

The Influence of Work Flexibility on Job Satisfaction and Performance of Generation Z

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Abstract

This study examined the influence of work flexibility and job satisfaction on performance among Generation Z employees at the Indonesian Ministry of Defense Office. This study comprised a saturated sample of 107 participants. This paper utilized a quantitative analysis using survey methodology, questionnaires, and structural analysis techniques with Smart-PLS. The study's findings indicated that Work Flexibility has a significant positive effect on Job Satisfaction. Work flexibility significantly affects employees' assessment of their level of satisfaction. Flexible work arrangements allow individuals to optimize their time management and increase job satisfaction. Job satisfaction will inherently improve employee performance.

Keywords: Work Flexibility, Job Satisfaction, Employee Performance, Gen Z

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INTRODUCTION

Generation Z, frequently referred to the Centennials or Gen Z, comprises individuals born between 1996 and 2012, representing over 32% of the worldwide population and the predominant segment of entry-level employees in the workforce (Osorio & Madero, 2024). Generation Z possesses a distinct work paradigm compared to preceding generations. Fadhlil and Khusnia (2021; Putri, 2024) indicated that Generation Z emphasises work flexibility and personal fulfilment, valuing job satisfaction more than pay. Moreover, Generation Z values collaboration and purposeful employment. Moreover, Sari et al. (in Putri, 2024) elucidated that Generation Z pursues meaning and purpose in their employment. They generally favour engaging in projects that yield beneficial effects and enhance societal value.

Carlson et al. define work flexibility as individuals' autonomy in determining the timing, location, and manner of their workplace engagement (Wicaksono in Alim & Prabowo, 2023). Siskayanti and Sanica (2022) elucidated that work flexibility is attained by offering employees adaptable working hours, enabling them to work efficiently; this results in increased leisure time and fosters enhanced creativity. Job happiness is of significant importance to employee self-actualisation. Employees experiencing enough job happiness typically exhibit superior attendance, lower attrition, and enhanced performance than those without such satisfaction. Job satisfaction is essential for fostering a favourable workplace atmosphere. In highly flexible employment, individuals are expected to experience adequate job satisfaction to enhance performance levels.

Employee competencies are manifested in performance; superior performance is optimal performance. Employee performance is a crucial asset for the Company to attain its objectives. Employee performance refers to executing activities allocated to an individual to meet work objectives (Sedarmayanti, 2007). The characteristics of Generation Z, marked by openness, adaptability, and a forward-thinking mindset, enhance their work productivity, according to Tekege et al. (in Putri, 2024). An extroverted disposition fosters adaptability to alterations and novel circumstances, particularly in a dynamic and evolving workplace.

A 2022 Deloitte Global survey revealed that most Gen Z employees (63%) favour a hybrid work model. Additionally, 19% of Generation Z preferred office work, whilst 12% preferred remote work. The survey indicated that Generation Z desires flexibility in their employment. They desire firms to provide flexible working hours, which they deem essential for attaining work flexibility. Research indicates that remote work can enhance productivity and afford more significant time for family engagement (Febriana & Mujib, 2024; Hyman et al., 2022; Tarigan et al., 2022).

Research by Febriana and Mujib (2024) indicates that work flexibility enhances employee effectiveness. Implementing work flexibility can enhance employee productivity, particularly among Generation Z workers. Moreover, a study conducted by Elyana Victoria et al. (2024) indicates that employee performance is affected by job satisfaction. This corresponds with a prior study by Parasian and Adiputra (2021), wherein job satisfaction is a crucial determinant of employee performance. Enhancements will affect staff performance and job satisfaction within the Company's workplace.

This study's limitation is to the demographic examined, specifically junior employees from Generation Z within the Indonesian Ministry of Defense's office sector. The Ministry of Defense of the Republic of Indonesia manages national defence matters. Personnel of the Ministry of Defense frequently engage in many activities beyond their obligatory responsibilities. Both activities occur within the office, while official responsibilities take place externally. All of this necessitates proficient time management and the ability to execute all activities quickly, encompassing fundamental and supplementary responsibilities. This study seeks to evaluate the influence of work flexibility on job satisfaction and the performance of Generation Z inside the Office of the Indonesian Ministry of Defense.

Carlos et al. define work flexibility as a scheduling plan that permits selecting both the time and location of employment (Rosyidah et al., 2024; Wicaksono, 2019). Sa'adah and Sopiiah

(2022) define work flexibility as the capacity of employees to make decisions regarding the location and timing of their work-related activities. Bramanto and Saputra (2022) and Dewi and Nugroho (2021) assert that Work Flexibility can positively and significantly influence employee performance. Work flexibility enables employees to ascertain optimal productivity hours, enhancing their performance (Fanda & Slamet, 2019). Moreover, Imam Syaiful (in Rosyidah et al., 2024) asserted that Work Flexibility benefits employee performance. According to experts, Work Flexibility refers to an employee's adaptation of work hours and location as offered by the Company to facilitate the comfortable completion of assigned duties.

Afandi (2018) defines job satisfaction as employees' positive emotions and behaviours. Job satisfaction yields multiple effects, including enhanced productivity, improved discipline, and fostering a sense of belonging among people in the workplace. Elevated job satisfaction enhances sales effectiveness due to its correlation with employees' favourable sentiments regarding their work. According to Smetackova et al. (in Sihite et al., 2024), job satisfaction will foster pleasure and well-being. Job satisfaction is an individual's characteristic that reflects sentiments of joy or disapproval, contentment or discontentment over assigned employment (Rivai & Sagala, 2009). According to Nurcahyani and Adnyani (2016), employee unhappiness is evident when individuals lack enthusiasm for their tasks, which inevitably influences their performance. The more the evaluation of activities aligns with an individual's desires, the better the satisfaction derived from those activities. Job satisfaction encompasses psychological dimensions that indicate an individual's sentiments toward the completed work. A satisfied individual will enhance their performance, favourably influencing the Company's attainment of targets and objectives.

Generation Z comprises individuals born between 1997 and 2012 (Rampen et al., 2023). They represent the most technologically adept Generation and maintain a strong connection to social media networks (Mahapatra et al., 2022). Generation Z has four essential characteristics: work style, communication preferences, goal prioritisation, and workplace expectations and demands (Barhate & Dirani, 2021). Their multitasking capabilities are exceptional, enabling them to perform multiple tasks concurrently. They play a substantial part in the contemporary workforce. Generation Z's rapid adaptability and enthusiasm for learning can introduce innovation and novel concepts, assisting organisations in overcoming hurdles and excelling in the global market.

METHODOLOGY

This study employed a quantitative methodology. Sugiono (2016) asserts that quantitative approaches are designed to test established hypotheses, investigate populations and samples, gather data through research equipment, and analyze quantitative or statistical data. This study utilized quantitative research methodologies, employing numerical data and statistical analysis to evaluate the established hypothesis.

The principal data used in this study was primary data. The study's population comprised junior personnel of the Indonesian Ministry of Defense, with 107 serving as respondents. The sample used in this investigation was saturated.

This study employed data collection approaches, including observation, interviews, and questionnaires, utilizing survey methods facilitated by Google Forms with a Likert scale scoring system ranging from 1 to 5. This study used Structural Equation Modeling Partial Least Squares (SEM-PLS) for data processing analysis. The evaluation of the Outer Model measurement included assessments of Convergent Validity, Discriminant Validity, and the Inner Model. Additionally, the analysis incorporated the Coefficient of Determination (R^2), Predictive Relevance (Q^2), and F-Square (Effect Size).

Table 1. Research Construct

Variable	Indicator	References
Work Flexibility	WF1 = Work flexibility can help in determining work schedule	Wicaksono (2019)
	WF2 = Work flexibility can help in determining workplace	
	WF3 = Work flexibility can help me in determining working hours	
	WF4 = Work flexibility can increase my productivity	
	WF5 = Work flexibility helps to complete priority work optimally	
	WF6 = Work flexibility will increase my loyalty to the company	
Job Satisfaction	JS1 = Satisfied with the suitability of responsibilities in the current job	Victoria et al. (2024); Rampen et al. (2023)
	JS2 = Satisfied with wages that match my performance	
	JS3 = Satisfied because there is a good career path	
	JS4 = Collaboration, teamwork, and open communication with colleagues and superiors	
	JS5 = Job training that helps professionalism in work	
	JS6 = Adequate facilities	
Gen Z Performance	GP1 = Work flexibility affects the quantity of work results	Sihite et al. (2024); Rampen et al. (2023)
	GP2 = Work flexibility affects the quality of work results	
	GP3 = With work flexibility, efficiency can be realized in work	
	GP4 = Initiative and creativity	
	GP5 = Wise leadership	
	GP6 = Honesty in work	

Source: Processed Data (2024)

RESULTS AND DISCUSSION

Results

This study employed data analysis through the Partial Least Squares (PLS) approach, a type of Structural Equation Modeling (SEM). The PLS approach applies to structural modelling, encompassing reflecting and formative indices (Garson, 2016). The SEM-PLS approach is a statistical tool that evaluates causal models and detects correlations between observed and associated latent variables. This multivariate technique integrates variance, covariance, component analysis, and multiple regression to forecast the interrelationships among variables in a model, primarily to examine causal or cause-and-effect interactions (Hair et al., 2019). This study includes multiple analyses to evaluate the proposed hypotheses, which comprise:

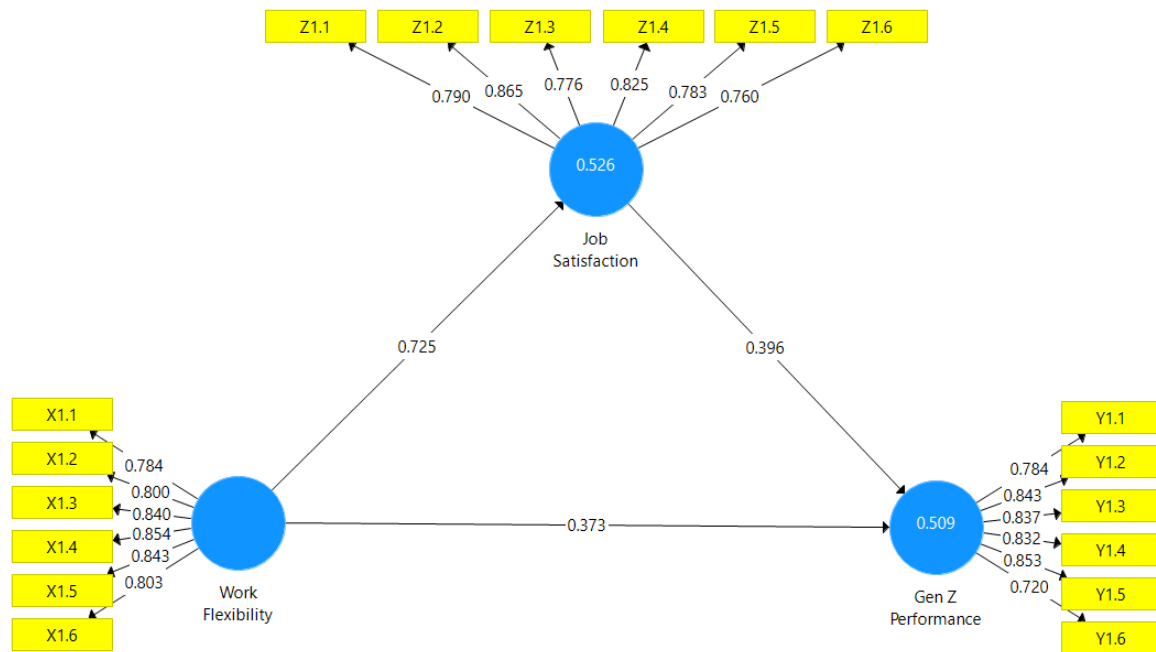


Figure 2. Outer Model Testing
Source: SmartPLS output, (2024)

1. Convergent Validity

Chin (1998 in Hock & Ringle, 2006, p. 195) posits that convergent validity is assessed through outer loadings and Average Variance Extracted (AVE) values, with a threshold of 0.7 for outer loadings. However, in preliminary research, a range of 0.5 to 0.7 is acceptable for passing the convergent validity assessment (Ghozali & Latan, 2015, p. 75) posited that Convergent Validity is deemed satisfied when the Average Variance Extracted (AVE) value is ≥ 0.5 . The outcomes of the convergent validity assessment are as follows:

Outer Loadings

Table 2. Outer Loadings Results

No	Indicator	Loading Factor	Description
1	X1.1	0,784	Valid
2	X1.2	0,800	Valid
3	X1.3	0,840	Valid
4	X1.4	0,854	Valid
5	X1.5	0,843	Valid
6	X1.6	0,803	Valid
7	Y1.1	0,784	Valid
8	Y1.2	0,843	Valid
9	Y1.3	0,837	Valid
10	Y1.4	0,832	Valid
11	Y1.5	0,853	Valid
12	Y1.6	0,720	Valid
13	Z1.1	0,790	Valid
14	Z1.2	0,865	Valid
15	Z1.3	0,776	Valid
16	Z1.4	0,825	Valid
17	Z1.5	0,783	Valid
18	Z1.6	0,760	Valid

Source: SmartPLS 3 output (2024)

As shown in Table 2, all outer loading values for the variables exceed 0.5. Therefore, all variable items meet the requirements of the outer loading test.

Discriminant Validity

Table 3. Lecker's Fornel

Variable	Work Flexibility	Job Satisfaction	Gen Z Performance
Work Flexibility	0,821		
Job Satisfaction	0,725	0,801	
Gen Z Performance	0,660	0,666	0,813

Source: SmartPLS

The table indicates that the root AVE value for each construct exceeds the correlation values between constructs, confirming robust discriminant validity according to the Fornel-Lacker Criterion in the research model.

The table indicates that the AVE root value for each construct exceeds the correlation values between constructs, affirming good discriminant validity according to the Fornel-Lacker Criterion in the research model.

Average Variance Extracted (Validity Test)

Table 4. Average Variance Extracted Results

Variable	AVE	Critical Value	Description
Work Flexibility	0.674	> 0,5	Valid
Job Satisfaction	0.641	> 0,5	Valid
Gen Z Performance	0.661	> 0,5	Valid

Source: SmartPLS

Table 4 demonstrates that the three variables used in this study are valid because they produce AVE values > 0.5.

Reliability Analysis Results

Table 5. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Rule of Thumb	Result
Work Flexibility	0.903	>0.7	Reliabel
Job Satisfaction	0.889	>0.7	Reliabel
Gen Z Performance	0.897	>0.7	Reliabel

Source: SmartPLS

Table 5 reveals that all variables used in this study are reliable because they produce a Cronbach's alpha value > 0.7. It is concluded that the data has passed the reliability test, so the data can be continued to the following analysis.

Composite Reliability

Table 6. Composite Reliability Results

Variable	Composit Reliability	Rule of Thumb	Result
Work Flexibility	0.925	>0.70	Reliable
Job Satisfaction	0.914	>0.70	Reliable
Gen Z Performance	0.921	>0.70	Reliable

Source: SmartPLS

As shown in the table above, the Composite Reliability values for all variables exceed 0.7. Therefore, the data is considered reliable and suitable for further analysis.

Structural Model /Inner Model

The inner model pertains to the interconnections among constructs within the study framework. The inner model facilitates the testing of hypotheses on the relationship between latent variables and assesses the significance of this relationship. Inner model analysis seeks to elucidate a research model's intricate interactions among variables. Testing the inner model reveals the significance of the relationship between variables by the formulated hypothesis. This study's inner model employs the R Square test, the T Statistic or hypothesis test, and Q Square.

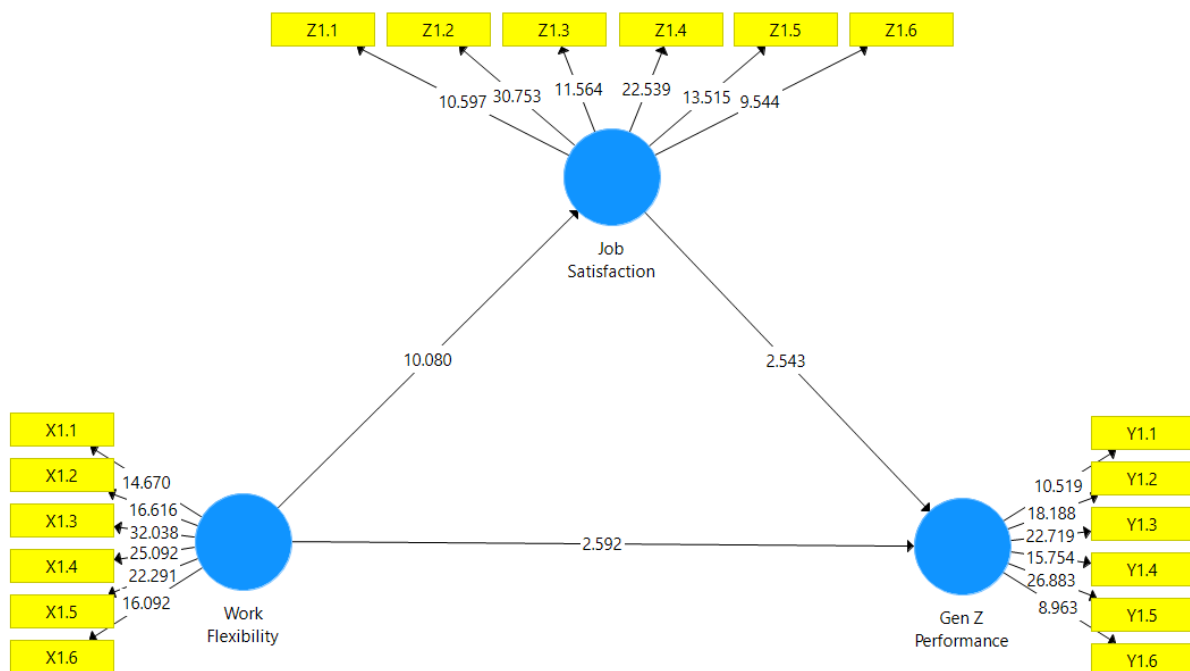


Figure 3. Inner Model Test Model

Source: SmartPLS Output

Coefficient of Determination

The data analysis initially provided the findings of the structural model test (inner model) concerning the coefficient of determination (R^2). The coefficient of determination, or R-square (R^2), ranged from 0 to 1. The assessment criteria were categorized into three segments: the first pertained to an R-squared (R^2) value between 1 and 0.75, indicating a substantial effect; the second related to an R-squared (R^2) value between 0.74 and 0.5, denoting a moderate effect; and the third concerned an R-squared (R^2) value between 0.49 and 0.25, signifying a weak effect. The coefficient of determination produced by this investigation is as follows:

Table 7. Results of R-Square Value

Variable	R Square
Job Satisfaction	0.526
Gen Z Performance	0.509

Source: SmartPLS

Based on the results of the coefficient of determination (r square) value generated by the research constructs as follows:

The independent variable influences the job satisfaction variable by 0.526 or 52.6%. Meanwhile, the remaining 47.4% is influenced by other factors not included in this study's scope. The Gen Z Performance variable is influenced by its independent variables by 0.509 or 50.9%. Meanwhile, the remaining 49.1% is influenced by other factors not included in the scope of this study.

Effect Size

Table 8. Effect Size Results

	Work Flexibility	Job Satisfaction	Gen Z Performance
Work Flexibility		1,109	0,134
Job Satisfaction			0,151
Gen Z Performance			

Source: SmartPLS

From the table above, it is known that:

The effect of the Work Flexibility variable on the Job Satisfaction variable is 1.109 or has a significant effect. The effect of the Work Flexibility variable on the Gen Z Performance variable is 0.134 or has a moderate effect. The effect of the Job Satisfaction variable on the Gen Z Performance variable is 0.151 or has a significant influence.

Q Square

Q Square refers to a statistical test used in multivariate statistical analysis. The Q Square test is used in the context of Structural Equation Modeling (SEM) or Partial Least Squares (PLS) to measure the significance of differences between the measurement and structural models. This test helps researchers determine whether there is a significant difference between the measurement and structural parameters in the model. The requirement for testing Q Square is the Q Square value > 0 . The following are the results of the Q Square test:

Table 9. Q Square Results

Variable	Q Square
Job Satisfaction	0,293
Gen Z Performance	0,314

Source: SmartPLS output, (2024)

Job Satisfaction has a Q Square value of 0.293. Because the value is > 0 , it can be concluded that the independent variable can explain the Job Satisfaction variable well. Gen Z performance has a Q Square value of 0.314. Because the value is > 0 , it can be concluded that the independent variable can explain the Gen Z Performance variable well.

Model Fit

The fit model used in this study uses the SRMR value, SRMR measures the fit between the resulting path model and the observed data. SRMR assesses how well the resulting model can reflect the relationship between observed variables in actual data. SRMR has a value range from 0 to infinity; the closer to zero, the better. An SRMR value below 0.100 is the best value and indicates that the model fits well with the observational data (Henseler et al., 2016). The following are the results of the Model fit test:

Table 10. Model Fit Output

Indicator	Saturated Model	Estimated Model
SRMR	0,081	0,081
d_ ULS	1,128	1,128
d_ G	0,526	0,526
Chi-Square	311,003	311,003
NFI	0,785	0,785

Source: SmartPLS output, (2024)

From the table above, it can be seen that the SRMR value in the saturated model is 0.081 < 0.100, and the estimated model is 0.081 < 0.100, so the model formed is declared to meet the feasibility of the model.

Hypothesis Test

Hypothesis testing in SmartPLS is carried out through Path coefficients bootstrapping, used to determine the magnitude and direction of the influence of the independent variable on the dependent variable. The following are the results of the bootstrapping path coefficients test:

Table 11. Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work Flexibility -> Job Satisfaction	0,725	10,080	0,000	Positive and Significant
Work Flexibility -> Gen Z Performance	0,373	2,592	0,010	Positive and Significant
Job Satisfaction -> Gen Z Performance	0,396	2,543	0,011	Positive and Significant
Work Flexibility -> Job Satisfaction -> Gen Z Performance	0,287	2,229	0,026	Positive and Significant

Source: SmartPLS Output, (2024)

Discussion

This study, grounded on hypothesis testing, reveals a T-statistic value of 10.080, an Original Sample value of 0.725, and a P-value of 0.000. The T-statistic exceeds the T-table value of 1.96, the original sample value is positive, and the P-value is less than 0.05, leading to the conclusion that work flexibility positively and significantly influences job satisfaction, hence validating the hypothesis. Work flexibility fosters a more supportive work atmosphere, enhancing employee job satisfaction. This conclusion aligns with a prior study by (Putra et al., 2024), (Alim & Prabowo, 2023), and (Mahardika et al., 2022), which similarly showed a substantial correlation between work flexibility and job satisfaction.

The hypothesis testing results indicated a T-statistic value of 2.592 (> 1.96), an Original Sample value of 0.373, and a P-value of 0.010 (< 0.05). Consequently, work flexibility substantially influences the performance of Generation Z, leading to the acceptance of the idea.

Generation Z prioritizes work-life balance, continuous learning, and career growth opportunities. This aligns with prior studies by (Sihite et al., 2024), (Rampen et al., 2023), and (Waworuntu et al., 2022) demonstrating that Work Flexibility significantly influences employee performance, particularly among Generation Z.

The hypothesis testing findings indicate an Original Sample value of 0.396, a T-statistic of 2.543 (> 1.96), and a P-value of 0.011 (< 0.05). Job happiness markedly influences the performance of Generation Z, so the hypothesis is affirmed. Job satisfaction encompasses an employee's perception of their role, including assigned responsibilities, office environment, and interpersonal interactions among colleagues. Enhanced job satisfaction will foster a sense of worth, engagement, and drive among employees to maximise their performance. This study corroborates prior research by (Wibowo & Ahmadi, 2024), (Fermayani et al., 2023), indicating that job satisfaction positively affects Generation Z employees' performance.

The hypothesis testing findings indicate that the Original Sample value is 0.287, the T-statistic value is 2.229 (> 1.96), and the P-value is 0.026 (< 0.05). Consequently, Work Flexibility via Job Satisfaction substantially influences Gen Z Performance, leading to the acceptance of the concept. Work flexibility significantly influences employees' assessments of their satisfaction levels. Flexible work arrangements enable individuals to optimise their time management and enhance job satisfaction. Job satisfaction will inherently enhance employee performance. This finding aligns with prior studies by (Yusuf et al., 2023) and (Harahap, 2023), indicating that flexibility positively influences employee performance through job satisfaction. However, this contradicts the findings of (Alim & Prabowo, 2023), which indicate that job satisfaction does not influence employee performance through the influence of work flexibility.

CONCLUSIONS

Based on the research findings, the first hypothesis shows that Work Flexibility has a positive and significant effect on Gen Z Job Satisfaction. This shows that the better the level of work flexibility such as flexibility of time, place, and schedule that is applied will increase the job satisfaction of Gen Z employees. In the second hypothesis, Work Flexibility has a positive and significant effect on Gen Z Performance. Furthermore, the third hypothesis states that Job Satisfaction has a positive and significant effect on Gen Z Performance. When employees are satisfied with their jobs, performance will also increase. Work role responsibilities, compensation, quality of relationships with colleagues, and provision of training to improve professionalism, affect employee job satisfaction. Finally, the fourth hypothesis shows that Work Flexibility has a significant positive effect on Gen Z Performance through Job Satisfaction. The quantity and quality of work results, efficiency, innovation, and employee creativity are important factors that organizations or companies need to pay attention to in improving higher employee performance.

This study provides several implications. Work flexibility and job satisfaction are important points for organizations or companies. Aligning with the emergence of various new government policies, such as work efficiency. The findings of this study can help companies better understand the factors that lead to employee performance, especially generation Z. By implementing flexibility at work, the freedom to carry out tasks anywhere, for example, can improve employee satisfaction. In this way, performance and productivity will increase, and the company will reap the benefits of increasing high employee performance. Finally, this study highlights the importance of organizational culture in shaping employee performance. Organizations can use this information to assess their existing culture and make the necessary changes to align it with the values and expectations of Generation Z employees. A positive and inclusive culture can increase job satisfaction and motivation.

It is important to acknowledge that there are still many limitations in compiling this research. In this study, the sample observed is still limited. The research sample can be expanded not only from one agency, but several agencies. To see the extent to which Gen Z's perspective is similar about their performance in working. For further research, the research variables can

be expanded by adding the influence of work motivation and work environment. Researchers can study how changes in work motivation, team leadership, and work environment impact performance outcomes and vice versa by following information over time.

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