

St. Petersburg University  
Graduate School of Management

Master in Management Program

THE MODERATING ROLE OF PRIVACY ON THE RELATION BETWEEN JOB STRESS  
AND JOB SATISFACTION WHEN WORKING FROM HOME AND WORKING FROM  
OFFICE: GENERATION Z CASE

Master's Thesis by the 2<sup>nd</sup> year student — Mikhailov Nikita

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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ  
ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

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THE MASTER THESIS

I, Mikhailov Nikita, second year master student, program «Master in Management», state that my master thesis on the topic «The Moderating Role of Privacy on the Relation between Job Stress and Job Satisfaction when Working from Home and Working from Office: Generation Z Case», which is presented to the Master Office to be submitted to the Official Defense Committee for the public defense, does not contain any elements of plagiarism.

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## АННОТАЦИЯ

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Название ВКР	Модерационный эффект личного пространства в отношениях между рабочим стрессом и удовлетворенностью трудом при работе из дома и работе из офиса на примере работников поколения Z
Образовательная программа	Менеджмент
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Год	2023
Научный руководитель	Лисовская Антонина Юрьевна
Описание цели, задач и основных результатов	<p>Данное исследование имеет 3 цели:</p> <ol style="list-style-type: none"><li>1. Исследование динамики отношений между рабочим стрессом и удовлетворенность трудом у работников поколения Z;</li><li>2. Исследование Личного Пространства в качестве модератора в отношениях между рабочим стрессом и удовлетворенностью трудом при работе из дома и работе из офиса на примере работников поколения Z. Другими словами, мы пытаемся понять, является ли отсутствие Личного Пространства причиной повышенного рабочего стресса и сниженной удовлетворенности трудом; и, наоборот, является ли наличие Личного Пространства причиной снижения рабочего стресса и повышенной удовлетворенности;</li><li>3. Исследование влияния удовлетворенности трудом при работе из дома и офиса на то, сколько дней работники проводят, работая дома.</li></ol> <p>Данное исследование фокусируется на характеристиках рабочего пространства как основного компонента рабочего стресса у работников поколения Z.</p> <p>Результатом исследования явилось то, что рабочий стресс негативно влияет на удовлетворенность трудом при работе из дома.</p> <p>Более того, было найдено, что неудовлетворенность трудом при работе из дома вызывает дополнительный рабочий стресс, что создает эффект “снежного кома”. Но мы также нашли, что негативное взаимоотношение между этими двумя факторами может “разрушиться”, если работник не имеет Личного Пространства в офисе. Другими словами, неудовлетворительное рабочее пространство в офисе (а именно отсутствие Личного Пространства) побуждает</p>

	<p>работников поколения Z больше любить работать из дома, что снижает уровень стресса.</p> <p>Также мы обнаружили, что существует такое же негативное взаимоотношение между рабочим стрессом и удовлетворенностью трудом при работе из офиса, означая, что, независимо от типа рабочего пространства (дом или офис) работники проявляют аналогичные психологические механизмы касательно рабочего стресса и его влияния на удовлетворенность трудом.</p> <p>Данное исследование также показало, что удовлетворенность трудом имеет эффект на количество дней, которое работник хочет работать из дома. Когда работники поколения Z удовлетворены рабочим пространством дома, они склонны больше дней работать из дома. В свою очередь, когда работники поколения Z удовлетворены рабочим пространством в офисе, они склонны меньше дней работать из дома.</p>
Ключевые слова	Личное пространство, Рабочий стресс, Удовлетворенность трудом, Работа из дома, Работа из офиса, Поколение Z

## ABSTRACT

Master Student's Name	Mikhailov Nikita
Master Thesis Title	The Moderating Role of Privacy on the Relation between Job Stress and Job Satisfaction when Working from Home and Working from Office: Generation Z Case
Educational Program	Management
Main field of study	Master in Management (MiM)
Year	2023
Academic Advisor's Name	Lisovskaya Antonina Yurevna
Description of the goal, tasks and main results	The research has three goals. First, we examine the dynamics between job stress and job satisfaction of Generation Z employees. Second, we examine Privacy as a moderator on the relation between job stress and job satisfaction. In other words, we seek to find out whether the absence of privacy leads to increased job stress and decreased job satisfaction; and the presence of privacy - to less stress and more job satisfaction in case of Generation Z employees.

	<p>Third, we seek to establish the role of job satisfaction at home and at the office in choosing how many days a worker wants to Work From Home.</p> <p>This research is focused on the work environment characteristics as a core component of Generation Z's stress levels.</p> <p>It was found out that job stress when WFH negatively affects job satisfaction when WFH.</p> <p>Moreover, we discovered that job satisfaction when WFH can cause additional job stress, thus creating the so-called snowball effect. But we found out that this negative reciprocal relationship can break down if a worker feels a Lack of Privacy at the workplace. In other words, not having an adequate work environment at the office related to Privacy makes Generation Z employees like WFH more, thus reducing job stress levels significantly.</p> <p>Additionally, we found out the same negative reciprocal relationship between job stress and job satisfaction when WFO, indicating that no matter what type of the workplace (home or the office) is, workers display the same psychological mechanisms related to job stress and its impact on job satisfaction.</p> <p>Our paper also found out the effect that job satisfaction has on the amount of days a person wants to WFH. When Gen Zers are satisfied with their work at home they tend to spend more days working in such a way (there is a positive relationship). In turn, when they are satisfied with WFO, they tend to spend less days WFH (negative relationship).</p>
Keywords	Privacy, Job Stress, Job Satisfaction, Working From Home (WFH), Working From Office (WFO), Generation Z

## INTRODUCTION

During the Covid-19 pandemic a vast majority of companies made a transition toward remote working. There are a number of benefits associated with working remotely. In general, workers stated they had more time (not having to commute to work) so they could spend it on themselves and their family, and in general they felt less stress. (Baudot, L.et.al, 2020)

As workers started to return to the offices after the pandemic was over, for many of them that felt like ‘coming back to reality’; their mental health and productivity suffered a lot (Galanti et. al., 2021).

Workers realized that their perception of the workplace and work itself changed; many of them started to ask for a hybrid work model, by which they can reduce stress. Companies themselves started to realize that more work can be successfully done remotely (Song, Lili, et al., 2020). As a result, the hybrid work model has become a new normal.

The Hybrid Work Model consists of two parts: Working From Office (WFO) and Working From Home (WFH). These parts are different in terms of work environment and resulting stress levels.

Work environment can be described as everything around the workers that can affect their job satisfaction in carrying out their work so that maximum work results will be obtained (Basalamah et al., 2021). Among work environment characteristics are temperature, humidity, ventilation, job facilities, lighting, noise, autonomy, etc.

Work environment at home is generally considered to be milder than at the office, which attributes to more autonomy, less noise, less distractions and more work-life balance (Sander, et al., 2021).

Work environment is one of the most important characteristics of work which is known for having relations with job stress and subsequent job satisfaction (Raziq, et. al., 2015).

Job stress is known to be one of the most important issues for the organization in terms of money losses: businesses in the US lose up to \$300 billion dollars in a year due to loss in productivity caused by stress in the workplace, according to The American Institute of stress (AIS) (2011). Job stress is heavily tied with job satisfaction: they have negative relations with each other, which means that the more stress a worker feels, the less satisfied they are (Singh, et. al., 2019). Less satisfaction at the workplace leads to higher turnover rates (Ali Nazim, 2008). Furthermore, job stress leads to absenteeism among workers which in turn affects organizational performance.

Among those workers who value the work environment the most is Generation Z (people born between 1997 and 2012). For them, this is one of the top priorities when looking for a future job (Knoll, 2021). And it is also important for companies to take into consideration that Generation Z is more concerned with their Mental Health than other generations (Knapp C et.al., 2017).



Generation Z is entering the workplace and substituting Millennials as a workforce. For these reasons, companies need to ensure that the work environment is sufficient if they want to attract and retain Generation Z employees.

This research is focused on the work environment characteristics as a core component of Generation Z's stress levels.

More specifically, the research is dealing with such work environment characteristic as Privacy which can be physical (being free from distractions, both physical and emotional) and mental (feeling emotionally safe and "alone" for the period of time necessary to recharge one's battery).

Feeling physically and mentally safe is one of the most basic human needs based on Maslow's hierarchy of needs. Without this, it is impossible to claim self-esteem and self-actualization. In other words, if physical and mental privacy is lacking at the workplace, workers' mental health and productivity will suffer a lot.

When a company fails to provide workers with privacy (for example, doesn't have some quiet rooms or recreational areas in general) it may lead to workers' burnout and resignation.

At the modern workplace privacy is often being overlooked and neglected because it is almost impossible to ensure it at the open space office design which is common to many companies. Moreover, switching to a whole remote work model is deemed impossible for many companies because the workplace provides opportunities for collaboration on important group tasks, and also a feeling of being a part of the group for workers which leads to less stress and more job satisfaction (Been et. al., 2014).

While Millennials generally opt for open office space, Generation Z values more privacy and the pandemic has only strengthened this feeling when Gen Zers understood all the advantages of remote working (Böhlich et. al., 2020).

All in all, privacy is essential for workers to be productive and psychologically safe, but not all the time they have an opportunity to experience it at the workplace. But the Hybrid Work Model, which was fostered by the pandemic, made it possible, when almost 90% of companies allowed their employees to work from home. WFO is associated with less Privacy in general and more stress (Flanagan, 2021), whereas WFH is associated with more Privacy and less stress (Siddiqi, 2021).

Our study examines Privacy as a moderator on the relation between job stress and job satisfaction. In other words, we seek to find out whether the absence of privacy leads to increased job stress and decreased job satisfaction; and the presence of privacy - to less stress and more job satisfaction in case of Generation Z employees.

While there is a lot of research dedicated to the preferences of Generation Z at the workplace in terms of digitalization and working preferences, there is a scarcity of papers about the need for Privacy as a unique request at the workplace. This research is dedicated to filling in this gap and as a result contributing to the understanding of Generation Z at the workplace better.

Taken together, our research has three goals. First, we examine the dynamics between job stress and job satisfaction of Generation Z employees. Second, we examine Privacy as a moderator on the relationship between job stress and job satisfaction when (a) WFO and (b) WFH as parts of Hybrid Work Model. Third, we seek to establish the role of Job Satisfaction at home and at the office in choosing how many days a worker wants to Work From Home.

More specifically, this research is aimed to answer the following research question: What is the role of Privacy on the relation between job stress and job satisfaction of Generation Z employees?

We seek to make four contributions to the literature. First, we seek to extend previous studies that have focused on Generation Z's preferences about the workplace and specifically their attitude toward the work environment (Siddiqi, 2021).

In order to get a better understanding of the consequences of organizations failing or managing to provide Generation Z with an adequate work environment, we look at the job stress as a psychological response of workers to the work environment at the workplace.

Given the fact that job stress results in job satisfaction, and that Generation Z prioritizes mental health more than previous generations, it is important to know what are consequences of job stress on job satisfaction because if stress is high, this can add up over time and result in absenteeism or turnover - problems which cost companies roughly \$3,600 per year for each hourly worker and \$2,650 each year for salaried employers (Forbes, 2013).

The first red flag of absenteeism can be the amount of days a person wants to WFH (Sands, 2022). The reason for this is that when people are WFH, it is harder for an employer to check who is actually working and who is pretending to work (Amy Leech, 2022). One of the aspects of absenteeism is work disengagement which WFH is known for (Adisa et. al., 2021), so spending more days WFH can be a good cause for absenteeism. One of the causes for absenteeism is job satisfaction, so if it is not good, workers in general tend to demand for more days WFH (Amy Leech, 2022)

For these reasons we seek to find out whether or not poor job satisfaction of Generation Z employees results in more days demanded to WFH.

Third, our study looks at the relation between job stress and job satisfaction. This adds to the growing number of studies related to finding the reasons and consequences of job stress at work, and we specifically address the Hybrid Work Model as a new reality.

Fourth, by testing Privacy as a moderator of the relation between job stress and job satisfaction, we examine when such relation can break down. By demonstrating that Privacy may decrease job stress when WFH and increase it when WHO as parts of Hybrid Work Model and as a result nurture or destroy job satisfaction respectively, our study suggests one reason why Generation Z employees decide to take more/less days to WFH.

## **1. CORE CONCEPTS**

### **1.1 Privacy as one of the basic human needs**

In different papers there are various definitions of privacy depending on the focus either on a person or a socio-physical environment.

One of the most universal definitions of privacy which included both focus on a person and a socio-physical environment was given by Altman (1975). He described privacy as “a central regulatory process by which a person (or group) makes himself more or less accessible and open to others ... A central notion ... is “interpersonal boundary regulation” ... [which] refers to a person or group maintaining an appropriate and desired level of interaction between itself and the external physical and social environment”.

Privacy or Private Space is one of the most basic human needs together with the collaboration with others, and in the workplace setting can be described as the need to recharge after challenging tasks and the need to be free from distractions, both physical and emotional.

According to Altman (1977), privacy is a universal need, meaning that no matter what the cultural background of a person is, they still need a private space from time to time. Moreover, Altman proposed that the need for privacy is a dynamic concept and doesn't mean that people want privacy all the time. Instead, there is a constant fluctuation between the need to be with people and the need to recharge your battery in solitude. In other words, privacy is more of controlling inputs of one's socio-physical environment, such as noise, distractions and communications with other people.

Other authors (Proshansky, Ittelson, & Rivlin, 1970; Westin, 1967) supported these findings and added that the control over communication with others (i.e. regulating contacts with others) is what defines a self-identity. Without this a person can't be themselves.

Privacy is often linked to territoriality. In other words, the latter serves as a mechanism for creating privacy when needed (Taylor, 1978).

The modern definition of privacy is given by Kurpitz (2000). She defines privacy as “a psychosocial state associated with the regulation of interaction between the self and others and/or environmental stimuli (i.e. visual, auditory, tactile, and olfactory)”

This research is focused on privacy as the organizational characteristics and consider it as one of the prime stressors at the workplace. More specifically, we deal with the physical work environment as a component of organizational characteristics. Physical environment can be defined in terms of lighting, noise, distractions, temperature, humidity and clean air. Having privacy at work means having control over the variables of the physical work environment (Folkman & Lazarus, 1985).

Steelcase research (2021) has revealed that although cooperation and collaboration at the workplace is necessary and is the source of breakthroughs, when there is too much of it, it becomes a killer for productivity. One of the main reasons for that is a lack of privacy which takes a toll on workers' engagement and wellbeing. Too many companies nowadays are overlooking the fact that collaboration at work is a really energy consuming activity even for extroverts, so as there is a necessity to collaborate, there must be time to recharge your battery after group work in order to turn to the new task with desire and a physical ability to do so.

Altman (1975) differentiates between desired levels of privacy and actual levels of privacy. People often use different behavioral mechanisms in order to match actual levels of privacy with desired.

Usually, privacy refers only to the ability to keep your information secure on the Internet so that people don't know any confidential facts about you and your family; or it is up to you to decide what other people should know about you. (Kokolakis, Spyros, 2017) In a more general sense, this is called selective exposure and at the workplace it can describe anything related to your identity revelation. For example, workers are free to decide how to organize their desks. If they want others to know more about their life, they can put some photos of their families on their desks. This is also an aspect of privacy.

Another aspect of privacy, called confidential sharing, refers to the ability to share your personal information with some people. Unlike keeping confidential information safe, this aspect of privacy is about creating bonds with a small group of people and feeling the sense of a pride where you can share your thoughts without the risk of being heard by others. Unfortunately, open office spaces make it almost impossible for small group talks because it is hard to find a place to do this. The decision is switching to online conversations but even this transition can't give back a natural desire of humans to communicate in-person.

Personal safety as a component of privacy isn't just about protection from physical harm. There is a strong psychological component, as well. The feeling of personal invasion that people report after a home break-in indicates the close connection between personal territory and sense of self. Though less traumatic than a theft of personal belongings, people experience similar feelings of invasion at work and seek ways to protect themselves from distractions and prying

eyes. One of the good ways to eliminate such feelings of intrusion is to sit with your back against a wall, or wearing headphones while working, or even hiding your computer screen. All these actions are an unconscious desire to protect your space from others.

Purposeful solitude is also one of the aspects of privacy (Westin, 1970). Isolation is a state of mind—it's possible to feel isolated from a group while that group surrounds you. But solitude is physical: intentionally separating from a group to concentrate, recharge, express emotions or engage in personal activities. People in individualistic cultures, such as the United States, may take times of solitude almost for granted, but even within a collectivist culture, such as China, being alone sometimes is a fundamental need.

In general, people instinctively evaluate three, often-overlapping mechanisms that determine if a space can provide the type of privacy experience they seek:

1. Acoustical privacy (Zagreus et al., 2004): Undisturbed by noise and/or able to create noise of your own without disturbing others;
2. Visual privacy (Sundstrom, 1986): Not being seen by others and/or freeing yourself from sight-induced distractions;
3. Territorial privacy (Taylor et. al, 1980): Claiming a space and controlling it as your own;

These privacy aspects support the conclusions made by SteelCase research (2021) and Clara Weber (2020).

In general, privacy concerns can be divided into two categories: informational control (what others know about us) and stimulation control (how we manage distractions).

Today's workplace is nurturing in the workers a feeling of a constant psychological fluctuation between being in the presence of others and being alone with your thoughts.

Usually, in order to recharge you need to do it either mentally or physically. Acoustical and Visual privacy constitute the mental privacy in general which refers to feeling emotionally safe and "alone" for the period of time necessary to recharge your battery. Being invisible sometimes is necessary for workers' mental health and productivity.

Territorial privacy is about being physically safe (physical privacy) – safe from harm, and safe from unwanted intrusion from colleagues.

This study is dealing with these two kinds of privacy - mental and physical.

## **1.2 Job Stress**

Job stress is one of the most studied topics in HR practices and many authors were trying to give a definition for this phenomenon. In a more academic sense, job stress is the feeling of a person who is required to deviate from normal or self-desired functioning in the workplace as the

result of opportunities, constraints, or demands relating to potentially important work-related outcomes (Parker, 1983).

In a more general sense, job stress is a mental reaction of a person's mind when they are required to perform a task that exceeds their abilities (Mc Grath, 1976).

Among the most prevalent theories about job stress is the job-demands resources model (Bakker & Demerouti, 2007).

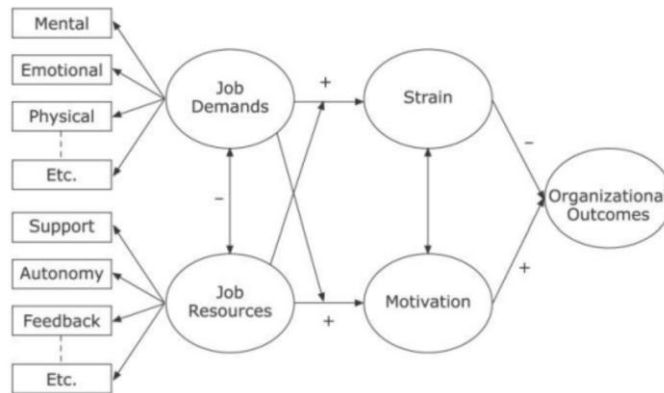


Figure 1. Job-Demands resources model by Bakker&Demerouti

According to this model, job stress is present if job demands - aspects of work that a person needs to spend their energy on (workload or poor physical work environment) are too high; and at the same time when job resources (team climate or autonomy) are too low.

When job demands are overwhelming and require levels of energy that a person is not capable of spending, they become job stressors (Meijman and Mulder, 1998).

Job stressors are basically the characteristics of organization which cause job stress. Figure 2 shows the model of job stress and its consequences (Parker, 1983).

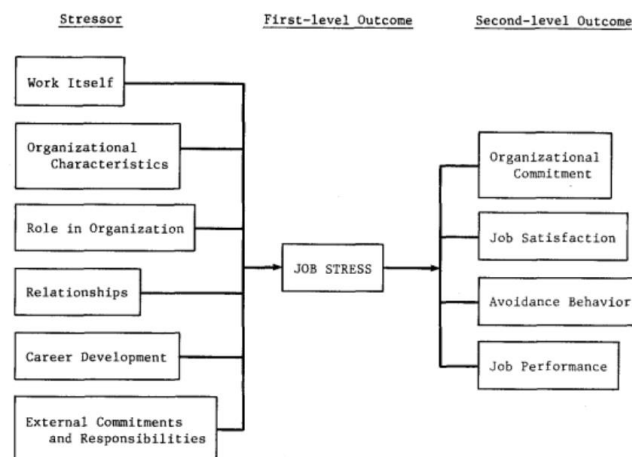


Figure 2. Job stressors

Among the job stressors are organizational characteristics of the workplace. One of such characteristics that influence job stress is the physical work environment; it has been found that there is a negative relationship between these two variables (Goldenhar et al., 2001; Suteeraroj et

al., 2008). In other words, the poorer the physical environment at work the more stress a worker perceives.

The outcomes of job stress can be either psychological or physical. For example, if a person feels stressed, they might start detaching from tasks performed and present a lack of involvement in general (psychological outcomes). Job stress is known for having relations with job engagement (Padula, et. al., 2012). More than 50% of workers are not engaged at work as a result of stress, leading to a loss of productivity. Companies spend around 75% of a worker's annual salary to cover lost productivity or to replace workers.

Job stress can also cause absenteeism (physical outcomes) when workers do not want to come to the workplace. This may cause poor performance for a company as a whole and lost money as a result (Beehr and Newman, 1978). More specifically, when workers are absent it will create several problems for the company: first, there is a high risk of not meeting deadlines set by company's management which leads to not getting enough profit and losing customers. Secondly, less qualified personnel may be hired in order to replace absent workers which leads to less quality production and injuries.

An estimated 1 million workers are absent every day due to stress. Probably, the most serious consequences of absent workers for their peers is the necessity to work overtime which can cause mental health problems. This, in turn, can lead to more absent workers.

Job stress is also causing workers to ask for a sick leave. According to a survey of 800,000 workers in over 300 companies, the number of employees calling in sick because of stress tripled from 1996 to 2000.

Job stress may also lead to a worker feeling signs of depression and anxiety (Cohen et al., 1983) On the contrary, studies have shown that when workers are not stressed at work, they are generally happier and as a result more productive, which is beneficial for the company itself (Meijman and Mulder, 1998).

Job stress and its outcomes is one of the most important problems for the companies worldwide (Paul, 2002; Danna and Griffin, 2002), for high job stress can create tons of negative repercussions for the company and the economy as a whole.

Depression-induced absenteeism costs US businesses \$51 billion a year, as well as an additional \$26 billion in treatment costs.

The European Agency for Safety and Health at Work reported that over half of the 550 million working days lost annually in the U.S. from absenteeism are stress-related and that one in five of all last-minute no-shows is due to job stress. If this occurs in key employees, it may have a domino effect that spreads down the line to disrupt scheduled operations. Unanticipated

absenteeism is estimated to cost American companies \$602.00/worker/year and the price tag for large employers could approach \$3.5 million annually.

Among the most favorable outcomes of job stress (rather, not experiencing stress at the workplace) is job satisfaction. Quinn et. al (1973) showed that there are strong correlations between job satisfaction and a workers' job stress, psychosomatic illnesses (like headaches and insomnia), and depression in general.

### 1.3 Job Satisfaction

Job satisfaction as defined by Locke (1976) is a favorable emotional state brought on by an evaluation of one's employment or professional experience. Job satisfaction has also been defined as a measure of the fulfillment that employees get from their jobs.

To show and explain causes of job satisfaction, Wexley et. al (1977) created a job satisfaction determinants model.

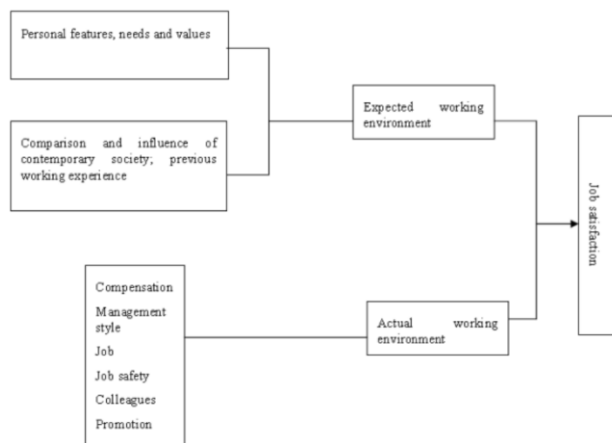


Figure 3. Job satisfaction determinants model by Wexley

According to this model, job satisfaction is an interactive model, consisting of two parts: personality of a worker which causes them to expect certain features from the workplace based on their needs, values and features; and actual work environment, which a company can offer to a worker. In other words, a worker possesses some thoughts on what the workplace “should be”; and an actual work environment is about what a workplace “is”.

These two parts are interacting with each other and thus create an overall job satisfaction.

Abraham (2012) supported these findings, stating that the more an employee's work tasks fulfills the employee's personal characteristics, needs and values, the higher the level of job satisfaction.

These findings are supported by Seashore, S. E., & Tobor, T. D (1975). Moreover, they added environmental factors and specifically a work environment as one of the core reasons for job satisfaction.



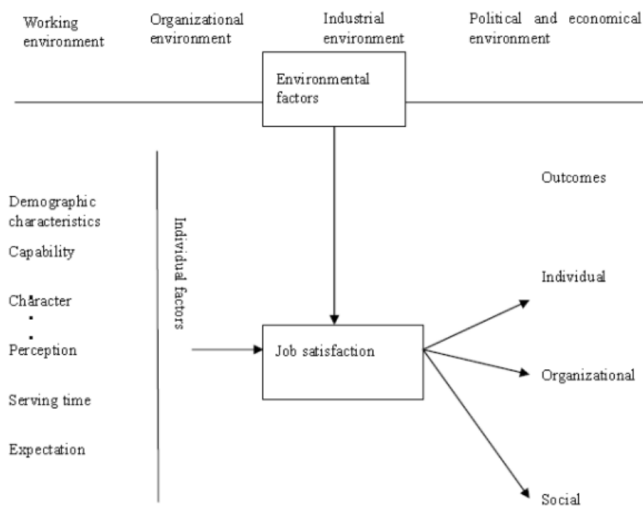


Figure 4. Job satisfaction model by Seashore

Quinn et al. (1973) found that indeed a work environment can explain a great variety of job satisfaction. Though, there is one interesting finding: it was found that a perception of the workplace environment, rather than characteristics of this work environment itself, determines the overall job satisfaction. Feeling safe in the work environment is one of the core aspects of job satisfaction (NIOSH, 2017). Having an adequate physical work environment leads to decreased stress and increased job satisfaction (Veitch, Jennifer A., et al., 2007).

Job satisfaction is known for its clear results for a worker and the company itself. Numerous studies have shown that when a worker feels satisfied with their work, it affects their mental health and as a result turnover rates, absenteeism and performance in general. David A. Williamsom (1996) created a model of consequences of job satisfaction:

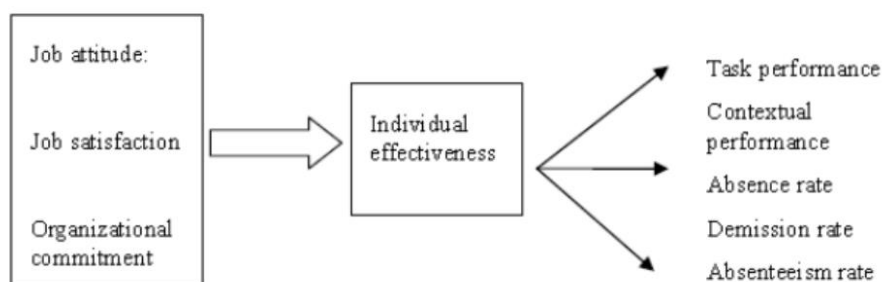


Figure 5. Model of consequences of job satisfaction by Williamsom

Bellani et.al., (2017) found that when employees feel that their economic and social emotional needs are being met, their positive attitudes towards their work and the organization and their willingness to contribute more, will increase.

Job satisfaction is also one of the drivers of the employees' sense of attachment to the company (Permana et. al., 2015; Putra et al., 2021). Moreover, other studies have shown that job satisfaction negatively influences a worker's turnover intentions (Widyani et al., 2019). These

findings are supported by Mehreza and Bakria (2019) who showed that those who are satisfied with their job are more dedicated to their work and are not planning to leave as a result.

This is also the case for the younger generation. Permana et. al. (2015) showed that job satisfaction is a good predictor of intention to stay for Generation Z employees.

#### **1.4 Hybrid Work Model**

In the modern sense, Hybrid Work Model means that a company gives employees an opportunity to work several days a week from home thus giving them autonomy on how to organize their work schedule. But Hybrid Work Model is not a new concept in the workplace. It has been around for almost 30 years.

Most of the work in the offices nowadays is non manual, so it is being gradually switched from office to remote mode. Moreover, a pandemic showed that this type of work can be successfully done from any place in the world if a worker has access to the Internet and a laptop, thus completing a transition.

Additionally, workers start to realize that more work can be successfully done remotely. One research in the UK (Jane Parry, 2022) has shown that workers realized that they do more work at home than at the office: “61.7% in 2020 and 68.9% in 2021 felt they got much more or a little more work done at home compared to when they were in the office”. For this reason, about 90% of workers in the UK mentioned that they would like to work in a hybrid mode.

In 2021 one research in China (Wanqui tan et. al., 2020) indicated that after returning to their offices, 70% workers decided to come to a hybrid mode of work. The reason for that decision is the increased productivity and reduced stress.

Hybrid Work Model is also getting more attention from the companies for the reasons being that it not only allows saving money on rent because there is no need for a bigger office, but also gives an access to a bigger pool of talents (Ancillo et. al., 2020). The latter reason can be explained by the fact that companies can hire people from around the globe to work for a company remotely. It is a good opportunity for talented but poor people from different countries to work for a top company without the need of spending money on moving to another country and changing their lifestyle.

For the companies themselves implementing a Hybrid Work Model can allow moving from major cities to cheaper places with more affordable rentals and living costs. Such a transition can boost the economy of the cities concerned as well as their surrounding areas (Lund et. al., 2021).

The advantages of Working From Home in terms of productivity and Work-Life Balance can be so addictive that it may cause people to get used to it so much that it would be hard to return

to the office. And the pandemic showed companies clear consequences of such a reluctance of workers.

Returning to the offices after working from home during Covid-19 pandemic was associated with a high stress (Libby, 2022), thus decreased workers' productivity and mental health. Convincing evidence now suggests a relation between lockdown, socio-economic impact and mental illness (Talevi et. al., 2020).

One of the reasons why workers feel less stressed working from home and more when at the office is the endless distractions and noise. In the US, for example, this problem has been around for quite a while now. Open space office design sparks a backlash among workers in terms of a lack of concentration. In the US, 70% of workers feel distracted when working at the open office (Shwabb, 2019).

There are additional problems that workers encounter when returning to an office after a pandemic. Among the most common are increased anxiety and depression that could last for several months (Vindegaard et. al., 2020). And it is even more so in the younger generation that tends to suffer depressive symptoms to a greater extent (Meda et. al., 2021).

That is why the workplace will never be the same. A great responsibility in terms of mental health of their workers is on the companies themselves who must create adequate conditions for employees, both physical and psychological (Giorgi et. al. 2020).

Anxiety-related problems at work are a serious problem in the occupational context, as they come along with sick leave and absenteeism as a coping mechanism when workers are experiencing stress long enough. It also can give birth to so-called "workplace phobic anxiety" when workers can't perceive the workplace without increasing levels of stress (Vignoli et. al., 2017).

In order to mitigate the risks associated with mental health, more and more workers are switching to the Hybrid Work Model. The study by McKinsey (2021) of 245 employees who had returned to the office, one-third reported negative mental health impacts. The result of such a negative perception of the workplace is that 57 percent of workers started to ask for spending more days WFH, and 60% - for more flexible work arrangements in order to reduce stress.

More and more companies have been offering a Hybrid Work Model which brings its benefits in terms of workers' mental health and increased productivity.

This research is considering the Hybrid Work Model as consisting of two parts: Working From Home (WFH) and Working From Office (WFO).

## 1.5 Working From Office

Speaking of privacy concerns at the office, they can be traced back to 1960, when the concept of open space was first introduced. It changed the way people collaborate with each other and how the tasks are accomplished.

SteelCase, a company known for making office furniture, was a pioneer in conducting research dedicated to analyzing how workers feel about their workplace environment. The company made a research of this kind in 1978 and got the following results: lack of privacy was one of the top concerns of the workers and was an aspect of their dissatisfaction with the workplace.

A few years later, in 1983, The Pennsylvania State University made a research about a degree of openness at the workplace and job satisfaction. In general, it was found that degree of openness doesn't have a direct effect on job satisfaction (less than .01). In other words, the open office itself is not a cause for job dis/satisfaction; but rather a degree of openness has an indirect effect on job satisfaction. Perceived privacy was found to have a mediating effect on job satisfaction: open offices are a source of noise and distraction and this affects a perceived privacy of workers which in turn affects their job satisfaction. The main conclusion that was made in this study was that "office workers may incorrectly attribute dissatisfaction with their offices to the physical properties of openness rather than to the perceptual consequences of openness such as distractions caused by noise and lack of privacy. This suggests that designers wishing to improve employee responses to open offices should strive to maximize privacy and minimize distractions" (Ferguson, Glenn S., 1983).

In general, open office design is associated with higher productivity because the feeling of being among like-minded people has an energizing effect.

It is also important to notice that there is no universal guidance on how to organize an open space. So companies usually do it as they feel suitable for a specific office or location. For this reason, there is a big room for misinterpretation of the role of the open space. Companies intend to foster collaboration and team working but instead it looks and feels like they just cram more employees into smaller spaces. As a result, there are tons of obvious consequences regarding workers' mental health and productivity (Bernstein, 2018).

Among the most common open-office flaws are a lack of privacy, distractions and difficulties with communications. Let us describe every flaw one by one.

The latter is really interesting because an open office is designed to foster communication, but in reality it often hinders it. The main reason for this is that workers don't want to disturb one another by asking something out loud so they prefer texting to their peers. In fact, the level of text communication is increasingly huge in the open workplace. There is a new phenomenon called

“fourth wall” which is related to the feeling that workers have when they can’t communicate with one another in seemingly perfect conditions like an open office. This phenomenon can only lead to increased levels of stress and decreased productivity.

When it comes to the personality types – extroversion and introversion, – they also can be found at the workplace. For most people, the workplace is the second home and an integral part of their lives, so at the workplace they act the same way as outside the work. For these reasons, companies should pay attention to workers’ personality type when organizing the workplace.

Around 16-50% of the employees are introverts. Open plan offices are unsuitable for the people who are introverts as they tend to respond more intensely to sensory stimuli, and rely on undistracting environments to be highly productive (Buettner, 2012).

Recent study suggests that working in the closed office design has a positive impact on workers’ mental health and productivity. In general, employees who work in the closed office design experience more job satisfaction with the respect of privacy and noise (Baranski et. al., 2023). Another study suggests that people who work in the closed office space have less stress levels and less distraction compared to the open space (Seddigh, 2014). On the other hand, closed office design is associated with decreased communication because workers feel more isolated (Kim et. al., 2013).

All in all, open offices are good for communication and social interactions, and private offices are best for those who need more support, productivity, privacy and concentration (Been et. al., 2014).

When it comes to distractions at the open office space, they create a serious threat for workers’ mental health and productivity. Research has indicated that in the multitasking environment that an open office creates, workers get distracted so often that their productivity suffers; the thing is in order to get back on track after getting distracted, for the average person it takes almost 20 minutes. But given the fact that open office space fosters a rapid pace of working and makes workers switch between tasks really quickly, it is almost impossible to return the same level of productivity once one loses it. Lack of privacy at work is a good reason for getting distracted and losing productivity.

Mental and physical privacy that we described earlier in the paper play a crucial role in keeping a working atmosphere safe and today's workplace effective in terms of workers’ mental health and productivity.

According to David Rock, the author of “Your Brain at Work”, at the modern workplace workers are experiencing an “epidemic of overwhelm”. The main reason for that is the huge amount of information that we need to deal with on a day-to-day basis on one hand, and a significant increase in distractions on the other hand. Multitasking that a modern workplace is

trying to nurture in employees is actually making their performance poorer. Science has shown that our brain can only focus properly on one thing at a time, and giving employees more than one task at once decreases their productivity. And also given the fact that our today's workplace is full of distractions, it has become even harder to focus even on one thing.

Open office space can be a good reason for this lack of privacy in terms of freedom from distractions. As a human issue and a business issue, the need for more privacy demands new thinking about effective workplace design.

Though, the design of a workplace which is not full during a week with a portion of workers working from home is being reconsidered. More and more companies are getting concerned about how a workplace should be reorganized to be sure it responds to the new norms.

The problems related to privacy are addressed by firms that make office furniture. One company, called SteelCase, is providing organizations with insights on how to organize a workplace.

Experts from The New York Times say that “in some cases, personal desks are being replaced with “hoteling” workstations, also called hot desks, which can be used by whoever needs a place to touch down for a day”. These means are a good way to ensure that coming back to an office is safe and efficient.

In general, people are seeking privacy for different reasons and based on different emotional conditions. For example, for some workers, privacy means just being able to sit down for 20 minutes in a calm room to recharge after a long conversation, and others feel a necessity to go to a quiet place when working on a really important task. As a consequence, this is wrong to say that the office must be a closed design in order to ensure this privacy. Privacy is not that much about freedom from distraction, but rather about control over them. So having a chance to hide from distraction when you need it and then get back on track and emerge into intense work with new forces is a critical thing for workers' mental health and productivity,

Most of work at today's workplace is a mix of routine tasks such as replying to emails or filing in reports and tasks that require an intense focus, such as analyzing data or coming up with recommendations on some problem. But at the same time, we need to collaborate on some tasks that require teamwork. So there is a need for a balance between collaboration and focus.

Working in privacy all the time can have as many negative impacts on performance as always working in collaboration, and also carries as many health risks as smoking.

Social interactions are a delicious thing to the brain...,” stated Flynn (2021). “Your brain loves interaction with people, it's a very important part of keeping ourselves alive.” Because human needs for privacy and togetherness are yin and yang —essentially different but also complementarity linked —there is no single type of optimal workspace.

“What’s been overlooked in the push for collaborative work is the value of individual time in contributing to the collaborative effort,” says Flynn. “The value of collaborative work isn’t going away. The way to support people is to provide the ability to move between individual time and collaborative time, having that rhythm between coming together to think about a problem and then going away to let those ideas gestate. That’s a really important, basic human rhythm.”

When it comes to different generations at the workplace, Generation Z is more concerned with mental health and the design of the workplace in general. About 70% of Gen Zers are suffering from some mental health problems, so for them it is becoming increasingly important where they work, because the workplace is their second home.

## **1.6 Working From Home**

Working From Home is considered in some papers as a one way to ensure Privacy of workers (Kupritz, 2000), for WFH enables them to enjoy more job autonomy which relates to deciding where and how your work is done. Job Autonomy in general is associated with having a control over one’s environment, or rather a control over deciding which environment to choose in order to satisfy one’s needs (be it for collaboration or quiet work) which is one of the core aspects of Privacy.

When pandemic kicked in, many workers enjoyed working remotely, for WFH is associated with more private space for them where they can fully concentrate and focus on the work at hand.

Also, people working in global teams are also enjoying the benefits of switching to Working From Home. There is an increasing trend, especially among young professionals, to work in international companies without being in a foreign country physically. Working remotely allows people not only to save up money on commuting or renting an accommodation near the office to be at work on time, but in general results in workers feeling happier in general, because now they have more time to spend on themselves and their family. And this feeling of fulfillment, in turn, affects their productivity in a good way.

On the other hand, not all types of workers are happy with working remotely. During the pandemic when 90% of workers had to work from home, those who have a big family reported decreased productivity, which was caused by constant distractions by their family members (Gibbs, 2021). So they were happy to return to the office after the pandemic was over, because their productivity increased.

Another pitfall associated with WFH is isolation from a company itself. For many workers WFO is about getting to know a company and its culture, but if they work remotely they start to feel distanced from the company values and their peers. Also they are away from company’s

knowledge which can be beneficial for their future careers. And the consequence of this is the fact that those who work from office full-time have a greater chance to be promoted, because they are constantly viewed by supervisors and can be on better terms with them. But those who work remotely more often get overlooked by a boss because they are not perceived as true members of a company. As a result, they are more likely to resign.

Working from home has its moments with the main advantage being feeling more secure and safe. The thing is, at home people have their own private space where they can concentrate in the most effective way.

Having this kind of space at the workplace is becoming more and more important. Also, attracting and retaining new employees, especially young ones, is becoming a matter of creating an experience that they would have while working at the workplace, not the tasks themselves (Bridges, 2015).

### **1.7 Generation Z at the workplace**

The most recent generation to enter the workforce is Generation Z. Born between 1997 and 2012, Generation Z currently makes up 30 percent of the world's population and is expected to make up 27% of the workforce by 2025.

Generation Z is different from preceding generations in so many ways. They tend to question everything and find and establish new norms and rules. And when it comes to the workplace, Gen Zers are not satisfied with the common office environment where employees are just working heads down and leave the workplace at the end of the day which looks the same as yesterday. For Generation Z, the workplace is a place where they can and they thrive to realize their full potential and get some knowledge that will be beneficial for them as professionals. They are not afraid of providing new, provocative ideas and challenging the status quo.

Given the fact that Generation Z is especially good with using different kinds of devices, they know their way around all the new trends and new ideas, especially when it comes to office design. They value the workplace that is organized around technology and given the increased turnover of this Generation (Lever, 2022) because of dissatisfaction of any kind, it is important to understand that Zoomers will quit if they are not satisfied with any of the workplace's characteristics.

Understanding Generation-Zers is essential in order to gain an advantage competitively and essential for business prosperity (Pichler et al., 2021). For companies that are planning to attract and retain Generation Z employees, it is vital to know the traits of this Generation, because knowing this, companies can organize their offices the best way.



Growing up in an age of increased stress and anxiety caused by social media, Gen Z pays close attention to their mental health and are actively bringing more awareness on the matter. According to (Vakhroh, 2022), more than a half of Gen Zers nowadays are suffering from at least one mental health issue. High concern about their psychological state of mind, gives Generation Z not only the opportunity to but the urge to find the ideal workplace (a process, which can be seen as a constant fluctuation between companies) where they could feel mentally safe in the first place in order to start developing their full potential and build their career.

The pandemic has significantly affected how Generation Z wants to work. Given the fact that Gen Zers value autonomy, it is no wonder that during a pandemic, it was found that their productivity was enhanced by having more control over their time.

In general, WFH during the pandemic allowed Gen Zers to enjoy the beauty of solitude (Böhlich et. al., 2020) and as a result it affects the way they perceive work after returning to the office.

According to (Böhlich et. al., 2020), GenZers value freedom, flexibility and self-reliance, and at work setting it turns into the need for autonomy and a work-life balance. Chillakur (2020) supported these findings. Moreover, according to this author, Generation Z employees really need a flexible work schedule by which they can do their work from any location they want to.

The reason for this is that they value their autonomy and having this at the workplace enables them to stay productive for a long time. Providing Gen Zers with an opportunity to Work From Home on some days is shown to be a good way of fostering autonomy. Gen Zers are more likely to work in a Hybrid Work Model because this way they can satisfy all their needs and save their mental health (Wigert, 2022)

By not going to the office on the days when they don't feel well, which can affect the quality of their work, Gen Zers can successfully complete the tasks at home. This presents a win-win situation both for employees and the company: on one hand, workers' mental health is not suffering and as a result their job satisfaction and productivity goes up; and on the other hand, the company enjoys a high organizational performance and doesn't need to worry about absenteeism and turnover.

Nevertheless, Gen Zers are not willing to WFH full-time. They value collaboration and feel more engaged if they have an opportunity to WFO, even if it is several days a week (Arar et. al., 2015)

As for a design of the workplace, it is essential for Zoomers to be able to adjust within the office (Teresa Bridges 2015). Moreover, even though Gen Zers are seeking a good mentorship at the workplace in order to get new knowledge and get on board quickly, it is vital for them to work

alone sometimes. Shawbel (2014) stated that one of the most notable features of Generation Zers is that they love to do things by themselves without asking for help from somebody.

Given the fact that Gen Zers are not silent about their problems, they are changing the way the work is done. And due to the fact that Gen Zers are more likely to leave the workplace if the company fails to provide them with adequate work conditions, companies gradually change the work policies in order to retain Gen Zers.

Overall, Generation Z employees highly value physical work environment. Furthermore, they are more likely to work for those companies that provide them with an opportunity to remote working, flexible hours and work-life balance in general.

## **2. DEVELOPMENT OF HYPOTHESES**

### **2.1 Relation between Job Stress and Job Satisfaction**

Job stress is proven to be one of the strongest predictors of job satisfaction (Stamps & Piedmonte (1986); moreover, they have a negative relation between each other (Stanton, Bachiochi, Robie, Perez, & Smith, 2002). In other words, when job stress is high, job satisfaction is low, and vice versa.

But job satisfaction can also be a predictor of job stress (Fletcher & Payne 1980) When a worker feels constantly stressed at work, they feel less and less happy about going to the workplace over time. This feeling of not being happy at the workplace can cause stress levels to go even higher, which in turn causes job satisfaction to go even lower, thus creating a snowball effect.

When a person Works From Home and physical conditions are not satisfactory, they tend to feel more stressed and as a result less satisfied with working in such a way (Galanti et al, 2021). When the pandemic kicked in and there was a shift toward remote working, some workers who have families reported that for them WFH was a source of really high stress and they were happy to return to the office because they didn't like working remotely. When the pandemic was over, they indicated that they wouldn't like to continue to WFH because of low satisfaction (Oo et. al, 2023). The reason for this was that they formed prejudice toward WFH after their first bad experience of WFH. In other words, their poor job satisfaction with WFH created new levels of stress associated with WFH.

For these reasons, we hypothesize that there is a reciprocal relation between job stress and job performance, both when WFH and WFO.

*H1a: there is a negative reciprocal relationship between job stress and job satisfaction when WFH;*

*H1b: there is a negative reciprocal relationship between job stress and job satisfaction when WFO.*

## **2.2 Job Satisfaction as a Predictor of a number of Days a person wants to WFH**

When a person feels more satisfied with their job when WFH, they generally opt for spending more days working in such a way (Aksoy, Cevat Giray, et al., 2022) Among factors associated with job satisfaction when WFH are autonomy, less noise, more work-life-balance (Niebuhr, Fiona, et al., 2022, Limanta, Anthony Leonard, et al., 2023). These factors are perceived as core to a healthy work environment and are usually present at home but absent at the office. Given the fact that they are associated with less stress and thus more productivity, workers tend to choose more days to WFH when they feel a lack of these factors at the workplace (Shao, Yiduo, et al., 2021).

On the contrary, when a worker feels satisfied when WFO, they tend to spend more days at the office, thus decreasing the amount of Days WFH. But when job satisfaction at the office decreases, a worker starts wanting to spend more time WFH.

H2a: Job satisfaction when WFH positively affects the amount of days a person wants to WFH;

H2b: Job satisfaction when WFO negatively affects the amount of days a person wants to WFH

## **2.3 Role of Privacy on the relation between Job Stress and Job Satisfaction**

Privacy is one of the aspects of a job environment and many studies have shown the positive relationship between the conditions in which a person works and their job satisfaction (Veitch, Jennifer A., et al., 2007). In other words, the better the conditions, the better the job satisfaction of a worker. Furthermore, privacy tends to explain the largest part of the work environment which contributes to low or high levels of stress. Having privacy is more important for some workers than having good light conditions or thermal comfort (Niebuhr, Fiona, et al., 2022)

For these reasons we hypothesize that having privacy when WFH and WFO significantly reduces stress and increases job satisfaction. Lack of Privacy significantly contributes to higher levels of stress and this decreases job satisfaction. In other words, Privacy moderates a relation between job stress and job satisfaction.

Given the fact that we are concerned with the Hybrid Work Model which consists of two parts, WFH and WFO, we are interested in checking how Lack of Privacy affects workers'

satisfaction in these two work settings. Moreover, we also want to check whether Gen Zers like to WFH more because they feel a Lack of Privacy at the workplace.

H3: Lack of Privacy (WFH) moderates the effect between Job Stress (WFH) and Job Satisfaction (WFH)

H3a: Lack of Privacy (WFH) strengthens the effect between Job Stress (WFH) and Job Satisfaction (WFH)

If workers don't have a Lack of Privacy (=feels safe) when WFH they would be more satisfied with working in such a work setting.

H3b: Lack of Privacy (WFH) weakens the effect between Job Stress (WFH) and Job Satisfaction (WFH)

If workers have a lack of Privacy when WFH (for example, feel more insecure, have less personal space) then it will cause them to be less satisfied with WFH as a part of Hybrid Work Model.

H4: Lack of Privacy (WFO) moderates the effect between Job Stress (WFO) and Job Satisfaction (WFO)

H4a: Lack of Privacy (WFO) strengthens the effect between Job Stress (WFO) and Job Satisfaction (WFO)

When workers don't have a Lack of Privacy (=feel safe) at the workplace, they would be more satisfied with WFO.

H4b: Lack of Privacy (WFO) weakens the effect between Job Stress (WFH) and Job Satisfaction (WFO)

If workers have a Lack of Privacy (=don't feel safe and secure) at the workplace, they would be less satisfied with WFO.

H5: Lack of Privacy (WFH) moderates the effect between Job Stress (WFO) and Job Satisfaction (WFO)

H5a: Lack of Privacy (WFH) strengthens the effect between Job Stress (WFO) and Job Satisfaction (WFO)

If workers have a Lack of Privacy at home, they would be more satisfied when they work at the office.

H5b: Lack of Privacy (WFH) weakens the effect between Job Stress (WFH) and Job Satisfaction (WFO)

If workers don't have a Lack of Privacy at home (=they feel safe), they would be less satisfied when they work at the office.

H6: Lack of Privacy (WFO) moderates the effect between Job Stress (WFH) and Job Satisfaction (WFH)

H6a: Lack of Privacy (WFO) strengthens the effect between Job Stress (WFH) and Job Satisfaction (WFH)

If workers have a Lack of Privacy at the workplace, they would be more satisfied with WFH.

H6b: Lack of Privacy (WFO) weakens the effect between Job Stress (WFH) and Job Satisfaction (WFH)

If workers don't have a Lack of Privacy at the workplace (in other words, they feel safe), they would be less satisfied with WFH.

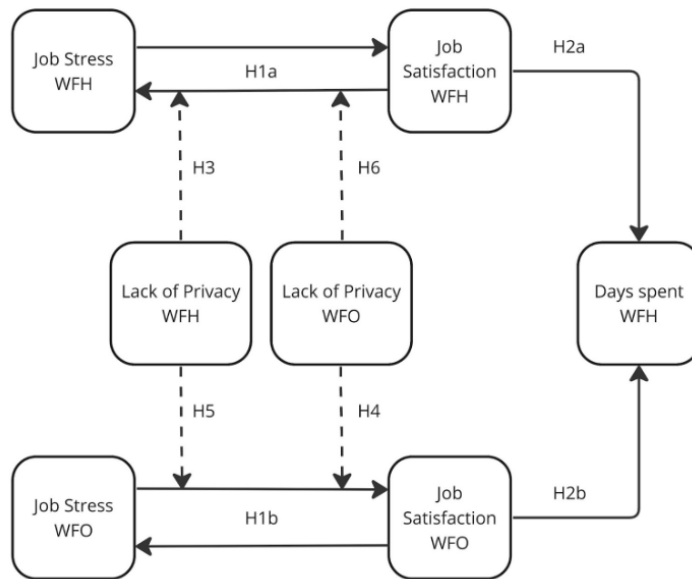


Figure 7. Conceptual Model

### 3. METHOD

#### 3.1 Participants and design

The sample group is Generation Z (those who were born from 1997 to 2012), because the younger generation is more concerned about the workplace design and workplace characteristics and their job stress levels vary a lot based on these features. Data were collected using Google Forms.

In order to measure psychological effects that Hybrid Work Model has on workers, the questionnaire was created; the first group of questions was related to get data regarding respondents' age, gender and the amount of days they spend Working From Home. Also, respondents were asked to answer questions regarding the office design and office characteristics. For example: "Do you work in an open or closed office space?"

The second part of the questionnaire was designed in such a way that Hybrid Work Model was presented as consisting two parts (WFH and WFO), and respondents needed to answer the same questions for these two parts of the work model. For example, when answering a question “I feel emotionally and psychologically safe”, the respondents needed to put their answer both for WFH and WFO.

Participants were asked to answer each question based on the feelings they have or had when working in the Hybrid Work Model. In other words, for the research purposes we didn't distinguish between those who are currently working in the Hybrid Work Model and those who used to work in such a way. The focus of the survey was to collect the general attitude toward WFH and WFO as parts of the Hybrid Work Model.

The full list of questions is in appendix 1.

## **3.2 Measures**

### **3.2.1 Job stress**

In order to measure job stress, a set of 9 questions was used that consists of questions derived from GHQ (General Health Questionnaires) - questionnaires commonly used in research papers about Job Stress and its relations to Mental Health (Shigemi, Jun, et al., 1997; Fujino, Yoshihisa, et al., 2001; Mino, Yoshio, et al., 1999). We chose GHQ specifically because the main focus of this research is job stress as one aspect of general Mental Health.

The questions were in the form of the statements that respondents needed to put on a four-point scale with “1” “almost never”, “2” “sometimes”, “3” often”, “4” “almost always”. This scale is usually used in GHQ questionnaires, but we changed the wording of items a bit in order to make them clearer (for example, “sometimes” instead of “no more than usual” and “often” instead of “rather more than usual”).

There are usually two commonly used scales for GHQ (12 or 28, or 60-item), but we shortened it to 9 questions that can be seen as main and important signs of job stress because they can be red flags about potential problems that can arise:

- (1) I have trouble concentrating
- (2) I have a hard time, trying to collect my thoughts to work
- (3) I feel nervous, anxious or on edge
- (4) I get interrupted
- (5) I become so restless that it is hard to sit still
- (6) I feel low in energy or slowed down
- (7) I feel that everything is an effort

- (8) I feel lonely
- (9) I feel that life is good

### 3.2.2 Job Satisfaction

To measure job satisfaction, we used a one-item scale: All in all, I like WFH/WFO as a part of the Hybrid Work Model (yes/no). Originally, one-item job satisfaction has proven to be an acceptable instrument for measuring job satisfaction (Dolbier, 2005). Additionally, Wanous et al (1997) found that the one-item and the multi-item scale measures were equally robust..

### 3.2.3 Privacy

We divided questions about Privacy into two groups: Mental Privacy and Physical Privacy.

Scales were modified from likert-scale in order to frequency scale (as in GHQ questions about job stress) in order to use the same scale for all questions. The main modification of questions was in the form of making them similar to GHQ questions.

Questions about Physical Privacy were derived and modified from a study conducted by Veitch et al, 2007 which was examining the physical work environment associated with job satisfaction. Questions about Physical Privacy include:

- (1) I feel a lack of physical boundaries
- (2) I feel vulnerable
- (3) I have enough personal space to do my job
- (4) I have autonomy in my work

In order to measure Mental Privacy, we took and modified 4 questions from Symptom Checklist 90-R designed to evaluate a broad range of psychological problems and symptoms. The reason for this is that a lack of Mental Privacy is one of the causes of psychological problems and decreased Mental Health of workers (SteelCase, 2021). Questions about Mental Privacy include:

- (1) I feel emotionally and psychologically safe;
- (2) I can truly be myself
- (3) I feel trapped or caught
- (4) I feel that I am being monitored

The following questions were reverse coded in order to ( ) and to measure the same underlying construct.

Job Stress:

I feel that life is good -> I don't feel that life is good

Lack of Privacy:

I have enough personal space to do my job -> I don't have enough personal space to do my job

I have autonomy in my work -> I don't have autonomy in my work

I feel emotionally and psychologically safe -> I don't feel emotionally and psychologically safe

I can truly be myself-> I can't truly be myself

#### 4. PRELIMINARY ANALYSIS

##### 4.1. Descriptive statistics

First step of our statistical analysis was to get descriptive statistics about socio-demographic factors of respondents who took part in our survey.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	35	70.0	70.0	70.0
	Female	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

Figure 8. Gender distribution

In all, 50 respondents took part in the survey. The gender distribution was 70% men and 30% - women.

Based on the descriptive analysis, user persona can be created which would describe a typical Generation Z employee who took a part in a survey: male, 24 years old working in Business/Consulting.



Descriptive Statistics								
	N	Minimum	Maximum	Mean		Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error
Age	50	19	33	24.20	.408	2.886	.307	.337
Gender	50	1	2	1.30	.065	.463	.900	.337
Business, Consultancy or Management	50	0	1	.54	.071	.503	-.166	.337
Engineering	50	0	1	.06	.034	.240	3.821	.337
Finance	50	0	1	.12	.046	.328	2.412	.337
Healthcare	50	0	0	.00	.000	.000	.	.
HR	50	0	1	.04	.028	.198	4.841	.337
IT	50	0	1	.08	.039	.274	3.193	.337
Marketing	50	0	1	.08	.039	.274	3.193	.337
Law	50	0	1	.04	.028	.198	4.841	.337
Public Services or Administration	50	0	1	.04	.028	.198	4.841	.337
Student	50	0	1	.28	.064	.454	1.011	.337
Education	50	0	1	.06	.034	.240	3.821	.337
Design	50	0	1	.02	.020	.141	7.071	.337
Do you work at an open or closed office space?	50	1	2	1.40	.070	.495	.421	.337
Russia	50	0	1	.36	.069	.485	.602	.337
India	50	0	1	.38	.069	.490	.510	.337
China	50	0	1	.08	.039	.274	3.193	.337
France	50	0	1	.04	.028	.198	4.841	.337
Turkey	50	0	1	.02	.020	.141	7.071	.337
Kazakstan and Kyrgyz	50	0	1	.04	.028	.198	4.841	.337
Australia	50	0	1	.08	.039	.274	3.193	.337
Personality type	50	1	3	2.10	.132	.931	-.205	.337
How many days a week do you WFH?	50	1	3	1.96	.118	.832	.077	.337
Valid N (listwise)	50							

Figure 9. Descriptive Statistics

The distribution of the industry respondents work in is the following: the majority of Gen Zers who took part in the survey work in Business/Consulting (54%).

The fact that 28% of respondents indicated that they are currently Students tells us that they are either trying to combine both studying and working, or had an experience of working after their bachelors studying.

The majority of respondents are either from India (38%) or Russia (36%). This distribution is specifically interesting for research purposes, because papers have shown that Indian employees are concerned about privacy which is their one of the top requests from employees (Lyer et. al., 2020). Russians also value privacy at work in general (Linz, 2003).

When it comes to personality type, there are more ambiverts who have a balance of extrovert and introvert features in their personality. On average, respondents spend 2 days Working From Home. 60% of the respondents work in an open office space, while 40% - in the closed office.

## 4.2. Case Screening

### 4.2.1 Missing data in rows

First, the data should be checked for any missing values and outliers.

In order to check whether or not the data has missing values, we used the Frequencies table. Example of frequencies table you can see in the figure 10.

		Statistics								
		I feel emotionally and psychologically safe	I can truly be myself	I get interrupted	I feel trapped or caught	I feel that I am being monitored	I feel a lack of physical boundaries	I feel vulnerable	I have personal space to do my job	I have autonomy in my work
N	Valid	50	50	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0	0	0

Figure 10. Frequencies table

We didn't spot any missing values, we can move further and check outliers.

#### 4.2.2 Outliers detection

We analyzed all the variables for possible outlier detection using box-plots. An example of a box-plot you can see in the figure 11.

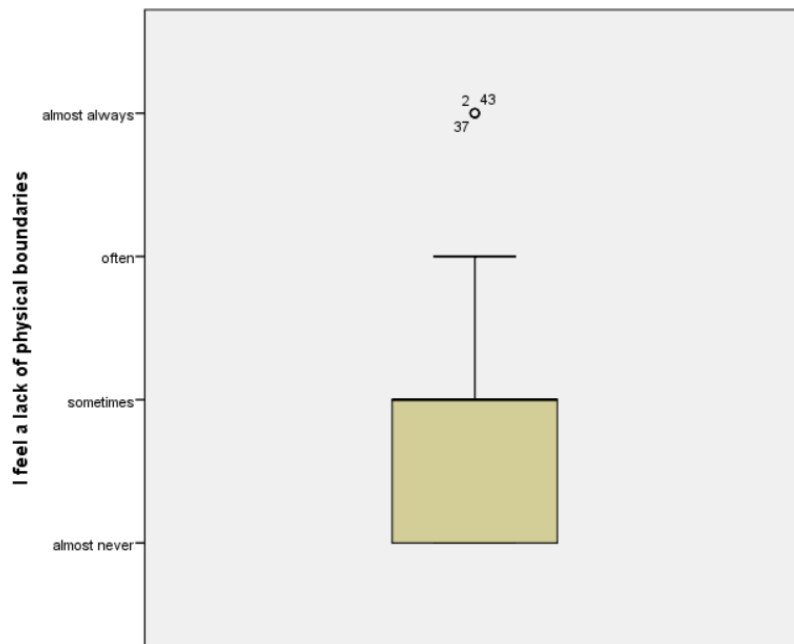


Figure 11. Box-plot for a variable “A feel a lack of physical boundaries”

Although there are outliers we don't recommend excluding these observations because they represent answers of real people who can have different opinions on the questions which would reflect their answers.

## 5. EXPLORATORY FACTOR ANALYSIS

### 5.1 Pattern matrix

First step of EFA is creating a pattern matrix in order to ensure that all the variables are related to the intended underlying construct. Principal Component matrix and Varimax Factor rotation were chosen for this purpose.

As we had the same questions related to Privacy and Job Stress both for WFH and WFO, we checked these two groups independently.

In the figure 12 you can see a pattern matrix for questions about a Lack of Privacy and Job Stress for WFH.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.727
Bartlett's Test of Sphericity	Approx. Chi-Square	103.710
	df	28
	Sig.	.000

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
I don't feel emotionally and psychologically safe		.609
I feel trapped or caught		.864
I feel that I am being monitored		.758
I feel vulnerable		.626
I have trouble concentrating	.780	
I feel low in energy or slowed down	.789	
I feel that everything is an effort	.677	
I feel lonely	.773	

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Figure 12. Pattern matrix for a Lack of Privacy and Job Stress WFH

The following questions were deleted for the reason of cross-loadings (when one variable loads on two factors):

I can't truly be myself

I feel a lack of physical boundaries

I don't have personal space to do my job

I don't have autonomy in my work

I have a hard time trying to collect my thoughts to work

I feel nervous, anxious or on edge

I feel that life is good

As a result, we obtained a two group of questions (for a Lack of Privacy and Job Stress) which are distinctive and consisted of questions that measure the intended construct.

For WFO, almost the same questions were related to the underlying constructs.

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	162.700
	df	28
	Sig.	.000

#### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
I don't feel emotionally and psychologically safe		.766
I feel trapped or caught		.811
I feel vulnerable		.779
I don't have personal space to do my job		.630
I have trouble concentrating	.848	
I have a hard time trying to collect my thoughts to work	.787	
I get interrupted	.735	
I become so restless that it is hard to sit still	.618	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Figure 13. Pattern matrix for a Lack of Privacy and Job Stress WFH

The following questions from two groups were deleted for loading on more that one factor which would cause difficulties for further research:

I can't truly be myself

I feel a lack of physical boundaries

I don't have autonomy in my work  
I feel that I am being monitored  
I feel nervous, anxious or on edge  
I feel nervous, anxious or on edge  
I feel that life is good  
I feel lonely

## **5.2 Adequacy**

Next thing is to check the adequacy of each underlying factor. The way to do this is to check KMO and Communalities. Adequacy is good when KMO (the proportion of variance in variables that might be caused by underlying factors) is above .6 and Communalities (an amount of variance each variable is accounted for) are above .3 for each variable.

For Job Stress and Lack of Privacy (WFH) KMO was .727 and all communalities were above .3. For Job Stress and Lack of Privacy when WFO the KMO was .784, and communalities also displayed the amount above threshold.

## **5.3 Convergent validity**

Loadings of all variables on an intended factor were above .5, so convergent validity is adequate.

## **5.4 Discriminant validity**

There were no major cross-loadings (variables loaded on two factors) were found, so discriminant validity is also adequate.

## **5.5. Reliability**

The following scales were further checked for reliability. The way to do this is to check Cronbach's alpha for each underlying construct. Usually, Cronbach's alpha of above 0.7 is considered good.

### Lack of Privacy WFH

#### Reliability Statistics

Cronbach's Alpha	N of Items
.705	4

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I don't feel emotionally and psychologically safe	1.56	3.190	.431	.676
I feel trapped or caught	1.46	2.213	.717	.474
I feel that I am being monitored	1.32	2.467	.495	.653
I feel vulnerable	1.78	3.726	.388	.705

Figure 14. Reliability statistics for a Lack of Privacy WFH

### Job Stress WFH

#### Reliability Statistics

Cronbach's Alpha	N of Items
.766	4

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have trouble concentrating	3.52	4.908	.527	.731
I feel low in energy or slowed down	3.58	4.698	.668	.661
I feel that everything is an effort	3.68	5.038	.520	.734
I feel lonely	3.62	4.363	.567	.715

Figure 15. Reliability statistics for a Job Stress WFH

## Lack of Privacy WFO

### Reliability Statistics

Cronbach's Alpha	N of Items
.802	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I don't feel emotionally and psychologically safe	2.98	5.898	.548	.783
I feel trapped or caught	3.40	4.898	.751	.680
I feel vulnerable	3.60	5.551	.571	.774
I don't have personal space to do my job	3.16	5.770	.600	.760

Figure 16. Reliability statistics for a Lack of Privacy WFO

## Job Stress WFO

### Reliability Statistics

Cronbach's Alpha	N of Items
.797	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have trouble concentrating	3.28	4.532	.611	.746
I have a hard time trying to collect my thoughts to work	3.30	4.867	.652	.729
I become so restless that it is hard to sit still	3.22	4.787	.571	.765
I get interrupted	3.10	4.663	.607	.747

Figure 17. Reliability statistics for Job Stress WFO

## 6. CONFIRMATORY FACTOR ANALYSIS

After EFA, CFA was conducted.

The following items were deleted due to low standardized factor loadings (below an acceptable threshold of 0.5):

I feel vulnerable (for Lack of Privacy WFH).

I feel vulnerable (Lack of Privacy when WFO)

All the rest of the items were above 0.5 which indicates significant associations between each item and its intended factor.

The final CFA model is in the figure 18.

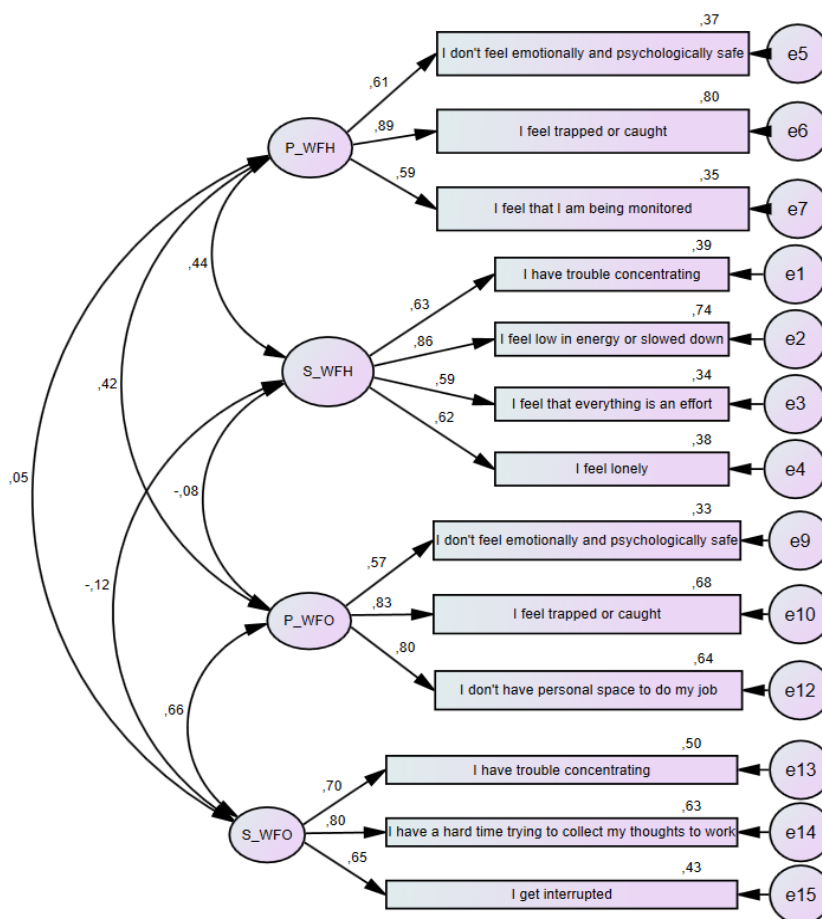


Figure 18. Final CFA Model

The CMIN/df ratio was 0,851, which suggests a reasonably good fit of the model (threshold <2). The GFI value was ,869 (>,9) and the AGFI value was ,799 (originally it should be >,8). Originally these values should be above .9 and .8 respectively, but our value is really close to these thresholds, so they are both indicating an adequate level of fit.

The TLI value was 1,069 (>,9) and CFI 1 (>,95), indicating a very good fit of the model. Finally, the RMSEA value was ,000 (<0,6). Overall, the model fit results suggest that the CFA



model provided a very good fit to the data, supporting the proposed factor structure for the adapted scales used in this study.

#### Model Fit Summary

##### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	32	50,238	59	,785	,851
Saturated model	91	,000	0		
Independence model	13	246,575	78	,000	3,161

##### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,054	,869	,799	,564
Saturated model	,000	1,000		
Independence model	,203	,513	,431	,439

##### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,796	,731	1,047	1,069	1,000
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

##### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,756	,602	,756
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

##### NCP

Model	NCP	LO 90	HI 90
Default model	,000	,000	10,740
Saturated model	,000	,000	,000
Independence model	168,575	124,935	219,833

**NCP**

Model	NCP	LO 90	HI 90
Default model	,000	,000	10,740
Saturated model	,000	,000	,000
Independence model	168,575	124,935	219,833

**FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	1,025	,000	,000	,219
Saturated model	,000	,000	,000	,000
Independence model	5,032	3,440	2,550	4,486

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,000	,000	,061	,916
Independence model	,210	,181	,240	,000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	114,238	139,838	175,423	207,423
Saturated model	182,000	254,800	355,994	446,994
Independence model	272,575	282,975	297,432	310,432

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	2,331	2,510	2,729	2,854
Saturated model	3,714	3,714	3,714	5,200
Independence model	5,563	4,672	6,609	5,775

**HOELTER**

Model	HOELTER	HOELTER
	.05	.01
Default model	77	86
Independence model	20	22

Figure 19. Model Fit Summary

While the measures of the constructs appear to be reliable, it is now necessary to check for convergent and discriminatory validity, which will allow us to identify whether items measure the same construct. Both types of validity are important for establishing the validity and reliability of measurement tools in research. The results are provided in the following table:

	CR	AVE	MSV	MaxR(H)	S_WFH	P_WFH	P_WFO	S_WFO
<b>S_WFH</b>	0,771	<b>0,464</b>	0,194	0,821	<b>0,681</b>			
<b>P_WFH</b>	0,745	0,504	0,194	0,836	0,440†	<b>0,710</b>		
<b>P_WFO</b>	0,782	0,550	0,441	0,815	-0,084	0,423†	<b>0,742</b>	
<b>S_WFO</b>	0,762	0,519	0,441	0,775	-0,120	0,052	0,664*	<b>0,720</b>

Table 1. Convergent and discriminatory validity

While an AVE value of 0.5 is often used as a benchmark for acceptable convergent validity, The AVE of 0,464 for Job Stress (WFH) is still relatively high and can be considered acceptable.

Overall, the reliability and validity analyses suggest that the constructs are reliable and valid. Hence, the data is suitable for SEM to test the hypothesized theoretical model.

## 7. TESTING HYPOTHESES

Among our hypotheses were:

*H1a: there is a negative reciprocal relationship between job stress and job satisfaction when WFH;*

*H1b: there is a negative reciprocal relationship between job stress and job satisfaction when WFO.*

*H2a: Job satisfaction when WFH positively affects the amount of days a person wants to WFH;*

*H2b: Job satisfaction when WFO negatively affects the amount of days a person wants to WFH*

### 7.1. Path analysis

In order to check hypotheses, the model was created and checked in AMOS using path analysis without a moderating effect. The moderating effect was checked independently in SPSS using multiple regression.

The results of Hypotheses testing for H1-H3 are shown in the table below:

Hypothesis	Path	Path coefficient	C.R.	P	Support
H1a	Job Stress WFH <- Job Satisfaction WFH	-.433	-3,363	***	Supported
	Job Satisfaction WFH <- Job Stress WFH	-.306	- 2,490	,013	
H1b	Job Stress WFO <- Job Satisfaction WFO	-.277	-2,015	,044	Supported
	Job Satisfaction WFO <- Job Stress WFO	-.277	-2,015	,044	
H2a	Days WFH <- Job Satisfaction WFH	.260	1,960	,050	Supported
H2b	Days WFH <- Job Satisfaction WFO	-.258	-1,941	,052	Supported

Table 2. The results of Hypotheses testing for H1-H3

## 7.2 Moderation analysis

Next step is to check the moderation effect of Lack of Privacy on the relationship between Job Stress and Job Satisfaction. In other words, we are aimed at exploring whether the effect of Job Stress on Job Satisfaction depends on the Lack of Privacy.

Given the fact that we are concerned with the Hybrid Work Model which consists of two parts, WFH and WFO, we are interested in checking how Lack of Privacy affects workers' satisfaction in these two work settings. Moreover, we also want to check whether Gen Zeers like WFH more because they feel a Lack of Privacy at the workplace.

In general, we made 4 hypotheses:

H3: Lack of Privacy (WFH) moderates the effect between Job Stress (WFH) and Job Satisfaction (WFH)

H4: Lack of Privacy (WFO) moderates the effect between Job Stress (WFO) and Job Satisfaction (WFO)

H5: Lack of Privacy (WFH) moderates the effect between Job Stress (WFO) and Job Satisfaction (WFO)

H6: Lack of Privacy (WFO) moderates the effect between Job Stress (WFH) and Job Satisfaction (WFH)

In general, moderation analysis looks like this (figure 20).

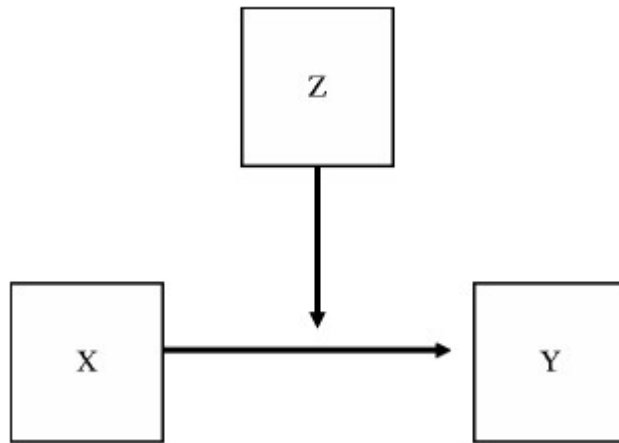


Figure 20. Moderation analysis

In order to check whether or not Z has a moderating effect on the relationship between X and Y, we need to check the relationship between X and Y, Z and Y and XZ and Y.

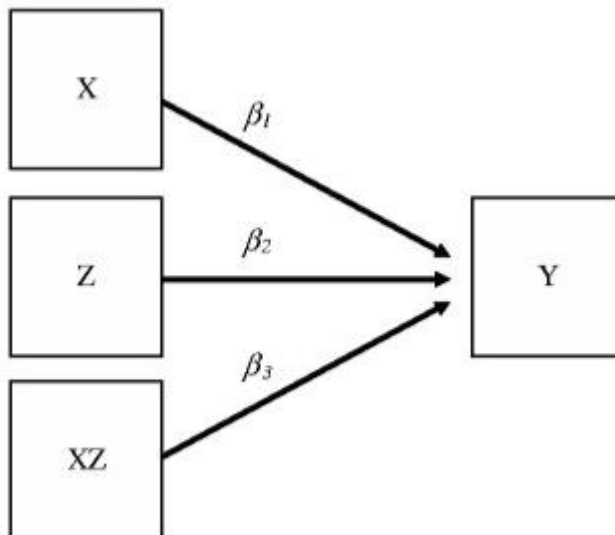


Figure 21. Relationship between X and Y, Z and Y and XZ and Y

A moderation analysis typically consists of the following steps:

1. Compute the interaction term  $XZ=X*Z$ .
2. Fit a multiple regression model with X, Z, and XZ as predictors.
3. Test whether the regression coefficient for XZ is significant or not.
4. Interpret the moderation effect.
5. Display the moderation effect graphically.

Before we proceeded with Moderation Analysis, we needed to create computing variables for all the following items: Lack of Privacy (WFH), Lack of Privacy (WFO), Job Stress (WFH) and Job Stress (WFO). The reason for doing this is that these variables consist of several questions, but for the moderation analysis they need to represent one single variable. In order to compute variables, we calculated the Mean for each variable and thus created a new variable. Example of computing variable of Job Stress (WFO) you can see in the figure below:

**Numeric Expression:**  
 $(WFO\_S\_5 + WFO\_S\_1 + WFO\_S\_2) / 3$

Figure 22. Computing variable for Job Stress WFO

Next step is to create Z scores for all the variables that are involved in Moderation Analysis. Z-score allows us to take data with different means and standard deviations and put them on a common scale, which makes it easier to compare observations for different variables.

Creating a Z-score can be seen in the figure below:

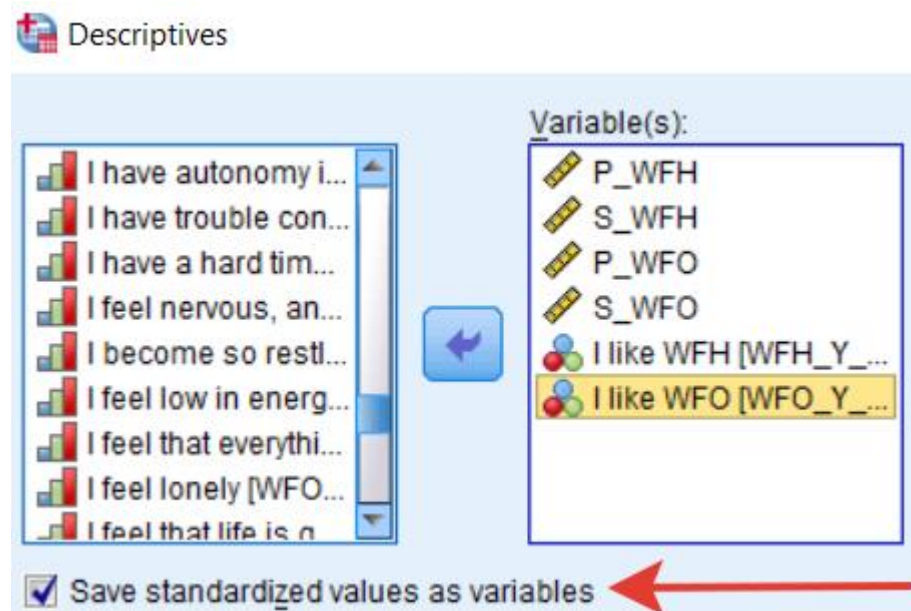


Figure 23. Creating Z-scores

Next step is to create an Interaction of variables, namely:

Job Stress(WFH) x Lack of Privacy(WFH)

Job Stress(WFH) x Lack of Privacy (WFO)

Job Stress (WFO) x Lack of Privacy (WFO)

Job Stress (WFO) x Lack of Privacy (WFH)

In order to do this, we just need to multiply the corresponding variables (their z-scores) and save them as new variables. An example of creating an interaction of Job Stress(WFH) x Lack of Privacy(WFH) is in the figure below:

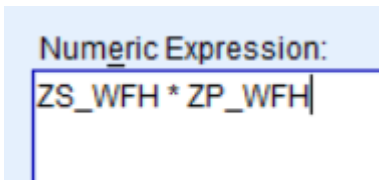


Figure 24. Creating an interaction of Job Stress(WFH) x Lack of Privacy(WFH)

We also created z-scores of the obtained variables.

Final step is to perform multiple regression, where the dependent variable is Job Satisfaction and independent variables are Job Stress and its Interaction with a Lack of Privacy. An example of checking moderation effect of Lack of Privacy WFH on the relationship between Job Stress (WFH) and Job Satisfaction (WFH) is shown in the figure below:

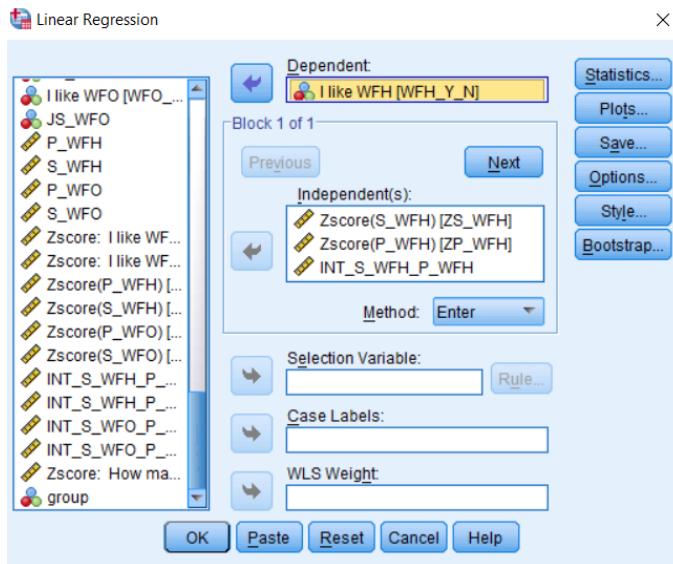


Figure 25. Checking moderation effect of Lack of Privacy WFH on the relationship between Job Stress (WFH) and Job Satisfaction (WFH)

The results of Multiple regression are shown below:

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 <sup>a</sup>	.229	.179	.275

a. Predictors: (Constant), INT\_S\_WFH\_P\_WFH, Zscore(S\_WFH), Zscore(P\_WFH)

Figure 26. The results of Multiple regression

First, we need to check on the Adjusted R Square which shows us what percent of the Job Satisfaction WFH is explained by the Interaction between Job Stress WFH and Lack of Privacy WFH. The value is 18% which is quite low.

Next step is to look at the significance level of regression (it should be less than .05). In our case it is statistically significant:

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.032	3	.344	4.564	.007 <sup>b</sup>
	Residual	3.468	46	.075		
	Total	4.500	49			

a. Dependent Variable: I like WFH

b. Predictors: (Constant), INT\_S\_WFH\_P\_WFH, Zscore(S\_WFH), Zscore(P\_WFH)

Figure 27. The significance level of regression

Finally, we need to look at the moderating effect. Moderation takes place only if significance level of interaction is below .05. In our case, it is not significant so hypothesis 1 (Lack of Privacy (WFH) moderates the effect between Job Stress (WFH) and Job Satisfaction (WFH)) is rejected:

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.885	.040		21.956	.000
	Zscore(S_WFH)	-.128	.042	-.423	-3.027	.004
	Zscore(P_WFH)	.003	.046	.011	.074	.942
	INT_S_WFH_P_WFH	.048	.035	.200	1.370	.177

a. Dependent Variable: I like WFH

Figure 28. Moderating effect

We checked all the hypotheses related to the moderating effect the same way and obtained the following results:

Hypotheses		Sig.	Decision
H3	Job Stress WFH x Lack of Privacy WFH	.177	Rejected
H4	Job Stress WFO x Lack of Privacy WFO	.967	Rejected



H5	Job Stress WFO x Lack of Privacy WFH	.701	Rejected
H6	Job Stress WFH x Lack of Privacy WFO	.01	Accepted

Table 3. Hypotheses testing for H3-H6

Hypotheses 4 is accepted. In other words, Lack of Privacy WFO moderates the effect on the relation between Job Stress WFH and Job Satisfaction WFH.

By looking at adjusted R square we can say that Interaction between Job Stress WFH and Privacy WFO accounts for almost 30% of Job Satisfaction WFH, which is a good sign:

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 <sup>a</sup>	.334	.291	.255

a. Predictors: (Constant), INT\_S\_WFH\_P\_WFO, Zscore(P\_WFO), Zscore(S\_WFH)

Figure 29. Model Summary

The next step is to find out what type of the effect it is, positive or negative. In order to do this, we need to look at beta coefficient:

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.910	.036		25.083	.000
	Zscore(S_WFH)	-.093	.038	-.306	-2.413	.020
	Zscore(P_WFO)	.073	.037	.241	1.981	.054
	INT_S_WFH_P_WFO	.088	.033	.338	2.677	.010

a. Dependent Variable: I like WFH

Figure 30. Coefficients

As we can see, Job Stress WFH has a negative effect on Job Satisfaction WFH because beta is -.306 (the more stress workers feel when WFH, the less satisfied they are with working in such a work setting).

But a lack of Privacy weakens this relation (beta =.338) which supports Hypothesis 6b. Graphical representation of the moderating effect can be seen in the figure below:

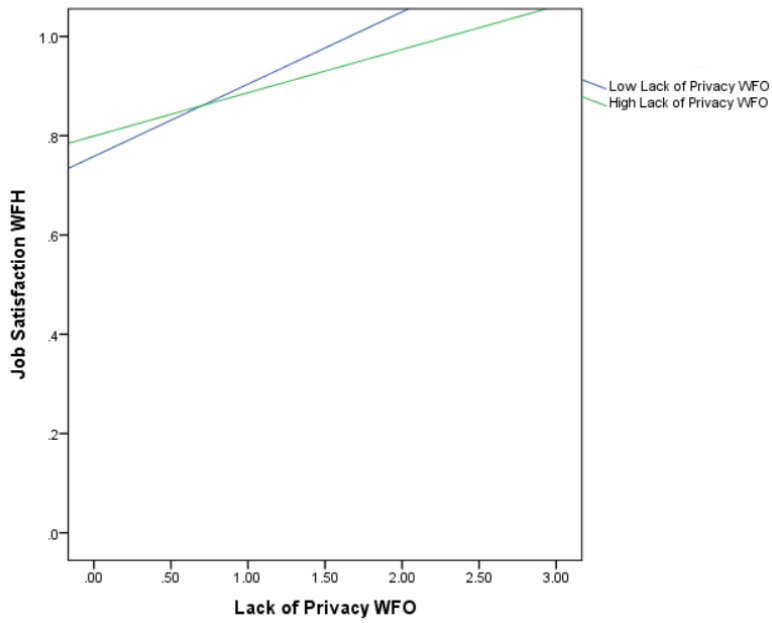


Figure 31. Moderating effect of Lack of Privacy WFO

Those workers who had a high Lack of Privacy at the workplace, tended to put a YES for an answer “I like WFH” than those who had a low Lack of Privacy.

Final Model is presented in the figure below:

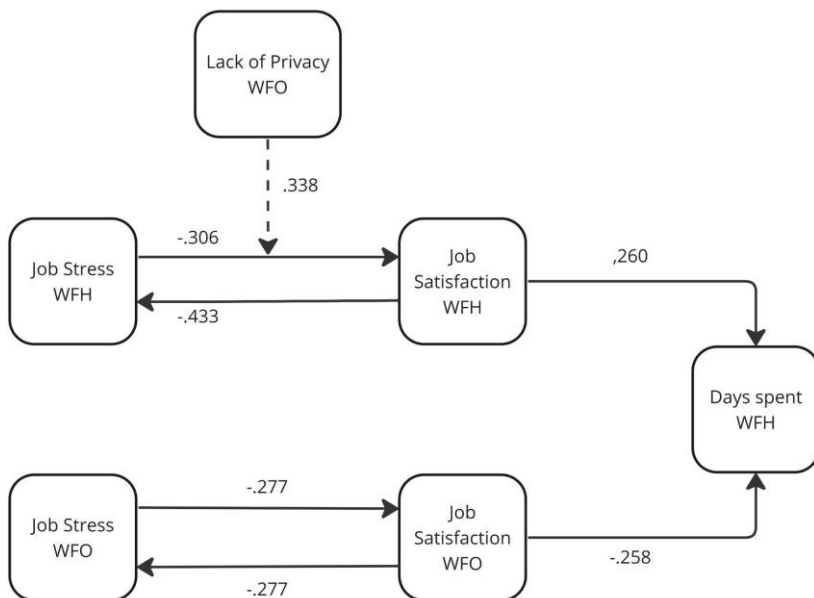


Figure 32. Final Model

## **8. FINDINGS**

It was found out that job stress when WFH negatively affects job satisfaction when WFH which supported the previous findings in this area (Irawanto et. al., 2021; Niebuhr et. al., 2022). Moreover, we discovered that job satisfaction when WFH can cause additional job stress, thus creating the so-called snowball effect. But we found out that this negative reciprocal relationship can break down if a worker feels a Lack of Privacy at the workplace. In other words, not having an adequate work environment at the office related to Privacy makes Generation Z employees like WFH more, thus reducing job stress levels significantly.

Though, we didn't find any significant effect of a Lack of Privacy at home on the relation between job stress and job satisfaction when WFH. Supposedly, there are other moderators that can break this relationship but which were not studied in this paper (e.g. Work-Life Balance which was studied in other papers (Clark, 2000, Greenhaus et al., 2003))

Additionally, we found out the same negative reciprocal relationship between job stress and job satisfaction when WFO, indicating that no matter what type of the workplace (home or the office) is, workers display the same psychological mechanisms related to job stress and its impact on job satisfaction.

We didn't find any moderating effect that a Lack of Privacy WFO has on these relationships, which is quite interesting. In other words, having a lack of Privacy at the office doesn't cause workers to dislike WFO or like it more. Similarly, there must be other factors that can moderate this relationship and which were not addressed in our research (e.g., good team climate and support (Karatepe, 2010; Janib et. al., 2022))

Our paper also found out the effect that job satisfaction has on the amount of days a person wants to WFH. When Gen Zers are satisfied with their work environment at home they tend to spend more days working in such a way (there is a positive relationship). In turn, when they are satisfied with WFO, they tend to spend less days WFH (negative relationship). These findings support the previous papers in this field (Böhlich et. al., 2020; Chillakur 2020).

## **9. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH**

Our study is subject to several limitations that suggest directions for future research. First of all, the sample size was really small (only 50 respondents) and covers mostly two countries (Russia and India). In order to get a better and deeper understanding of Generation Z's preferences about Privacy, there is a need to involve a bigger number of participants from different countries. Additionally, it was not checked whether or not there is a difference in privacy concerns among men and women; among different industries; in different office types.

As a result of using a self-developed questionnaire in this research, there was a problem with wording of the questions due to the fact that we included questions of perceived privacy, not the questions about the work environment that are attributed to privacy or a lack of it: some questions regarding a Lack of Privacy looked really similar to those of job stress (e.g. “I feel trapped or caught” and “I can truly be myself”). For this reason, there was a cross-loading between factors, and these questions were deleted. Questionnaires in future research should only include questions about the work environment as predictors of Privacy.

Moreover, a survey of our study did not use the same scale for all questions which created some problems with statistical analysis. This also can be fixed in future research.

## **10. PRACTICAL IMPLICATIONS AND CONCLUSIONS**

In general, our paper was aimed at discovering how Privacy as one of the core characteristics of the work environment affects job stress and job satisfaction of Generation Z employees.

We addressed the phenomenon of the Hybrid Work Model - the work model, which incorporates both WFH and WFO, thus creating a fluctuation between these two parts. This, in turn, creates a psychological response of workers that was rarely studied before and what was addressed in our study: how a perception of the work environment at the office creates an attitude toward WFH.

Our study suggests practical implications that may help managers to ensure mental health of workers and a company's good performance as a result. When hiring workers of Generation Z, it is important to understand that they value Environmental Characteristics of the workplace and Privacy in particular.

There is no doubt that WFO is a crucial part of the work because going to the office allows workers to collaborate with others more efficiently; to feel like a part of the group, and feel more engaged with a company's values in general (Been et. al., 2014).

So it is vital to have the design of the workplace that can satisfy psychological needs of the workers in terms of having more Privacy and where they would feel less stressed and more satisfied as a result.

Managers need to understand that when they hire Gen Z but fail to provide them with adequate psychological and physical conditions at the workplace, it would mean that the new worker's stress level will grow over time and job satisfaction will become lower and lower. For company itself this would mean poor performance and lost money (Arar et. al., 2015). As a result, two things are likely to happen: either manager will decide to fire a worker when it becomes clear that their job performance has become weaker, or a worker themselves will decide to quit when

they realize that their mental health is suffering due to poor conditions at the workplace. In both cases it will cause a company additional time and money to recruit new employees.

Providing workers with more days for WFH can be one of the solutions in the short run to reduce their level of stress. But workers still need to come to the office from time to time and their stress levels increase every time they need to WFO. As a result, workers may take more and more days WFH and eventually switch to a whole remote work model to save their mental health; but it poses several threats both for workers and for the company itself. First, workers will feel more detached from the company's values and their productivity may suffer (Mehta, 2021). Also, not being present at the workplace makes a worker “invisible” for an employer which means that people who are constantly in the eye of a boss will have higher chances of getting a promotion (Bloom, Nicholas, et al., 2015). Also, there are several concerns about work productivity among those who WFH (Gibbs et. al., 2021). Less productivity of workers working remotely may result in company firing them because the whole company’s performance will suffer as workers fail to perform their tasks adequately.

To conclude, for companies to attract and retain GenZ employees, it is important to have a psychologically safe environment at the workplace where the need for Privacy, both Mental and Physical, is guaranteed by design. This way, the company will ensure in the long run that workers’ stress level and mental health is adequate, which would mean a better performance for the company as a whole.

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## APPENDICES

### Appendix 1.

#### Questionnaire

The image shows a digital questionnaire form with three distinct sections, each enclosed in a light gray rounded rectangle. The first section is titled "Your gender \*" and contains two radio button options: "Male" and "Female". The second section is titled "Your age \*" and features a text input field with the placeholder text "Краткий ответ" (Brief answer) and a dotted line indicating the input area. The third section is titled "What country are you from? \*" and also features a text input field with the placeholder text "Краткий ответ" (Brief answer) and a dotted line. A vertical blue bar is visible on the left side of the first section.

In which sector do you currently work? \*

- Business, Consultancy or Management
- Engineering
- Finance
- Healthcare
- HR
- IT
- Law
- Marketing
- Public services or Administration
- Student
- Другое...

Do you work in an open or closed office space? \*

(Open office spaces are about more collaboration and flexibility, while closed office spaces are for those who need extra focus and privacy to complete their work)



- Open
- Closed

Does your workplace have: \*

- A sufficient number of meeting rooms
- Cafeteria/ Canteen
- Private rooms
- Recreation areas
- Sports areas
- None of the above

How many days a week do you Work From Home? \*

- 1 day
- 2 days
- 3 days and more

This part of the survey is focused on identifying psychological effect that Working From Home and Working From Office (as parts of Hybrid Work Model) have on workers' mental health and productivity.



**WFH** - Working From Home

**WFO** - Working From Office

I feel emotionally and psychologically safe \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have trouble concentrating \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel a lack of physical boundaries \*

(physical boundaries involve anything that has to do with your body, body health and personal space. An example of maintaining physical boundaries are:

- ~Turning off webcam during Zoom meeting;
- ~Going to lunch on your own and when you want;
- ~Being able to move to a quiet place to concentrate on work;
- ~Handshaking instead of hugging)

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel vulnerable \*

(exposed to the possibility of being attacked or harmed, either physically or emotionally)

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I can truly be myself \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have enough personal space to do my job \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I get interrupted \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have a hard time trying to collect my thoughts to work \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



I have autonomy in my work \*

(autonomy refers to the freedom to decide where and how your work is done)

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel trapped or caught \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel nervous, anxious, or on edge \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I become so restless that it is hard to sit still \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel low in energy or slowed down \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel that everything is an effort \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel that I am being monitored \*

(watched, kept track of, or checked)

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel lonely \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel that life is good \*

	ALMOST NEVER	SOMETIMES	OFTEN	ALMOST ALWAYS
WFH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

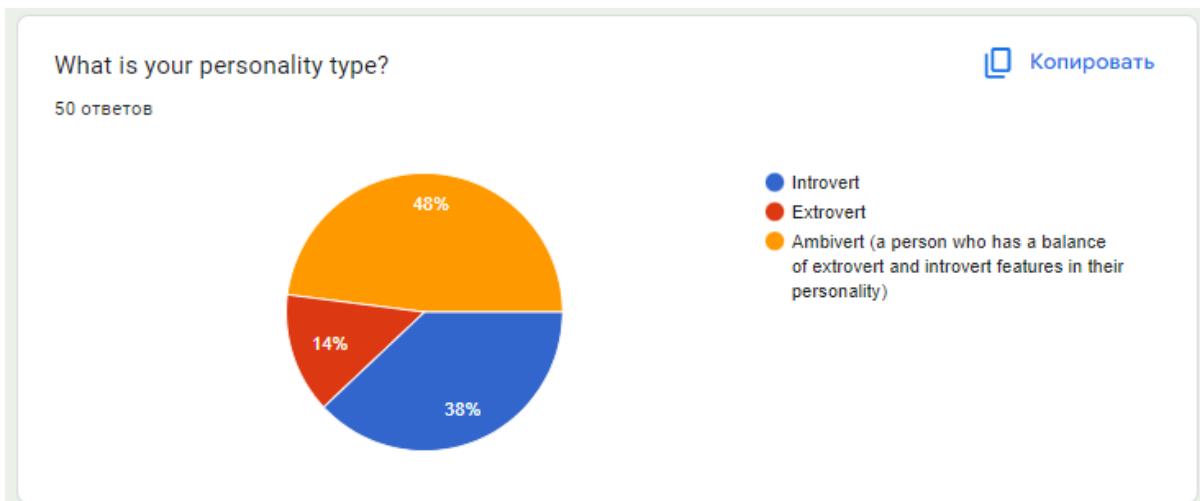
All in all, I like WFH as a part of Hybrid Work Model \*

- Yes
- No

All in all, I like WFO as a part of Hybrid Work Model \*

- Yes
- No

### Personality type



### Types of the offices respondents work in

