schedule your annual leave by yourself.	26	62	48	4,69	4,76	4,63	0,108	0,064	0,118	0,549	0,502	0,815

Source: own work

*Descriptive statistics of question 4 – Importance of factors regarding compressed working hours*

Q4: Please express your (dis)agreement with the following statements regarding compressed working hours (1 - strongly disagree, 5 - strongly agree).												
	N			Mean						Std.Deviation		
	Statistic			Statistic			Std.Error			Statistic		
	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ
Q4a: I am interested in having the option of compressed working hours in my current job.	26	62	48	3,54	3,60	3,88	0,230	0,144	0,121	1,174	1,137	0,841
Q4b: I am confident in my ability to effectively manage my workload within compressed working hours.	26	62	48	3,62	3,94	4,15	0,215	0,126	0,089	1,098	0,990	0,618
Q4c: Compressed working hours would give me more time for leisure activities and spending time with family and friends.	26	62	48	3,88	3,89	4,04	0,237	0,161	0,174	1,211	1,269	1,202

Q4d: I am concerned that working compressed hours can lead to fatigue, burnout and other health problems.	26	62	48	3,69	3,40	2,98	0,164	0,152	0,141	0,838	1,194	0,978
Q4e: Working compressed hours is acceptable in the industry where I currently work.	26	62	48	3,12	3,24	3,42	0,202	0,160	0,145	1,033	1,263	1,007
Q4f: Compressed working hours would help me achieve a better work-life balance.	26	62	48	3,35	3,47	3,63	0,214	0,150	0,148	1,093	1,183	1,024
Q4g: I would consider switching to a job that offers compressed working hours as an option (in case your current workplace doesn't offer it).	26	62	48	3,04	3,26	3,46	0,238	0,149	0,130	1,216	1,173	0,898

*Source: own work*

*Descriptive statistics of question 5 – Importance of factors regarding remote work/work from home*

Q5: Please express your (dis)agreement with the following statements regarding remote work/work from home (1 - strongly disagree, 5 - strongly agree).												
	N			Mean						Std.Deviation		
	Statistic			Statistic			Std.Error			Statistic		
	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ

Q5a: I prefer to work from home if my type of work allows it.	26	62	48	3,35	4,05	3,60	0,304	0,146	0,160	1,548	1,151	1,106
Q5b: Having the option to work remotely is important to me.	26	62	48	4,08	4,37	4,23	0,235	0,122	0,131	1,197	0,962	0,905
Q5c: Working from home benefits my work-life balance.	26	62	48	4,15	4,44	3,85	0,205	0,114	0,149	1,047	0,898	1,031
Q5d: Working remotely benefits my work-life balance.	26	62	48	3,85	4,27	3,92	0,233	0,124	0,136	1,190	0,978	0,942
Q5e: Working from home/remotely influences my overall job satisfaction.	26	62	48	4,08	4,18	4,17	0,221	0,171	0,120	1,129	1,349	0,834
Q5f: I would consider switching to a job that offers working from home/remote work as an option (in case your current workplace doesn't offer it).	26	62	48	3,85	4,27	3,77	0,264	0,134	0,182	1,347	1,058	1,259
Q5g: I am confident in my ability to effectively manage my workload when working remotely/from home.	26	62	48	4,04	4,63	4,15	0,232	0,087	0,130	1,183	0,683	0,899

*Source: own work*



*Descriptive statistics of question 6 – Importance of factors regarding motivation and productivity*

Q6: Please express your (dis)agreement with the following statements regarding motivation and productivity.												
	N			Mean						Std.Deviation		
	Statistic			Statistic			Std.Error			Statistic		
	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ	GenX	GenY	GenZ
Q6a: A flexible work environment positively impacts my motivation at work.	26	62	48	4,19	4,52	4,40	0,260	0,097	0,102	1,327	0,763	0,707
Q6b: A flexible work environment helps me to maintain motivation at work long-term.	26	62	48	4,15	4,53	4,42	0,164	0,091	0,102	0,834	0,718	0,710
Q6c: I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	26	62	48	4,08	4,13	4,17	0,166	0,144	0,117	0,845	1,138	0,808
Q6d: I am less stressed at work when I have flexible start and end time of the working day.	26	62	48	3,85	4,35	3,92	0,233	0,111	0,173	1,190	0,870	1,200
Q6e: My absence at work is reduced when I have the ability to work from home.	26	62	48	4,27	4,10	3,79	0,131	0,154	0,123	0,667	1,211	0,849

Q6f: My quality of life is generally better if I work in a flexible work environment.	26	62	48	3,69	4,39	4,31	0,247	0,101	0,104	1,258	0,797	0,719
Q6g: I feel more productive when I have the ability to work during my most productive hours.	26	62	48	4,00	4,23	4,17	0,166	0,146	0,117	0,849	1,151	0,808
Q6h: A flexible work environment allows me to better manage interruptions and distractions.	26	62	48	4,08	4,11	4,35	0,166	0,115	0,109	0,845	0,907	0,758
Q6i: The trust and autonomy provided by flexible work arrangements positively impact my productivity.	26	62	48	4,23	4,50	4,35	0,187	0,100	0,096	0,951	0,784	0,668

*Source: own work*

## Appendix 4: Independent Sample t-tests and One-Sample t-tests

### *Independent Sample t-test – Generations X and Y*

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
<b>Flexible working time</b>	Equal variances assumed	1.901	0.171	-0.841	101	0.402	-0.07792	0.09262	-0.26166	0.10581
	Equal variances not assumed			-0.802	55.998	0.426	-0.07792	0.09712	-0.27247	0.11663
<b>Compressed working hours</b>	Equal variances assumed	0.743	0.391	-1.060	94	0.292	-0.17446	0.16466	-0.50140	0.15248
	Equal variances not assumed			-1.010	50.261	0.317	-0.17446	0.17276	-0.52141	0.17249
<b>Remote work/work from home</b>	Equal variances assumed	0.387	0.535	-2.220	92	0.029	-0.42530	0.19158	-0.80578	-0.04481
	Equal variances not assumed			-2.074	48.397	0.043	-0.42530	0.20501	-0.83742	-0.01317

*Source: own work*

### *Independent Sample t-test – Generations X and Z*

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
<b>Flexible working time</b>	Equal variances assumed	0.092	0.763	0.898	87	0.372	0.10065	0.11212	-0.12220	0.32349
	Equal variances not assumed			0.922	72.815	0.360	0.10065	0.10919	-0.11697	0.31827

<b>Compressed working hours</b>	Equal variances assumed	6.475	0.013	-1.222	80	0.225	-0.17912	0.14663	-0.47093	0.11269
	Equal variances not assumed			-1.087	42.659	0.283	-0.17912	0.16482	-0.51160	0.15335
<b>Remote work/work from home</b>	Equal variances assumed	1.015	0.317	-0.089	79	0.929	-0.01765	0.19769	-0.41115	0.37585
	Equal variances not assumed			-0.084	50.874	0.933	-0.01765	0.20931	-0.43788	0.40259

*Source: own work*

### *Independent Sample t-test – Generations Y and Z*

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
<b>Flexible working time</b>	Equal variances assumed	0.938	0.335	2.114	124	0.036	0.17857	0.08446	0.01140	0.34574
	Equal variances not assumed			2.061	103.327	0.042	0.17857	0.08666	0.00672	0.35043
<b>Compressed working hours</b>	Equal variances assumed	3.445	0.066	-0.040	116	0.969	-0.00466	0.11790	-0.23817	0.22884
	Equal variances not assumed			-0.041	115.111	0.967	-0.00466	0.11348	-0.22945	0.22012
<b>Remote work/work from home</b>	Equal variances assumed	0.391	0.533	2.721	113	0.008	0.40765	0.14981	0.11084	0.70446
	Equal variances not assumed			2.731	108.809	0.007	0.40765	0.14924	0.11185	0.70345

*Source: own work*

*One-Sample Statistic – Generation X*

	N	Mean	Std. Deviation	Std. Error Mean
A flexible work environment positively impacts my motivation at work.	25	4.40	0.816	0.163
A flexible work environment helps me to maintain motivation at work long-term.	26	4.15	0.834	0.164
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	26	4.08	0.845	0.166
I am less stressed at work when I have flexible start and end time of the working day.	26	3.85	1.190	0.233
My absence at work is reduced when I have the ability to work from home.	26	3.69	1.258	0.247
My quality of life is generally better if I work in a flexible work environment.	26	4.23	0.951	0.187
I feel more productive when I have the ability to work during my most productive hours.	26	4.08	0.845	0.166
A flexible work environment allows me to better manage interruptions and distractions.	26	4.00	0.849	0.166
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	26	4.27	0.667	0.131

*Source: own work*

*One-Sample t-test – Generation X*

	Test Value = 4				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
A flexible work environment positively impacts my motivation at work.	2.449	0.022	0.400	0.06	0.74
A flexible work environment helps me to maintain motivation at work long-term.	0.941	0.356	0.154	-0.18	0.49
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	0.464	0.646	0.077	-0.26	0.42
I am less stressed at work when I have flexible start and end time of the working day.	-0.659	0.516	-0.154	-0.63	0.33

My absence at work is reduced when I have the ability to work from home.	-1.248	0.224	-0.308	-0.82	0.20
My quality of life is generally better if I work in a flexible work environment.	1.237	0.228	0.231	-0.15	0.61
I feel more productive when I have the ability to work during my most productive hours.	0.464	0.646	0.077	-0.26	0.42
A flexible work environment allows me to better manage interruptions and distractions.	0.000	1.000	0.000	-0.34	0.34
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	2.059	0.050	0.269	0.00	0.54

*Source: own work*

### *One-Sample Statistic – Generations Y and Z*

	N	Mean	Std. Deviation	Std. Error Mean
A flexible work environment positively impacts my motivation at work.	111	4.44	0.771	0.073
A flexible work environment helps me to maintain motivation at work long-term.	111	4.46	0.748	0.071
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	110	4.17	0.897	0.086
I am less stressed at work when I have flexible start and end time of the working day.	110	4.18	0.969	0.092
My absence at work is reduced when I have the ability to work from home.	110	3.98	1.004	0.096
My quality of life is generally better if I work in a flexible work environment.	111	4.39	0.822	0.078
I feel more productive when I have the ability to work during my most productive hours.	110	4.32	0.834	0.080
A flexible work environment allows me to better manage interruptions and distractions.	111	4.11	0.908	0.086
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	111	4.36	0.784	0.074

*Source: own work*

*One-Sample t-test – Generations Y and Z*

	Test Value = 4				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
A flexible work environment positively impacts my motivation at work.	6.033	0.000	0.441	0.30	0.59
A flexible work environment helps me to maintain motivation at work long-term.	6.470	0.000	0.459	0.32	0.60
I find myself more engaged in my work tasks when I have the flexibility to choose where and when I work.	2.019	0.046	0.173	0.00	0.34
I am less stressed at work when I have flexible start and end time of the working day.	1.968	0.052	0.182	0.00	0.36
My absence at work is reduced when I have the ability to work from home.	-0.190	0.850	-0.018	-0.21	0.17
My quality of life is generally better if I work in a flexible work environment.	4.965	0.000	0.387	0.23	0.54
I feel more productive when I have the ability to work during my most productive hours.	4.000	0.000	0.318	0.16	0.48
A flexible work environment allows me to better manage interruptions and distractions.	1.254	0.212	0.108	-0.06	0.28
The trust and autonomy provided by flexible work arrangements positively impact my productivity.	4.844	0.000	0.360	0.21	0.51

*Source: own work*