

## ENHANCING GEN Z EMPLOYEES COMMITMENT THROUGH FLEXIBLE WORK ARRANGEMENTS, WORK-LIFE BALANCE, AND JOB SATISFACTION

\*Jonathan Christian Matthew Nainggolan<sup>1</sup>  
Sylvia Diana Purba<sup>2</sup>

Program Studi Magister Management Universitas Katolik Indonesia Atma Jaya Jakarta

<sup>1</sup>[jonatha.202200020008@student.atmajaya.ac.id](mailto:jonatha.202200020008@student.atmajaya.ac.id)

<sup>2</sup>[sylvia.purba@atmajaya.ac.id](mailto:sylvia.purba@atmajaya.ac.id)

### ABSTRACT

*This research was conducted with the aim of determining the effect of flexible working arrangements on organizational commitment with work life balance and job satisfaction as mediating variables in generation Z employees who work in Jakarta and its surroundings. In this research, the population used as the research object is generation Z employees or those with birth years from 1998 to 2009 who work in Jakarta and its surroundings. Apart from that, the convenience sampling technique was used as a sample determination technique. The questionnaire distributed was in the form of a Google Form with the criteria for respondents being permanent employees who can or have worked with flexible working arrangements and have currently worked at the company for at least 1 year. 176 respondents were obtained and data processing was carried out using SMART PLS 4.0 software. The results obtained in this research are that Flexible Working Arrangement has a significant effect on Organizational Commitment, Work Life Balance, and Job Satisfaction. Job Satisfaction has a significant effect on Organizational Commitment and Job Satisfaction mediates the effect of Flexible Working Arrangements on Organizational Commitment. Meanwhile, Work Life Balance does not have a significant influence on Organizational Commitment and Work Life Balance cannot mediate the influence of Flexible Working Arrangement on Organizational Commitment.*

**Keywords:** Flexible Working Arrangement, Work Life Balance, Job Satisfaction, Organizational Commitment, Generation Z

Article history: Submission date December 3<sup>rd</sup> 2024 Accepted date December 13<sup>th</sup> 2024

To cite: Nainggolan, J.C.M, Purba, S.D. (2024). Enhancing Gen Z Employees Commitment Through Flexible Work Arrangements, Work-Life Balance, And Job Satisfaction. *Jurnal Manajemen*, 21(2), 132-157.

### 1. INTRODUCTION

In the 21st century, economic development in Indonesia has increased fairly rapidly. The competition that occurs between each company certainly makes them compete to run business

---

\* Corresponding Author: Jonathan Christian Matthew Nainggolan.

Email: [jonatha.202200020008@student.atmajaya.ac.id](mailto:jonatha.202200020008@student.atmajaya.ac.id)

plans and strategies that have been formed in order to achieve company goals. In addition to the increasingly fierce competition, it makes companies increasingly develop the quality of their workers as human resources. As an employee or worker, of course, a commitment is needed in carrying out his work so that he is able to achieve the goals of the company or organization. With the commitment that every employee has, of course, they can do every job with a sense of responsibility. According to Sianipar and Haryanti (2014) the commitment that individual employees have with the company is also needed when working which factor an individual wants to settle in a company can be referred to as organizational commitment.

According to McClear (2019) there is an explanation from an online daVinci payments study that Generation Z employees feel more disappointed and dissatisfied with their current position, and as many as 78% reveal that they plan to quit their current job within two years. This is evidenced by a study conducted by Jobplanet which explains that in Indonesia when compared between Generation X and Generation Y (Millennials), employees with Generation Z have a fairly low level of loyalty to work and from the overall total of Generation Z respondents, as many as 57.3% choose to quit and move from their jobs after working for a year (Jobplanet, 2017). According to a Deloitte poll done in 2023, while employment is still vital, just 49% of Gen Z consider it to be the foundation of their identity. This is lower than the 62% of millennials who have a similar viewpoint. Gen Z values personal life, family, and mental health over job alone. This is sometimes seen by managers as a lack of dedication to their work or organization (Deloitte, 2024).

Furthermore, there is an interesting phenomenon that occurs in PT. Mitra Edukasi Nusantara that there are indications that make the decline or decrease in organizational commitment in January to December 2019. Indications of declining or reduced commitment can be described by the existence of records from personnel that some of their employees began to like to be late for work, truant and there were even some employees who filed letters of resignation or left the company" (Christy, 2021). In addition, Ida Fauziyah as the Minister of manpower or Minister of Manpower said that the current generation Z is more than a quarter of the total population of Indonesia where the large number of people with Generation Z backgrounds is the potential to advance the Indonesian economy if used optimally. According to Ida," Generation Z does not have a long-term commitment and only does work as long as it makes them feel happy " (Pratiwi, 2022).

Next, there is a phenomenon that occurs in PT. Sukses Mekar Abadi in 2016 and has been studied by Soetrisno and Susanto (2017) which based on company data in the form of employee absences that have been obtained, it can be seen that the percentage of company employee absences reaches 14.35%. Meanwhile, a similar phenomenon also occurs in PT. BK in Jakarta, which is a company in the steel industry, where Arista (2021) in its research found

that there were some employees of PT. BK has not shown optimal performance and there are also employees who often do not go to work, come late to a fairly high turnover. According to Firman (2016) when referring to data obtained by Career Development Atma Jaya, about 74% of Generation Z when offered a new job that provides better and more promising opportunities, will be willing to change jobs. Robert Walters Indonesia in the Salary Survey 2020, that there is an increase in the salaries of workers who move from established companies to digital startup companies by 15-30% in 2020 (Walters, 2020). Based on the explanation above, Purba and Susetyo (2021) who in their research on millennial generation employees working in startup companies, Purba and Susetyo stated that “this is one of the reasons why this generation demands greater compensation and the challenges at work may be caused by the desire and drive to engage in company activities to produce maximum results”. Therefore, it can be seen that millennial employees prefer to switch to digital startup companies.

Please note, that the case of the spread of the COVID-19 virus or Corona Virus Disease 2019 that occurred worldwide and occurred in Indonesia in early 2020. With the case of the spread of this virus, making the world economy disrupted and Indonesia was also affected. With the corona virus pandemic, all learning activities such as schools and lectures and office activities are carried out from home through online or virtual methods by following policies or regulations from the government such as PSBB (large-scale social restrictions) and also the New Normal. Related to the economy in Indonesia, causing companies to carry out their operations by providing policies that implement a system of working remotely from home or Work from Home (WFH) where employees do not need to be physically present in the office and aims to be able to reduce physical contact between one another or keep a distance (Physical Distancing).

However, the current state of affairs in our country can already be said to be post-pandemic. The Ministry of health of the Republic of Indonesia said that the World Health Organization (WHO) on Friday (5/5) has announced that the global emergency status for COVID-19 has officially ended (Rokom, 2023, source: <https://sehatnegeriku.kemkes.go.id/>). However, although Indonesia has entered a post-pandemic situation, there is a phenomenon that is happening, namely there are still many companies that still choose to implement the implementation of a hybrid working system. According to a McKinsey report, there are several reasons why employees need hybrid working during the COVID-19 pandemic such as the number of employees who are stressed and exhausted due to workload so they want their work and social lives to be able to balance. In the pre-pandemic period as many as 30% of employees opted for hybrid working (combination work system). But after the pandemic, 52% of workers chose this mixed work system (Annur, 2022).

According to Aziz-Ur-Rehman and Siddiqui (2020), Flexible Working Arrangement is defined as a form of work rule in which workers can freely choose a larger schedule to fulfill

obligations in their positions. In other words, employees can arrange work schedules and work places flexibly. Silminawati and Rachmawati (2022) stated that flexible working arrangements have a positive and significant effect on work life balance and flexible working arrangements directly have a significant effect on job satisfaction. The application of flexible working systems such as hybrid working can also affect the work-life balance owned by each individual where each employee needs to be able to divide time equally between his work and his life. Work life balance itself is an interaction between work and non-work activities such as family, community and personal development (Aruldos et al., 2022). Research conducted by Silva, et al. (2015) stated that work life balance has a positive and significant effect on organizational commitment. Not only that, there is also job satisfaction, which, in the opinion of Saputra et al. (2022) is a form of a pleasant situation or not, in terms of emotions according to employees' views on their work. The level of job satisfaction felt by each employee, of course, will be different from one another. Zakiah, et al. (2020) revealed that job satisfaction has a great relationship with organizational commitment because job satisfaction is able to increase and also decrease the level of organizational commitment of an employee. Therefore, it can be concluded that organizational commitments are interrelated or related. Meanwhile, for organizational commitment which is certainly needed by every individual in working in a company, it means as a measure of employees feel a role in the organization which consists of feeling attached to the organization or company (Truxillo et al., 2016).

Finally, based on previous research conducted by Aziz-Ur-Rehman and Siddiqui (2020) there are still weaknesses in the research in which the results obtained are not comprehensive because the sample size to include the overall population is still relatively small and there are still several other variables that are ignored when estimating flexible working arrangements, job satisfaction and also work life balance due to time constraints.

## **2. HYPOTHESES DEVELOPMENT**

### **The Effect of Flexible Working Arrangement on Organizational Commitment**

In an organization, organizational commitment shows how individual employees are able to identify themselves with the organization and unite with all the goals that the organization has. Moorhead and Griffin (2014) explain that organizational commitment is an attitude reflection of the extent to which individuals recognize and feel attached to the organization. Whereas, an opportunity that every individual employee has to make choices that affect the time and place to carry out their job responsibilities is the definition of a flexible working arrangement (Bal & Lange, 2014). In other words, organizational commitment can increase if more opportunities are obtained by related employees to be able to carry out their work flexibly. Arini (2019) stated

that the results of her research, namely flexible working arrangements, have a significant effect on organizational commitment. Similar results were also obtained by Ausra (2015) and Hashmi et al. (2023) which showed that flexible working arrangements have a positive and significant effect on organizational commitment. Based on the description above, the research hypothesis can be formulated as follows:

**H1:** Flexible Working Arrangements has a significant effect on Organizational Commitment.

### **The Effect of Flexible Working Arrangement on Work Life Balance**

In the current situation where the pandemic situation has been completed, there are still many companies that continue to implement flexible working arrangements, this is intended, in addition to work activities that can be done offline, the implementation of the remote work system is still being carried out. According to Mubaroqah and Yusuf (2020), this concept of working remotely must have several advantages and disadvantages, depending on how it impacts employees and the company's business processes. In addition, the application of flexible working arrangements can foster work life balance and a sense of security and is not a problem when working so that it is able to obtain time between work and family (Stefanie et al., 2020). In Suryaningtyas, Wilujeng and Firdaus (2022) research, mention that working from home has a significant effect on work life balance. In addition, Yuniarti (2021) stated that the results of her research, namely flexible working arrangements, have a positive and significant effect on WLB or work life balance. The results obtained from Siregar and Rachmawati (2023) in their research state that the results of flexible working arrangements have a significant effect on work life balance. Based on the above explanation, the research hypothesis can be formulated as follows:

**H2:** Flexible Working Arrangements has a significant effect on Work-Life Balance.

### **The Effect of Flexible Working Arrangement on Job Satisfaction**

In the world of work today, many companies are implementing flexible working arrangements where flexible work arrangements are very related to employees and the achievements of a company. Flexible working arrangement itself can be done by the company in accordance with their respective policies which can be in the form of the implementation of work from home (WFH), hybrid working, work for anywhere (WFA). Flexible work arrangements can be a factor that makes employees feel support from the organization (Simanjuntak et al., 2019). Based on research by Aziz-Ur-Rehman and Siddiqui (2020), the results show that there is a significant influence of flexible working arrangements on job satisfaction. Silminawati and Rachmawati (2022) in their research also found that flexible working arrangements directly have a significant effect on job satisfaction. On the basis of the above explanation, the research hypothesis can be formulated as follows:

**H3:** Flexible Working Arrangements has a significant effect on Job Satisfaction.

### **The Effect of Work Life Balance on Organizational Commitment**

Every individual who is able to carry out his role in the field of work, family and roles in other fields is the definition of work life balance (Parkes and Langford, 2008, referred to in Rene & Wahyuni, 2018). In addition, Grawitch, Gottschalk and Munz (2006, referred to in Aoerora & Marpaung, 2020) explained that individual employees who can apply work life balance in their lives can participate through organizational commitments given so as to increase productivity. According to research conducted by Silva, et al. (2015), the results found that work life balance has a positive and significant effect on organizational commitment. The results of this study are in line with the results obtained by Isfandi (2019) which in his research convey that there is a positive and significant influence of work life balance on organizational commitment. Based on the description above, the research hypothesis can be formulated as follows:

**H4:** Work life Balance has a significant effect on Organizational Commitment.

### **The Effect of Job Satisfaction on Organizational Commitment**

One component that is quite important that employees need to have is organizational commitment which also affects whether the employee wants to stay or not in a company. Busro (2018) explained that when employees do not have a commitment to the organization, then they will work indifferently and the resulting performance is reduced so that the employee wants to leave the organization on the basis of his own will and also the dismissal by the company. According to Nahita and Saragih (2021) commitment to the organization is important because it is less likely that employees who have a commitment to leave the organization to find another job and usually they also produce high performance. Job satisfaction is one of the factors that can influence the organizational commitment of each individual employee. As for some research that has been done and the results obtained such as the findings of Shah et al. (2014) which shows the results that job satisfaction has an influence on organizational commitment. The same results were also found by Bashir and Gani (2019) where there is a positive influence on organizational commitment. Based on the description above, the research hypothesis can be formulated as follows:

**H5:** Job Satisfaction has a significant effect on Organizational Commitment.

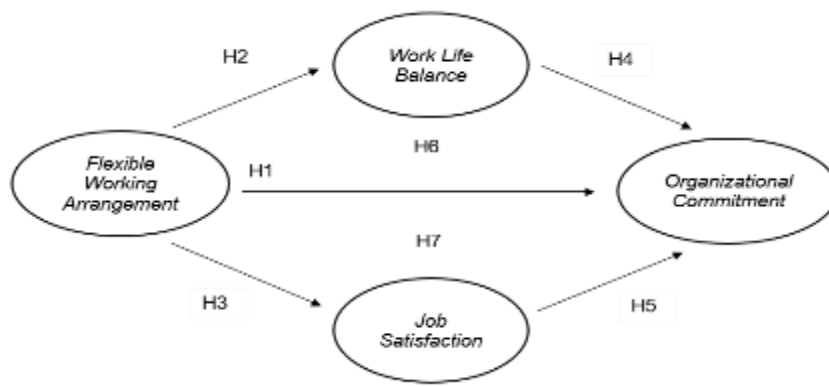
### **The Effect of Flexible Working Arrangement on Organizational Commitment with Work Life Balance as the Mediator and The Effect of Flexible Working Arrangement on Organizational Commitment with Job Satisfaction as the Mediator**

It can be seen that the implementation of flexible work or flexible working arrangements can help increase employee commitment at work. This can happen because employees are able to organize work schedules and work locations flexibly so that they can live a balanced life, both personal and family life and work life. Thus, this flexible work policy allows employees to feel satisfaction because they do not need to work directly in the office and with flexible time.

Rosyadi (2021) in his research found that work life balance can mediate the effect of flexible working arrangements on organizational commitment. In addition, Aziz, Parwoto and Iqbal (2022) show that job satisfaction mediates the effect of flexible working arrangements on productivity which refers to the results of the analysis in the journal which has shown that when employees work from home there is a positive and significant influence between job satisfaction and employee productivity.

**H6:** Work Life Balance mediates the effect of Flexible Working Arrangement on Organizational Commitment.

**H7:** Job Satisfaction mediates the effect of Flexible Working Arrangement on Organizational Commitment.



**Figure 1. Research Model**

### 3. METHOD

Data collection was obtained from distributing questionnaires in the form of filling out google forms distributed using social media applications such as Whatsapp and Instagram. The use of a Likert scale in the questionnaire aims to be able to measure the answers or opinions of employees who are research respondents. The Likert 5 scale was chosen as a measure of questionnaire answers where for each question in the questionnaire, it can be answered with five answer options, namely disagree (1), disagree (2), moderately agree (3), agree (4), and strongly agree (5). The population in this study is male and female employees with a background in the Z generation age group (born in 1998 to 2009), who work in companies in the Jakarta area and its surroundings.

Because the population is difficult to calculate, this research does not calculate the population size. The sampling criteria specifically targeting Gen Z in the Jakarta area who can work with a flexible working arrangement that are in accordance with the aims and objectives of the research, but the sampling technique is convenience sampling. This statement is in line

with Sugiyono (2019) which states that convenience sampling is a sampling based on convenience, namely respondents who are willing to fill out a questionnaire. This study refers to Roscoe's theory which states that "A sample that is feasible to measure in research is between 30 and 500" (Sugiyono, 2017). Therefore, the respondents obtained were 176 respondents, where the respondents were employees with a generation Z background. The data processing stage is carried out using SMART PLS 4.0 software.

**Table 1. Variable and Measurement**

Variable	As Variable / Indicator
<b>Flexible Working Arrangement</b> , Selby and Wilson (2003, referred to in Kirana, 2021), Mungkasa (2020) & Hopkins (2023)	Independent / 5 statements
<b>Work Life Balance</b> , Fisher et al. (2009, referred to in Apriliana, 2021)	Mediator / 12 statements
<b>Job Satisfaction</b> , Spector (referred to in Ahmad et al., 2017)	Mediator / 16 statements
<b>Organizational Commitment</b> , Allen and Meyer (1990, referred to in Jaros et al., 2017)	Dependent / 16 statements

*Source: Data processed (2024)*

#### 4. RESULTS AND DISCUSSION

##### Result

Data obtained from 176 respondents through an online survey showed that the majority were female 56,82%, Generation Z (born in 1998) 40,34%, with an undergraduate degree (S1) 84,66%, not married 88,07%. In addition, their traveling distance from residence to work 1-10 km of 55,68%, worked 1-5 year of 99,43% and income ranging from > 5-10 million rupiah/month of 54,54% & 1-5 million rupiah/month of 25,57%. The table below is an overall mean score table based on the data that has been collected:

**Table 2. Respondence Characteristics**

VARIABLE	DESCRIPTION	PERCENTAGE
<b>Gender</b>	Female	56,82%
	Male	43,18%
Generation (Age)	Gen Z – 1998	40,34%
	Gen Z – 1999	25,00%
	Gen Z – 2000	16,48%
	Gen Z – 2001	13,07%
	Gen Z – 2002	4,54%



		Continued	
Education	Gen Z – 2003	0,57%	
	Bachelor's degree	84,66%	
	High school	12,50%	
Marital Status	Master's degree	2,84%	
	Single	88,07%	
	Married	11,93%	
Children	None	90,34%	
	1 child	6,82%	
	2 children	2,84%	
Job Position	Auditor	28,98%	
	Marketing	27,84%	
	Finance	6,25%	
	Banking	5,11%	
	Sales	3,41%	
	Business Data Analyst	3,41%	
	Human Resource	2,84%	
	IT	2,84%	
	Accounting	1,70%	
	Admin	1,70%	
	Engineer	1,14%	
	Business Development	1,14%	
	other	11,93%	
	Amount of income (IDN Rupiah)	> Rp 5.000.000 – Rp 10.000.000	54,54%
Rp 1.000.000 – Rp 5.000.000		25,57%	
> Rp 10.000.000 – Rp 15.000.000		13,64%	
> Rp 15.000.000 – Rp 20.000.000		4,54%	
> Rp 20.000.000 – Rp 25.000.000		1,14%	
> Rp 25.000.000		0,57%	
Transportation to the workplace		Public transportation	39,20%
		Private motorbike	34,10%
	Private car	21,02%	
	Walk by foot	5,68%	
Suitable with the hybrid method?	Very suitable	72,16%	
	Neutral	26,14%	
	Not suitable	1,70%	
Work from home or Work from anywhere frequency / week	0 – 3 days	72,16%	
	4 – 6 days	26,14%	
	Other	1,70%	

Source: Data processed (2024)

In Table 3, the percentage results in the Respondent Characteristics table have been sorted from the largest percentage to the smallest percentage in the description results section for each variable. The author managed to obtain results from the questionnaires that had been

distributed and filled in by generation Z employees who worked from various companies located in Jakarta and its surroundings. However, from the respondent data obtained by the author, it can be seen that from several names and locations of companies where employees work, employee respondents who work in the South Jakarta area are the ones who have the most.

**Table 3. Overall Mean Score**

<b>Dimension</b>	<b>Result / Description</b>
<b>Flexible Working Arrangement</b>	
Characteristics: Time and Place of Work	4,279 – Very High
Characteristics: Scheduling Flexibility	4,091 – High
<b>Work Life Balance</b>	
Work Enhancement of Personal Life	3,970 – High
Personal Life Enhancement of Work	4,190 – High
<b>Job Satisfaction</b>	
Coworkers	4,117 – High
The Work Itself	4,079 – High
Supervision	4,052 – High
Salary	3,923 – High
Promotion	3,903 – High
<b>Organizational Commitment</b>	
Affective Commitment	3,918 – High
Continuance Commitment	3,516 – High
Indebted Obligation	3,477 – High
Moral Imperative	3,833 – High

*Source: Data processed (2024)*

Description:

- 1.0 - 1.80 is very low / very dissatisfied
- > 1.80 - 2.60 is low / dissatisfied
- > 2.60 - 3.40 is neutral / moderately satisfied
- > 3.40 - 4.20 is high / satisfied
- > 4.20 - 5.00 is very high / very satisfied.

The table above explains that the application of flexible working arrangements in the company is in a very high category, this is shown in the overall mean score for Characteristics: Time and Place of Work of 4,279. This means that this value states that the answers of generation Z employees in Jakarta and its surroundings to Characteristics: Time and Place of Work is high. Work Life Balance is also in the high category with an overall mean score of 4,190 for Personal Life Enhancement of Work. Job Satisfaction is in the overall mean score of 4,117 for Coworkers, which is in the high category. Not only that, it can be seen that the overall mean score of organizational commitment is in the high category for affective commitment which is valued at 3.918.

The goodness of fit test was carried out in this study with the intention of obtaining the results of the SRMR value or standardized root mean square residual where the SRMR value

can be declared a fit model if it obtains a value  $<0.08$  (J. F. Hair et al., 2017). However, in this study the SRMR value obtained was 0.086 and these results were in line with the opinion of Karin Schmelleh et al. (2003, referred in to Nugraha & Masithoh, 2023) which states that the SRMR value between 0.08 - 0.10 means the model is acceptable fit. In addition, Hu and Bentler (1999, referred in to Dash & Paul, 2021) mention that the SRMR value  $> 0.08$  is considered acceptable. The next other opinion is from Cho et al. (2020) which explains that the cutoff value for SRMR is at a value of 0.08 - 0.09. Thus, the SRMR value obtained in this study is still acceptable.

**Table 4. Model of Fit**

<b>Saturated Model</b>	
<b>SRMR</b>	0,086
<b>Chi-square</b>	2035,009
<b>NFI</b>	0,672

*Source: Data processed (2024)*

In addition, in this test, the NFI or Normed-Fit Index value is also obtained, which according to Hair et al. (2014) if a model has an  $NFI \geq 0.9$  then the model can be said to be a good fit. Meanwhile, if it has an NFI value of 0.8 - 0.9 ( $0.8 \leq NFI \leq 0.9$ ) then the model can be said to be marginal fit. Not only that, a good NFI value is a value  $<0.90$  and this value means that the model studied is good (Ghozali & Latan, 2020). Henseler et al. (2016, referred in to Wirjayanto, 2022) stated that NFI with a value of  $0.50 \leq NFI < 0.70$  is a fit model. In this study, the NFI value obtained is 0.672 which explains that the fit model in this study is 67.2% and the model being studied is a fit or adequate model.

In this study, the chi-square value obtained was 2035.009. The chi-square value that can be said to be fit according to Ghozali and Latan (2020) is if it is in the range of values  $> 0.05$ , which can be declared a good research model. Therefore, based on the chi-square value obtained in this study, it shows that the value is fit. However, Joreskog and Sobron (referred in to Haryono et al., 2021) along with Ghozali (2014) state that chi-square is not the only measure in determining overall model fit which is because chi-square is sensitive to sample size.

**Table 5. R – Square Result**

<b>Variable</b>	<b>R - Square</b>	<b>R - Square Adjusted</b>
<b>JS</b>	0,116	0,111
<b>OC</b>	0,493	0,484
<b>WLB</b>	0,196	0,191

*Source: Data processed (2024)*

Description:

WLB = Work Life Balance ; JS = Job Satisfaction ;  
OC = Organizational Commitment.

According to the explanation of the table above, the  $R^2$  value for the WLB variable is 0.196 or 19.6%, the JS variable is 0.116 or 11.6%, and OC is 0.493 or 49.3%. For the WLB variable, the  $R^2$  value is obtained, which means that the independent variable FWA (flexible working arrangement) has an influence on WLB of 19.6% and the remaining 80.4% (100% - 19.6%) is explained by other variables not explained in this study. In addition, for the JS variable, the  $R^2$  value is obtained, which means that the independent variable FWA (flexible working arrangement) has an influence on JS by 11.6% and the remaining 88.4% (100% - 11.6%) is explained by other variables not explained in this study. Finally, for the OC variable, the  $R^2$  value is obtained which means that the independent variable FWA (flexible working arrangement) along with the mediating variables, namely WLB and JS, have an influence on OC of 49.3% and the remaining 50.7% (100% - 49.3%) is explained by other variables not explained in this study.

**Table 6. Result of Effect Test and Path Coefficient**

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P- Values
<b>FWA -&gt; OC</b>	-0,145	-0,148	0,064	2,265	0,024
<b>FWA -&gt; WLB</b>	0,442	0,453	0,064	6,920	0,000
<b>FWA -&gt; JS</b>	0,340	0,352	0,080	4,249	0,000
<b>WLB -&gt; OC</b>	0,084	0,079	0,100	0,833	0,405
<b>JS -&gt; OC</b>	0,680	0,694	0,072	9,390	0,000

Source: Data processed (2024)

Description:

FWA = Flexible Working Arrangement ; WLB = Work Life Balance ; JS = Job Satisfaction ; OC = Organizational Commitment.

In testing the hypothesis, the step used by the author is to use the bootstrapping method, with a set significance level of 0.05 (5%). The basis for decision making on this significance test, the authors use the opinion of Ghozali and Latan (2015) which states that the hypothesis will be accepted if the T - statistical value > T - table (1.96) using the significance level (5%) and if the P - Values value < the specified significance level (5%) then H0 is rejected and H1 is accepted. Meanwhile, conversely, if the T - statistical value < T - table (1.96) using the significance level (5%) and the P - Values value > the established significance level (5%) then H0 is accepted and H1 is rejected. The following is the hypothesis used for the significance test in this study along with the path coefficient results table.

For the first hypothesis, namely the effect of Flexible Working Arrangement on Organizational Commitment. The test results show that the T - statistical value obtained is 2.265 which is > from the T - table value (1.96). Meanwhile, the P-value obtained is < the significance level (0.05) which is 0.024. Therefore, H1 is accepted so it can be concluded that flexible working arrangements have a significant effect on organizational commitment. For the second

hypothesis, namely the effect of Flexible Working Arrangement on Work Life Balance. The test results show that the T - statistical value obtained is 6.920 which is > from the T - table value (1.96). Meanwhile, the P-value obtained is < the significance level (0.05) which is 0.000. Therefore, H2 is accepted so it can be concluded that flexible working arrangements have a significant effect on work life balance. For the third hypothesis, namely the effect of Flexible Working Arrangement on Job Satisfaction. The test results show that the T - statistical value obtained is 4.249 which is > from the T - table value (1.96). Meanwhile, the P-value obtained is < the significance level (0.05) which is 0.000. Thus, and H3 is accepted so that it can be concluded that flexible working arrangements have a significant effect on job satisfaction.

Furthermore, for the fourth hypothesis, namely the effect of Work Life Balance on Organizational Commitment. The test results show that the T - statistical value obtained is 0.833 which is less than the T - table value (1.96). Meanwhile, the P-value obtained > The significance level (0.05) is 0.405. Therefore, H4 is rejected so it can be concluded that work life balance has no significant effect on organizational commitment. For the fifth hypothesis, namely the effect of Job Satisfaction on Organizational Commitment. The test results show that the T - statistical value obtained is 9.390 which is > from the T - table value (1.96). Meanwhile, the P-value obtained is < the significance level (0.05), which is 0.000. Thus, H5 is accepted so that it can be concluded that job satisfaction has a significant effect on organizational commitment.

**Table 7. Result of Specific Indirect Effect Test and Path Coefficient**

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-Values
<b>FWA -&gt; WLB -&gt; OC</b>	0,037	0,035	0,064	0,809	0,418
<b>FWA -&gt; JS -&gt; OC</b>	0,231	0,245	0,066	3,516	0,000

Source: Data processed (2024)

Description:

FWA = Flexible Working Arrangement ; WLB = Work Life Balance ; JS = Job Satisfaction ; OC = Organizational Commitment.

Next, for the sixth hypothesis, namely the effect of Flexible Working Arrangement on Organizational Commitment with Work Life Balance mediation. The test results show that the T - statistical value obtained is 0.809 which is less than the T - table value (1.96). Meanwhile, the P-value obtained > The significance level (0.05) is 0.418. Thus, H6 is rejected so it can be concluded that work life balance cannot mediate the effect of flexible working arrangements on organizational commitment.

For the last hypothesis (seventh), namely the effect of Flexible Working Arrangement on Organizational Commitment with mediation of Job Satisfaction. The test results show that the T - statistical value obtained is 3.516 which is > from the T - table value (1.96). Meanwhile,

the P-value obtained is  $<$  the significance level (0.05), which is 0.000. Therefore, H7 is accepted so that it can be concluded that job satisfaction mediates the effect of flexible working arrangements on organizational commitment.

### **Discussion**

With the flexible work system imposed by the company, of course, there are advantages or advantages that make it easier for workers or employees to work because in addition to being able to work with flexible working times and places, employees are not required to do their work in the office so that they have time to do their personal activities or take advantage of time for their families. Not only that, in Kangongo and Wanambiro's (2019) research on employees in Nakuru city, Kenya, stated that flexible work schedules have a significant effect on employee organizational commitment in Nakuru city, Kenya. In the study, respondents stated that a flexible work schedule allows work-life balance to be felt by employees and can also help reduce work stress. In Table 3, it can be seen that flexible working arrangements have a significant effect on organizational commitment, so it can be assumed that the existence of a flexible work system can increase the commitment of generation Z employees. However, in this study, the implementation of flexible working arrangements is seen to reduce the organizational commitment of employees (original sample -0.145 and sample mean -0.148). This can be caused because when the flexible working system is implemented, workers or employees generally have the freedom to set their work time or schedule as well as the location for the workplace, so that the actual employees to hold commitment to work can actually be switched. No need to come to the office, no supervision, can do activities to look for opportunities in other places and can even look for other jobs and take interviews in other places are some of the things that can reduce the commitment of generation Z employees.

So, actually both in terms of time, opportunity and supervision, the application of this flexible working arrangement can reduce continuance and normative commitment. This can happen because for them there is no definite attitude to show that they will survive working with the flexible work system. Feelings of pride in working in the company can tend to decrease which is due to the fact that work activities are no longer required to be carried out in the office but are carried out virtually or online. In addition, because of this flexibility, employees tend to look for a much more pleasant workplace with a contemporary office environment. However, it should be noted in this study that flexible working arrangements are able to increase job satisfaction and it is job satisfaction that can help increase organizational commitment in these generation Z employees. This is supported by Anderson and Kelliher's (2009, referred to in Indradewa & Prasetio, 2023) statement that higher employee commitment allows companies to offer job satisfaction because each worker feels that they represent all parts and contribute actively. Regarding generation Z, the important thing to hold is to have job satisfaction. In this

study, it can be seen that respondents' responses regarding job satisfaction in terms of rewards and benefits can have the lowest answers so this needs to be further improved. Not only that, there are prospects related to promotions and promotions that also need to be considered in order to increase. With the job satisfaction felt by every generation Z employee, it can further increase their organizational commitment.

With the implementation of a flexible work system by the company, of course, it makes it easier for employees to carry out their work because they can arrange flexibly regarding the time and location of the place to work. Employees are not required to do their work in the office so that they have more time to do their personal activities or take advantage of time for their families, save transportation costs and also become more efficient. This is supported by the statement of Subramaniam et al. (2015) in their research stated that employees can divide their time for work and family so that these two things become priorities that can be applied together. There is also a similar statement and in line with the findings in this study mentioned by Shagvaliyeva and Yazdanifard (2014) which states that work flexibility provided by companies and organizations can contribute quite well to work-life balance. Thus, the application of work flexibility allows employees to manage their lives in a balanced manner, both their personal lives and their work lives. At present, which is in the post-pandemic period, employees tend to feel more comfortable if they can work with the work flexibility method because they can do work anywhere side by side with a family life that remains close and harmonious. In addition, flexible work arrangements implemented by an organization increase employees' new energy (Indradewa & Prasetyo, 2023). This can happen because both work, social and personal life run in balance so that work life balance can be felt by employees and can be an opportunity to organize their lives. The resulting effect is that the employee will bind himself to the organization because his need for work life balance has been satisfied (Subramaniam et al., 2015).

The implementation of a flexible work system by the company, of course, makes it easier for employees to carry out their work with the time and location of work because they can arrange flexibly related to the time and location of the place to work. In addition, FWA can benefit employers and employees, the benefits include higher commitment, lower turnover, reduced work family conflict, autonomy and satisfaction with work (Omondi & Obonyo, 2018). This proves that if the application of flexible working arrangements provided by the company is getting bigger, it can trigger an increase in job satisfaction felt by generation Z employees. This statement has also agreed with the results of research from Stefanie et al. (2020) and also Rahman (2019) who in their research on employees in the education sector obtained the results that flexible working arrangements have a positive and significant effect on job satisfaction and employee work-life balance. In this study, respondents' responses were also obtained where with

the implementation of a flexible work system, employees not only benefit from free or flexible working times and locations but flexible work systems can provide high work autonomy and feelings of pride in their organization or company. This statement is supported by research by Mas-Machuca et al. (2016) which states that work flexibility not only provides work autonomy to employees to manage their schedules, but also provides organizational pride that makes them committed and more involved. In addition, this can certainly have a good impact on generation Z employees because it can increase productivity where the level of satisfaction also increases by paying attention to work life and family life to occur in balance.

Latupapua et al. (2021) state that in carrying out dual roles, strong support from both the company and the family is needed in order to avoid the risk of conflict in work life and in the role of each employee. In this hypothesis 4, the results of this study were found which is because as long as employees work and are part of a company, they do not necessarily fully feel satisfaction with what they have received. If an employee carries out his work and family life responsibilities unbalanced or even has interfered with his personal life, then the employee only carries out his job responsibilities as needed and can cause a decrease in commitment to work. In addition, employees also tend to become lazy and reduce job satisfaction. This statement is in line with the results obtained in the research of Latupapua et al. (2021) on married employees at PT Bank Maluku Malut Main Branch, with the research title "The Effect of Work Life Balance on Organizational Commitment with Job Satisfaction as a Mediating Variable in Married Employees" which found that the work life balance variable had no significant effect on organizational commitment. Therefore, in this study, generation Z employees tend to see more promising opportunities or offers from other companies and consider changing workplaces a natural thing. The results of this study are also in line with the results obtained by Rene and Wahyuni (2018) in their research entitled "The Effect of Work-Life Balance on Organizational Commitment, Job Satisfaction, and Work Motivation on Individual Performance in Insurance Company Employees in Jakarta" which states that work life balance has no significant effect on organizational commitment. However, the results of this study are not in line with previous research which states that there is a positive and significant effect of work life balance on organizational commitment (Isfandi, 2019).

In Angle and Perry's research, it is explained that there is a positive relationship between organizational commitment and work outcomes, namely performance and job satisfaction, where it is also stated that employees who are satisfied and will be more committed to their organization and have more attention when carrying out their work (Shah et al., 2014). Therefore, of course, it is employees like this who tend to want to stay in their organization so that if the employee feels job satisfaction, he will do his job well and be useful for achieving company goals. In addition, job satisfaction is a specific thing related to work, while



commitment is a response to the organization or company as a whole. Therefore, this is in line with the opinion of Feinstein and Vondrasek, referenced in Bashir and Gani (2019) which states that commitment is more constant than job satisfaction and takes longer after someone is satisfied with their job. The research results obtained by this author have been in line with the results of research found by researchers both domestically and researchers from abroad, including: Shah et al. (2014) with the research title "Impact of Job Satisfaction on Organizational Commitment in IT Sector Employees of Pakistan", examining professional employees in the IT field in Pakistan, research by Imam et al. (2022) on employees working in the banking sector in Pakistan with the research title "Impact of job satisfaction on organizational commitment in banking sector employees of Pakistan", Nahita and Saragih's research (2021) on 153 employees in law office organizations with the research title "The Effect of Job Satisfaction on Employee Organizational Commitment in Law Office Organizations" and Bashir and Gani (2019) which examined 396 university lecturers in India and obtained the same results, namely a significant effect on job satisfaction on organizational commitment. Of course, this proves that generation Z employees who work in the Jakarta area and its surroundings have felt good job satisfaction from where their company works. Thus, this will be an advantage for the company because it has employees with increasing work commitment. Not only that, referring to the responses from the respondents seen in terms of the dimensions of coworkers and the dimension of supervision. It can be seen that the establishment of good relationships between coworkers and with superiors is also one of the factors increasing job satisfaction felt by generation Z employees and this needs to be maintained by the company so that the company's survival can run well. Therefore, the findings in this study make it necessary for more attention from the company in the form of increasing job satisfaction such as: providing increased rewards and also increasing the provision of promotions and promotions, where these things have been seen from the responses of generation Z employees who are still low on the question items of the salary and promotion dimensions.

Regarding Hypothesis 6, as previously explained in Hypothesis 4, that in Hypothesis 4 the results obtained that work life balance does not have a significant effect on organizational commitment, of course this has an impact on an employee's work commitment to be reduced which can be caused because the work carried out has interfered with personal life and family life so that it can trigger the employee to reduce creativity and arise feelings to work as needed. Meanwhile, in this Hypothesis 6, the same thing can happen. Even with the application of flexible working methods in the company, if the amount of work given is large and the working hours are increasing, it can interfere with the personal and family life of the employee. This statement is also in line with the statement put forward by Como et al. (2020) which states that there is a negative impact resulting from the work flexibility method that can worsen work-life

balance. Furthermore, still related to the negative impact of implementing a flexible work system, Bellmann and Hübler (2020) and Cech and O'Connor (2017) also mention that flexible work methods can also make existing conflicts at work and in life worse and can trigger disharmony in family structures. This is in accordance with the delivery of the shortcomings of the flexible work system that have been obtained from research respondents. Therefore, although the company provides freedom regarding the time and location of the workplace to its employees through the implementation of flexible working arrangements, this does not guarantee that work-life balance can be felt by its employees. The absence of a balance between working time and personal and family time tends to make generation Z employees less and less related to organizational commitment at work.

Based on the results of the significance test in Table 4 which states that work life balance cannot mediate the effect of flexible working arrangements on the organizational commitment of generation Z employees in Jakarta, the results obtained are in line with the findings of Rosyadi (2021) in his research entitled “The Effect of Flexible Working Arrangements and Social Support on Organizational Commitment with Work Life Balance as a Mediating Variable in Creative Economy Workers of Advertising Agency Companies in the DKI Jakarta Region”. In addition, based on previous research entitled “Relationship Between Flexible Working Arrangements and Job Satisfaction Mediated by Work-Life Balance: Evidence From Public Sector Universities' Employees of Pakistan” by Aziz-Ur-Rehman and Siddiqui (2020) obtained the result that there is a significant effect of flexible working arrangements on job satisfaction. These two researchers first examined the combination of flexible work arrangement variables with work life balance and job satisfaction simultaneously which resulted in the mediating role of work life balance with job satisfaction in the public university sector. Not only that, these two researchers also found that there was a strong and positive influence of flexible work arrangements or telecommuting in regulating work life balance, which in previous studies telecommuting had a negative influence in regulating work life balance. Therefore, work life balance has a strong role as a mediator.

In Hypothesis 7, it shows that it is significantly proven that job satisfaction mediates the effect of flexible working arrangements on the organizational commitment of generation Z employees in Jakarta and its surroundings. This can happen because with flexible work arrangements, employees can determine their own place of work. Of course, this policy is one of the satisfaction factors that can be felt by generation Z employees. Therefore, no matter where they work, as long as they get job satisfaction from the company where they work, commitment at work can increase. The research results that have been found in this study are in line with the research of Palumbo et al. (2022) entitled “Disentangling The Implications of Teleworking on Work-Life Balance: a Serial Mediation Analysis Through Motivation and Satisfaction” which

explains that there is a positive relationship between teleworking and work life balance mediated by job satisfaction. This is because job satisfaction is able to shape the work experience which has an impact on the employee's ability to cope with the existence of an interface work life. In addition, the use of this job satisfaction variable as a mediating variable appears to be able to reduce the weakness factor of teleworking on work life balance itself. There are also previous research results presented by Aziz et al. (2022) on 100 millennial generation employees in Jakarta with the research title "The Influence of Flexible Working Arrangements on Turnover Intention and Productivity Through Job Satisfaction on The Millennial Generation of Private Companies in Jakarta in 2022". This study shows that job satisfaction mediates the effect of flexible working arrangements on productivity which refers to the results of the analysis in the journal which has shown that when employees work from home there is a positive and significant influence between job satisfaction and employee productivity. Of course, this makes employee job satisfaction able to increase productivity at work. With the flexible working method, employees have the freedom to determine the location of work which makes them feel satisfied and their productivity at work is increasing.

## 5. CONCLUSION

This research was conducted in Jakarta and surrounding areas with data collected from generation Z employees (born in 1998-2009) who work in several companies. The results obtained in this research are that Flexible Working Arrangement has a significant effect on Organizational Commitment, Flexible Working Arrangement has a significant effect on Work Life Balance, Flexible Working Arrangement has a significant effect on Job Satisfaction, Job Satisfaction has a significant effect on Organizational Commitment. Furthermore, Work Life Balance does not have a significant influence on Organizational Commitment and Work Life Balance cannot mediate the influence of Flexible Working Arrangement on Organizational Commitment.

The research implications in this study recommend that the company can pay attention and establish better and more effective two-way communication between employees, coworkers and superiors in order to create prosperity in work life. Provide adequate work facilities and be able to increase the work enthusiasm of the employees because they feel comfortable. Next, the company is expected to continue to pay attention to the job satisfaction of its employees such as by increasing the provision of rewards and also increasing the provision of promotions and promotions. In addition, the company can pay attention to employee welfare by increasing benefits in the form of salaries, bonuses and promotions, as well as holding engagement

programs such as employee surveys where some of these actions are able to make generation Z employees provide their best performance in carrying out each of their job responsibilities.

However, this study also has several limitations such as: this research was conducted by distributing online questionnaires in the form of Google Forms and the returned questionnaires were the determination of the number of samples during the research period from January 2024 to March 2024, so that the authors obtained 176 respondents due to time and cost constraints. Therefore, these findings can only be used in describing research respondents and cannot be generalized. In this study, in the flexible working arrangement (FWA) variable, there are two items from one dimension that the author needs to delete because they get invalid values in the reliability and validity tests so that these items do not enter the next testing stage. Therefore, it is hoped that future researchers can explain more about this. Next, this study has a small sample size of 176 respondents of generation Z employees and the results obtained from this total respondent still do not represent generation Z employees in Jakarta and surrounding areas. The location chosen to undergo research is only one area, namely Jakarta and its surroundings and the author has not used one specific research location such as one company to be the object of research in order to obtain the right results. In addition, this study has a small sample size, namely 176 respondents of generation Z employees and the results obtained from this total respondent still do not represent generation Z employees in the Jakarta and surrounding areas.

## REFERENCES

- Ahmad, K. Z., Jasimuddin, S., & Kee, W. L. (2017). Organizational Climate and Job Satisfaction; Do Employee's Personalities Matter? *Management Decision: Emerald Publishing Limited*, 56(2), 1–20.
- Annur, C. M. (2022). *Hybrid Working Tren Bekerja 2022*. Retrieved May 2, 2023, <https://katadata.co.id/ariayudhistira/infografik/61d2ac91b2ec7/hybrid-working-tren-bekerja-2022>.
- Aoerora, J., & Marpaung, W. (2020). Work Life Balance Ditinjau dari Stres Kerja pada Karyawan/Karyawati. *Psyche 165 Journal*, 13(2), 253–257.
- Apriliana, N. T. (2021). Pengaruh Work-Life Balance terhadap Kelelahan Kerja Karyawan Operator Dump Truck di PT In Tunas Jaya Perkasa Site JBG. Universitas Muhammadiyah Malang.
- Arini, L. G. (2019). *Pengaruh Kepemimpinan Transformasional, Flexible Work Arrangement, dan Konflik Peran Ganda terhadap Komitmen Organisasional pada Pekerja Unit Usaha Bobbin Jember*. University of Jember.
- Arista, E. (2021). *Gambaran Komitmen Organisasi Pada Karyawan PT BK di Jakarta*. Universitas Esa Unggul.

- Aruldos, A., Kowalski, K. B., Travis, M. L., & Parayitam, S. (2022). The Relationship Between Work-Life Balance and Job Satisfaction: Moderating Role of Training and Work Environment. *Journal of Advances in Management Research: Emerald Publishing Limited*, 19(2), 240.
- Ausra, I. (2015). *The Impact of Flexible Work Arrangements on Employee Engagement and Organizational Commitment Through The Mediating Role of Work Family Enrichment*. ISM University of Management and Economics.
- Aziz-Ur-Rehman, M., & Siddiqui, D. A. (2020). Relationship Between Flexible Working Arrangements and Job Satisfaction Mediated by Work-Life Balance: Evidence from Public Sector Universities' Employees of Pakistan. *International Journal of Human Resource Studies*, 10(1), 1–38.
- ziz, R., Parwoto, P., & Iqbal, M. A. (2022). The Influence of Flexible Working Arrangements on Turnover Intention and Productivity Through Job Satisfaction on The Millennial Generation of Private Companies in Jakarta in 2022. *International Journal of Social Service and Research*, 2(10), 863–880.
- Bal, P. M., & Lange, A. (2014). *From Flexibility Human Resource Management to Employee Engagement and Perceived Job Performance Across The Lifespan: A Multisample Study* (Vol. 88, Issue 1).
- Bashir, B., & Gani, A. (2019). Testing The Effects of Job Satisfaction on Organizational Commitment. *Journal of Management Development. Emerald Publishing Limited*, 39(4), 525–542.
- Bellmann, L., & Hübler, O. (2020). Job Satisfaction and Work-Life Balance: Differences between Homework and Work at the Workplace of the Company". *IZA Discussion Papers*, 13504, 1–36.
- Busro, M. (2018). *Teori – teori Manajemen Sumber Daya Manusia (Pertama)*. Prenamedia Group.
- Cech, E. A., & O'Connor, L. T. (2017). Like Second-Hand Smoke': The Toxic Effect of Workplace Flexibility Bias for Workers' Health. *Community, Work & Family*, 20(5), 543–572.
- Cho, G., Hwang, H., Sarstedt, M., & Ringle, C. M. (2020). Cutoff criteria for overall model fit indexes in generalized structured component analysis. *Journal of Marketing Analytics*, 8(4), 189–202.
- Christy, L. (2021). *Pengaruh Efektivitas Kepemimpinan dan Motivasi Kerja terhadap Kepuasan Kerja dan Komitmen Organisasi pada PT Mitra Edukasi Nusantara*. Sekolah Tinggi Ilmu Ekonomi Indonesia.
- Como, R., Hambly, L., & Domene, J. (2020). An Exploration of Work-Life Wellness and Remote Work During and Beyond COVID-19. *Canadian Journal of Career Development*,

- 20(1), 46–56.
- Dash, G., & Paul, J. (2021). CB-SEM vs PLS-SEM Methods For Research in Social Sciences and Technology Forecasting. *Techological Forecasting & Social Change*, 173, 1–11.
- Deloitte. (2024). *2024 Global Impact Report*.
- Firman, T. (2016). *Bagaimana Generasi Z di AS Memandang Dunia Kerja?* Retrieved July 30, 2024, <https://tirto.id/bagaimana-generasi-z-di-as-memandang-dunia-kerja-bYaS>
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. (4th ed.). Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 untuk Penelitian Empiris*. Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2020). *Partial Least Squares, Konsep, Teknik, dan Aplikasi Menggunakan Program Smart PLS 3.2.9 untuk Peneliti*. Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. (2nd ed.). Sage Publications Inc.
- Hair, J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLSSEM). *European Business Review*, 26(2), 106–121.
- Haryono, A., Mudjiarto, M., Wahyuni, N., & Triatmanto, B. (2021). Competency Improvement of Cooperative Managers to Improve Members' Welfare by Implementing Business Strategies. *Management Science Letters*, 11(3), 975–982.
- Hashmi, M. A., Al Ghaithi, A., & Sartawi, K. (2023). Impact of flexible work arrangements on employees' perceived productivity, organisational commitment and perceived work quality: a United Arab Emirates case-study. *Competitiveness Review: An International Business Journal*, 33(2), 332–363.
- Hopkins, J., & Bardoeel, A. (2023). The Future Is Hybrid: How Organisations Are Designing and Supporting Sustainable Hybrid Work Models in Post-Pandemic Australia. *Sustainability*, 15(3086), 1–21.
- Imam, A., Raza, A., & Ahmed, M. (2022). Impact of Job Satisfaction on Organizational Commitment in Banking Sector Employees of Pakistan. *Science International*, 26(1), 419–423.
- Indradewa, R., & Prasetio, A. A. (2023). The Influence of Flexible Working Arrangements and Work-Life Balance on Job Satisfaction: A Double-Layered Moderated Mediation Model. *Jurnal Ekonomi Dan Bisnis*, 26(2), 449–476.
- Isfandi, T. A. (2019). Pengaruh Work-Life Balance Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan PT In *Bank Mandiri (Persero) Tbk Cabang Surabaya Pemuda*. Theses. Universitas Airlangga.
- Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (2017). Effects of Continuance,

- Affective, and Moral Commitment on The Withdrawal Process: An Evaluation of Eight Structural Equation Models. *Academy of Management Journal*, 36(5).
- Jobplanet. (2017). *Tingkat Kesetiaan Karyawandari Berbagai Generasi di Dunia Kerja*. Retrieved July 30, 2023, <https://blog.id.jobplanet.com/tingkat-kesetiaan-karyawan-dari-berbagai-generasi-di-dunia-kerja/>
- Kangongo, J., & Wanambiro, V. (2019). Influence of Flexible Working Schedules on Organizational Commitment of Employees in Hospitals in Nakuru Town, Kenya. *International Journal of Recent Research in Social Science and Humanities (IJRSSH)*, 6(2), 62–76.
- Kirana, S. Z. (2021). *Hubungan Flexible Working Arrangement dengan Work-Life Balance Driver Gojek di Surabaya*. Universitas Islam Negeri.
- Latupapua, C. V, Risambessy, A., & Tahanora, C. (2021). Pengaruh Work Life Balance terhadap Komitmen Organisasi dengan Kepuasan Kerja sebagai Variabel Mediasi pada Karyawan yang Sudah Menikah. *Manis: Jurnal Manajemen Dan Bisnis*, 5(1), 52–64.
- Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-Life Balance and Its Relationship With Organizational Pride and Job Satisfaction. *Journal of Managerial Psychology*, 31(2), 586–602.
- McClear, S. (2019). *Millennial and Gen Z workers have low job satisfaction and really want rewards and prizes*. Retrieved September 22, 2023, <https://www.theladders.com/career-advice/millennial-and-gen-z-workers-have-low-job-satisfaction-and-really-want-rewards-and-prizes>
- Moorhead, G., & Griffin, R. W. (2014). *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. Salemba Empat.
- Mubaroqah, S., & Yusuf, M. (2020). Pengaruh Motivasi Kerja terhadap Kepuasan Kerja Pegawai. *KINERJA: Jurnal Ekonomi dan Manajemen*, 17(2), 222–226.
- Mungkasa, O. (2020). Bekerja Jarak Jauh (Telecommuting): Konsep, Penerapan dan Pembelajaran. *Kementerian Perencanaan Pembangunan Nasional- Bappenas Working Papers*, 3(1).
- Nahita, P., & Saragih, E. H. (2021). Pengaruh Kepuasan Kerja terhadap Komitmen Organisasional Karyawan pada Organisasi Kantor Hukum. *Journal of Management and Business Review*, 18(2), 393–405.
- Nugraha, B. S. P., & Masithoh, D. (2023). No Title Partial Least Squares-Structural Equation Modeling, Kebiasaan Baru Masa Pandemi Covid 19 dan Perubahan Perilaku Konsumen terhadap Penguatan Karakter Sociopreneur. *Journal Economina*, 2(6), 1233–1246.
- Omondi, A. A., & Obonyo, P. K. (2018). Flexible work schedules: A critical review of literature.

- The Strategic Journal of Business & Change Management*, 5(4), 2069–2086.
- Palumbo, R., Flamini, G., Gnan, L., Pellegrini, M. M., Petrolo, D., & Manesh, M. F. (2022). Disentangling The Implications of Teleworking on Work–Life Balance: a Serial Mediation Analysis Through Motivation and Satisfaction. *Journal of Organizational Effectiveness: People and Performance*. Emerald Publishing Limited, 9(1), 68–88.
- Pratiwi, F. (2022). *Menaker: Gen Z tak Punya Komitmen Bekerja Jangka Panjang*. Retrieved July 30, 2024, <https://news.republika.co.id/berita/r51b8m457/menaker-gen-z-tak-punya-komitmen-bekerja-jangka-panjang>.
- Purba, S. D., & T, S. (2021). Improving Organization Commitment on Millennial Workers in Startup Business. *Jurnal Manajemen dan Pemasaran Jasa*, 14(2), 231–242.
- Rahman, M. F. (2019). Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector. *European Journal of Business and Management*, 11(18), 97–107.
- Rene, R., & Wahyuni, S. (2018). Pengaruh Work-Life Balance terhadap Komitmen Organisasi, Kepuasan Kerja, dan Motivasi Kerja Terhadap Kinerja Individu pada Karyawan Perusahaan Asuransi di Jakarta. *Jurnal Manajemen Dan Bisnis Sriwijaya*, 16(1), 53–63.
- Rokom. (2023). *Darurat Kesehatan Global Dicabut, Kemenkes: Bukan Berarti Pandemi COVID-19 Berakhir*. Retrieved May 12, 2023, <https://sehatnegeriku.kemkes.go.id/baca/umum/20230509/0542948/darurat-kesehatan-global-dicabut-kemenkes-bukan-berarti-pandemi-covid-19-berakhir/>
- Rosyadi, H. I. (2021). *Pengaruh Flexible Working Arrangements dan Social Support terhadap Komitmen Organisasi dengan Work Life Balance sebagai Variabel Mediasi pada Pekerja Bidang Ekonomi Kreatif Perusahaan Advertising Agency di Wilayah DKI Jakarta*. Universitas Mercu Buana Jakarta.
- Saputra, L. R. E., Hasanah, K., & S, D. R. (2022). Pengaruh Hubungan Antara Flexible Working Arrangement, Work Life Balance dan Kepuasan Kerja Driver Gojek di Kota Madiun. *Seminar Inovasi Manajemen Bisnis Dan Akuntansi*, 4, 1–11.
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, 4(1), 20–23.
- Shah, F. T., Idrees, F., Imam, A., Khan, T. A., & Mariyam, A. (2014). Impact of Job Satisfaction on Organizational Commitment in IT Sector Employees of Pakistan. *Journal of Applied Environmental and Biological Sciences*, 4(8), 190–197.
- Sianipar, A. R. B., & Haryanti, K. (2014). Hubungan Komitmen Organisasi dan Kepuasan Kerja dengan Intensi Turnover pada Karyawan Bidang Produksi CV. *X. Jurnal Psikodemensia*, 8(1), 98–114.
- Silminawati, A., & Rachmawati, R. (2022). The Influence of Flexible Working Arrangements



- on Work Life Balance, and Employee Performance with Job Satisfaction as Mediator: Case Study at the Ministry of Environment and Forestry. *LITERATUS International Socio-Cultural Scientific Journal*, 4(1), 20–27.
- Silva, R. C. D., Dutra, J. S., Veloso, E. F. R., Fischer, A. L., & Trevisan, L. N. (2015). Generational Perceptions and Their Influences on Organizational Commitment. *Management Research: The Journal of the Iberoamerican Academy of Management*, 13, 5–30.
- Simanjuntak, D. F., Mustika, M. D., & Sjabadhyni, B. (2019). The Influence of Flexible Work Arrangement on Individual Ethical Decision Making: The Role of Employee Engagement as a Mediator. *Diversita Journal*, 5(1), 1–8.
- Siregar, P. I. K., & Rachmawati, R. (2023). The Effect of Telework and Social Isolation on Job Satisfaction Mediating Job Stress and Work Life-Balance in Indonesia. *Jurnal Riset Manajemen Sains Indonesia*, 14(1), 35–47.
- Soetrisno, L. C. P., & Sutanto, E. M. (2017). Pengaruh Keterikatan Kerja dan Persepsi Dukungan Organisasional terhadap Kinerja Karyawan PT *Sukses Mekar Abadi*. *Agora Journal*, 5(3), 1–10.
- Stefanie, K., Suryani, E., & Maharani, A. (2020). Flexible Working Arrangement, Work Life Balance, Kepuasan Kerja dan Loyalitas Karyawan Pada Situasi COVID-19. *Jurnal Ilmiah MEA*, 4(3), 1725–1750.
- Subramaniam, A. G., Overton, B. J., & Maniam, C. B. (2015). Flexible Working Arrangements, Work Life Balance and Women in Malaysia. *International Journal of Social Science and Humanity*, 5(1), 34–38.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. CV Alfabeta.
- Suryaningtyas, D., Wilujeng, S., & Firdaus, R. M. (2022). Peran Mediasi Work Life Balance di antara Work From Home dan Kepuasan Kerja. *MBR (Management and Business Review)*, 6(1), 138–152.
- Truxillo, D. M., Bauer, T. N., & Erdogan, B. (2016). *Psychology and Work: Perspectives on Industrial and Organizational Psychology*. Routledge.
- Walters, R. (2020). *Salary Survey 2020*. Retrieved July 30, 2024, <https://www.robertwalters.co.id/our-services/salary-survey.html>
- Wirjayanto, T. (2022). *Pengaruh Harga, Word of Mouth, dan Kualitas Pelayanan terhadap Keputusan Pembelian Makanan Cepat Saji Sabana Fried Chicken Cabang Cilincing Jakarta Utara*. Sekolah Tinggi Ilmu Ekonomi Indonesia Jakart.
- Yuniarti, A. D. (2021). Relationship Between Flexible Working Arrangement and Job Satisfaction Mediated by Work-life Balance in PT Tiara Impresa Gugus Artha. *Jurnal Pendidikan Ekonomi, Perkantoran, dan Akuntansi - JPEPA*, 2(2), 144–152.

Zakiah, N., Nurriszka, R. H., Nurdiantami, Y., & Hardy, F. R. (2020). Hubungan Kepuasan Kerja dengan Komitmen Organisasional Perawat di Rumah Sakit Prikasih Jakarta. *Jurnal Kedokteran dan Kesehatan*, 16(1).