

GENERATION Z'S PERCEPTION OF FLEXIBLE WORK CULTURE AND ITS IMPACT ON PRODUCTIVITY

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Abstract

The rapid transformation of work systems driven by digitalization and the post-pandemic era has introduced flexible work culture as a new norm, particularly affecting Generation Z employees. This study aims to analyze the perception of Generation Z toward flexible work culture and its impact on individual productivity. A quantitative research approach was used with a total of 271 respondents consisting of Generation Z employees from various business sectors in Indonesia. Data were collected using a Likert-scale questionnaire adapted from validated instruments on work flexibility and productivity, and analyzed using SPSS 27 through validity, reliability, correlation, and simple linear regression tests. The results show a strong and significant positive relationship between the perception of flexible work culture and individual productivity ($R = 0.726$; $R^2 = 0.527$; Sig. < 0.05). This means that 52.7% of productivity variation can be explained by employees' perception of flexibility in work time, location, and organizational support. However, role ambiguity and distractions in hybrid settings remain key challenges that hinder optimal performance. The study concludes that a positive perception of flexible work culture significantly enhances productivity when supported by clear role definitions, open communication, and trust-based leadership. Future research is suggested to include variables such as motivation, digital leadership, and work-life balance to better understand the behavioral dynamics of Generation Z in modern workplaces.

Keywords: Flexible work culture, Generation Z, Perception, Productivity

Abstrak

Perubahan cepat sistem kerja yang didorong oleh digitalisasi dan era pasca-pandemi telah memperkenalkan budaya kerja fleksibel sebagai norma baru, terutama mempengaruhi karyawan Generasi Z. Studi ini bertujuan untuk menganalisis persepsi Generasi Z terhadap budaya kerja fleksibel dan dampaknya terhadap produktivitas individu. Pendekatan penelitian kuantitatif digunakan dengan total 271 responden yang terdiri dari karyawan Generasi Z dari berbagai sektor bisnis di Indonesia. Data dikumpulkan menggunakan kuesioner skala Likert yang diadaptasi dari instrumen yang telah tervalidasi mengenai fleksibilitas kerja dan produktivitas, dan dianalisis menggunakan SPSS 27 melalui uji validitas, reliabilitas, korelasi, dan regresi linier sederhana. Hasil menunjukkan hubungan positif yang kuat dan signifikan antara persepsi budaya kerja fleksibel dan produktivitas individu ($R = 0.726$; $R^2 = 0.527$; Sig. < 0.05). Ini berarti 52,7% variasi produktivitas dapat dijelaskan oleh persepsi karyawan terhadap fleksibilitas waktu kerja, lokasi, dan dukungan organisasi. Namun, ambiguitas peran dan gangguan di lingkungan kerja hybrid tetap menjadi tantangan utama yang menghambat kinerja optimal. Studi ini menyimpulkan bahwa persepsi positif terhadap budaya kerja fleksibel secara signifikan meningkatkan produktivitas ketika didukung oleh definisi peran yang jelas, komunikasi terbuka, dan kepemimpinan berbasis kepercayaan. Penelitian masa depan disarankan untuk memasukkan variabel seperti motivasi, kepemimpinan digital, dan keseimbangan kerja-hidup untuk memahami dinamika perilaku Generasi Z di tempat kerja modern.

Kata Kunci: Budaya kerja fleksibel, Generasi Z, Persepsi, Produktivitas

Introduction

The landscape of the working world has undergone a major and transformative shift in recent years. These changes have been driven by technological advancements, shifting workforce demographics, and the global impact of the COVID-19 pandemic, which transformed how organizations operate. The pandemic accelerated the transformation of work systems from being physically based to becoming digital and flexible. One of the most notable changes is the emergence of remote working and hybrid working systems, combining office and home arrangements, which have given rise to the concept of flexible work culture. This culture is no longer viewed as a temporary trend but has become a new paradigm in modern human resource management (Wang et al., 2021).

Along with these changes, today's workforce is increasingly dominated by Generation Z—those born between 1997 and 2012. As the first digital generation raised in an era of boundless connectivity, Generation Z is accustomed to living in an environment deeply integrated with technology (Francis & Hoefel, 2018). Their early exposure to technology has made them adaptive, creative, and oriented toward flexibility. They do not only seek jobs to earn an income but also desire work-life balance, flexible schedules, and a work environment that aligns with their personal values and identity (Schroth, 2019).

Unlike previous generations such as the Baby Boomers or Generation X, who measured success by career stability and job position, Generation Z views success as the ability to balance personal and professional life while continuing to grow personally (Nguyen Ngoc et al., 2022). Therefore, flexible work culture has become one of the most appealing factors for this generation. Flexibility is not only understood as the freedom to choose when and where to work but also as a form of organizational trust toward employees. This system gives employees the space to adjust their work rhythm according to personal conditions as long as targets and results are achieved.

The Microsoft Work Trend Index (Microsoft, 2023) supports this notion, showing that 71% of Generation Z workers in Indonesia consider work flexibility as a key factor in choosing and staying in a workplace. This data emphasizes that a positive perception of work flexibility can influence the productivity and loyalty of young employees. In other words, a flexible work culture functions not only as an organizational policy but also as a reflection of values that matter deeply to the new generation of workers.

However, in reality, the implementation of a flexible work culture does not always meet expectations. Some organizations that have adopted flexible work systems face challenges such as decreased discipline, weakened team communication, and reduced work motivation (Allen et al., 2021). On the other hand, several studies show the opposite stating that flexibility can enhance motivation, creativity, and individual performance (Contreras et al., 2020). These differing results

indicate that the impact of flexible work culture on productivity largely depends on employees' perceptions of its implementation.

Perception plays a central role in determining one's work behavior. According to perception theory in organizational psychology, perception is the process by which individuals interpret and give meaning to their environment, including workplace policies and culture (Robbins et al., 2019). When employees perceive flexible work culture as a form of organizational support for their well-being, it will enhance their commitment and performance. However, if flexibility is perceived as a lack of supervision or unclear structure, it may decrease coordination, engagement, and team productivity.

In the Indonesian context, this issue becomes even more interesting because many organizations still operate with a culture that emphasizes physical presence, fixed working hours, and strong hierarchy (Purwanto et al., 2022). This traditional culture often does not align with the values held by Generation Z, who prioritize results, efficiency, and life balance. As a result, there is a potential mismatch between the values of the younger generation and conventional work systems, which can lead to work stress, decreased motivation, and negative impacts on productivity.

Moreover, the Deloitte Global Gen Z and Millennial Survey (Deloitte, 2024) reports that 49% of Gen Z workers in Southeast Asia would consider leaving a job that does not provide flexibility in time or location. This fact shows how strongly perceptions of work flexibility influence career decisions and organizational commitment among the younger generation. Therefore, understanding how Generation Z perceives flexible work culture has become a strategic necessity for organizations aiming to attract and retain competent young talent.

From an academic perspective, research on Generation Z's perception of flexible work culture and its impact on productivity remains limited in Indonesia. Most previous studies have focused on the relationship between flexible work policies and employee performance in general, without considering the perception dimension (Baskoro et al., 2023; Raziq & Maulabakhsh, 2015). Furthermore, the majority of research has been conducted on Millennials or in developed countries with more advanced digital infrastructures (Allen et al., 2021; Contreras et al., 2020). Indonesia's context is different, as cultural, infrastructural, and social factors also influence how the younger generation interprets work flexibility.

This research gap highlights the need for deeper exploration of Generation Z's perceptions in Indonesia particularly in understanding how they evaluate the implementation of flexible work culture and how such perceptions affect work productivity. Positive perceptions may enhance enthusiasm, creativity, and innovation, while negative perceptions may cause role ambiguity, stress, or decreased performance.

In terms of novelty, this study not only assesses flexible work culture as an organizational policy but also explores how Generation Z's subjective perceptions of this culture directly relate to work

productivity. The focus on perception makes the research more contextual and insightful, as it reflects the real experiences of young employees in the digital era. Moreover, this study incorporates Indonesia's unique cultural dimension, where modern work systems and traditional values coexist, providing richer scientific contributions to the development of human resource management theory and practice.

Practically, the results of this study are expected to provide real benefits for organizations in designing work policies that are more adaptive to the needs of younger generations. By understanding how Generation Z perceives flexible work culture, companies can adjust communication systems, performance evaluation methods, and employee welfare policies more effectively. This research is also expected to provide an empirical foundation for developing innovative human resource strategies that enhance not only productivity but also the well-being and job satisfaction of young employees.

Therefore, research on Generation Z's perception of flexible work culture and its impact on productivity is highly relevant in today's post-digital era. This study is not only academically significant in enriching the literature on modern human resource management but also practically valuable for organizations seeking to understand and adapt to the evolving dynamics of the new generation in the workforce.

Research Method

This study employs a quantitative explanatory approach to examine the effect of Perceptions of Flexible Work Culture on Individual Productivity among Generation Z employees in Indonesia. This design was chosen because it is practical, allows the measurement of relationships between constructs at a single point in time, and is suitable for hypothesis testing through statistical analysis.

The research subjects are Generation Z employees (born between 1997 and 2012) who currently work in formal organizations in Indonesia and have been employed for at least six months. The inclusion criteria are as follows: (1) being within the Generation Z age range, (2) working full-time or part-time, and (3) having experience with on-site, hybrid, or remote work arrangements. Interns with very short work durations and freelancers without an organizational structure are excluded.

The sampling technique used in this study is purposive sampling with a convenience approach. Respondents are intentionally selected based on the inclusion criteria above, while data collection is carried out through networks that are easily accessible to the researcher, such as HR departments, alumni associations, professional communities, and social media platforms. This approach ensures that participants meet the research requirements while remaining practical and efficient to reach.

The research instrument is an online questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data collection is conducted entirely online to reach a wider range of respondents from various sectors and regions in Indonesia.

Through this design, the study aims to produce findings that are valid, reliable, and replicable, providing a clear and evidence-based understanding of how perceptions of flexible work culture influence the productivity of Generation Z employees in Indonesia.

Table 1. Operational Variable

VARIABLE	OPERATIONAL DEFINITION	DIMENSIONS	INDICATORS
PERCEPTION OF FLEXIBLE WORK CULTURE (X)	The subjective assessment of Gen Z employees regarding the extent to which the organization implements and supports flexible work arrangements (in terms of time, location, work methods, collaboration, and managerial support).	Wang et al. (2021): 1) Time Flexibility (flexible hours, clear core hours) 2) Location Flexibility (availability of remote/hybrid options and facilities) 3) Autonomy & Role Clarity (freedom in work methods/order and clear targets) 4) Digital Collaboration & Communication (effective flow and tools for collaboration) 5) Organizational/Supervisor Support (trust, coaching, output-based evaluation)	1. Ability to adjust work hours; clear core hours 2. Remote/hybrid options available with equal access to information 3. Freedom in work methods/order; clear targets and priorities 4. Responsive digital communication; effective collaboration tools 5. Supportive supervisor; performance evaluated based on results

INDIVIDUAL PRODUCTIVITY (Y)	The level of personal work achievement (in terms of quantity, quality, timeliness, efficiency, and initiative) based on self-assessment. Koopmans et al. (2013) – Individual Work Performance (IWP): 1) Task Performance (quantity, quality, timeliness) 2) Contextual Performance (initiative and work support) 3) Counterproductive Behavior (procrastination or avoidance) 1. Task volume achieved 2. Work quality meets standards; minimal errors 3. Timely completion; effective time management 4. Efficiency and proactive improvement 5. Tendency to delay important tasks
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Results and Discussion

Table 2. Respondent's Demographic

VARIABLE	CATEGORY	FREQUENCY (N)	PERCENTAGE (%)
WORK MODE	On-site	92	33.9%
	Hybrid	125	46.1%
	Remote	54	19.9%
	Total	271	100.0%
GENDER	Male	124	45.8%
	Female	147	54.2%
	Total	271	100.0%
HIGHEST EDUCATION LEVEL	High School / Vocational (SMA / SMK)	40	14.8%
	Associate Degree (D3)	43	15.9%
	Bachelor's Degree (S1)	168	62.0%
	Master's / Doctoral Degree (S2 / S3)	20	7.4%
	Total	271	100.0%
	6–12 months	79	29.2%

LENGTH OF EMPLOYMENT	13–24 months	89	32.8%
	>24 months	103	38.0%
	Total	271	100.0%
JOB TYPE	Front-office / Operational	101	37.3%
	Back-office / Support	121	44.6%
	Managerial / Coordinator	49	18.1%
	Total	271	100.0%

Based on data from 271 Generation Z respondents, the hybrid work model (46.1%) was found to be the most dominant, followed by on-site work (33.9%) and remote work (20%). This finding reinforces that flexible work systems have become an essential part of the modern work environment in Indonesia. However, the high proportion of hybrid workers also suggests potential issues related to coordination and role clarity, as tasks are performed across different locations (office and home). This can sometimes lead to overlapping responsibilities or “double jobs,” where multiple employees handle similar tasks.

In terms of gender, female respondents (54.2%) slightly outnumbered males (45.8%), indicating a relatively balanced distribution. This suggests that perceptions of flexible work culture can be considered gender neutral. However, previous literature notes that women tend to value time flexibility more highly, as it helps them balance personal and professional responsibilities. Therefore, this result aligns with the preference of female Gen Z employees for greater work life balance.

Regarding educational background, most respondents hold a bachelor’s degree (62%), followed by associate degrees (15.9%), high school/vocational education (14.8%), and master’s or doctoral degrees (7.4%). This indicates that the majority of respondents are young professionals with higher education, typically working in formal organizations familiar with digital technology and flexible work systems. Consequently, their views on flexibility tend to be critical and realistic, as they have experienced both the advantages and challenges of hybrid arrangements firsthand.

In terms of work experience, most respondents (70.8%) have worked for more than one year, consisting of 32.8% with 13–24 months of experience and 38% with over two years. This shows that the majority have had sufficient time to adapt to flexible work systems. Thus, their perceptions are not based on initial impressions but are formed through mid-term engagement within these systems, adding greater validity and depth to their assessments of work culture and productivity.

From the perspective of job type, back-office employees (44.7%) and front-office employees (37.3%) make up the majority, while managerial roles (18.1%) are less represented. This distribution shows that most respondents are operational-level employees who directly implement flexible work policies. Therefore, it is natural that perceptions of role ambiguity and workload overlap are more

commonly reported by this group, as they often serve as intermediaries between managerial instructions and cross-team task execution both online and offline.

In terms of organizational size, around 33.9% of respondents work in medium-sized companies (50–249 employees), followed by small firms (21.8%), large organizations (27.3%), and very large companies (17%). This distribution indicates that flexible work systems are not limited to large corporations but are also being adopted by small and medium-sized enterprises (SMEs). However, smaller organizations often face limitations in digital infrastructure and work standardization, which may lead to unclear responsibilities and coordination challenges among employees.

Overall, the demographic characteristics of the respondents show that this study involved educated, experienced, and digitally savvy young professionals who are already accustomed to flexible work systems, both hybrid and remote. This provides a strong foundation suggesting that their perceptions of flexible work culture reflect real-world experiences within the broader transformation of modern work environments. Consequently, these demographic findings reinforce the validity and relevance of the study in portraying how Generation Z perceives and responds to flexible work culture in today's digital era.

Table 3. Descriptive Analysis

VARIABLE / DIMENSION	MEAN	SD	KATEGORI
A. PERCEPTION OF FLEXIBLE WORK CULTURE (X)	3,72	0,6	Fairly High
1. TIME FLEXIBILITY	3,98	0,7	High
2. LOCATION FLEXIBILITY	3,9	0,7	High
3. AUTONOMY AND ROLE CLARITY	3,22	0,7	Low
4. DIGITAL COLLABORATION AND COMMUNICATION	3,69	0,7	Fairly High
5. ORGANIZATIONAL AND SUPERVISOR SUPPORT	3,74	0,7	Fairly High
B. INDIVIDUAL PRODUCTIVITY (Y)	3,58	0,6	Fairly High
1. TASK PERFORMANCE (QUANTITY, QUALITY, TIMELINESS)	3,62	0,6	Fairly High
2. CONTEXTUAL PERFORMANCE (INITIATIVE, EFFICIENCY, COOPERATION)	3,55	0,6	Fairly High
3. COUNTERPRODUCTIVE BEHAVIOUR	2,54	0,9	Low

Overall, the results of the descriptive analysis show that Generation Z's perception of flexible work culture is relatively high (total mean = 3.72). This indicates that, in general, respondents hold a positive view of the implementation of flexible work systems that include time flexibility, location flexibility, work autonomy, digital communication, and organizational support. These findings are consistent with the (Deloitte, 2024) survey, which revealed that more than 70% of Generation Z employees in Southeast Asia consider work flexibility to be one of the main factors in maintaining loyalty to their companies.

However, the results also show variations across dimensions. The time flexibility dimension (mean = 3.98) and location flexibility dimension (mean = 3.90) received the highest mean scores, suggesting that most respondents feel they have sufficient freedom to manage their work hours and locations. This is consistent with the characteristics of Generation Z, who view efficiency and autonomy as forms of organizational trust in their abilities (Schroth, 2019). Such flexibility is perceived to enhance work–life balance, reduce stress, and support individual productivity, as described in the Work–Life Integration Model by (Wang et al., 2021).

The collaboration and digital communication dimension (mean = 3.69) also scored relatively high. Respondents stated that they are able to coordinate and communicate quite effectively with their colleagues through online platforms. This shows that organizational digitalization and communication transformation have been relatively successful. However, some respondents reported that cross-team coordination remains challenging, especially in projects involving multiple departments or asynchronous communication across time zones. This aligns with Contreras et al. (2020), who found that the effectiveness of digital collaboration heavily depends on e-leadership's ability to maintain information clarity and communication rhythm among team members.

The organizational and supervisor support dimension (mean = 3.74) indicates that most Generation Z employees feel both moral and technical support from their leaders—through guidance, output-based evaluation, and workload flexibility. This kind of support plays a key role in increasing intrinsic motivation (Hackman & Oldham, 1976) and fostering strong work commitment. In the Indonesian context, (Purwanto et al., 2022) also found that the success of remote work largely depends on leadership trust and open communication.

On the other hand, the autonomy and role clarity dimension (mean = 3.22) received the lowest score. This suggests that although flexibility has been provided, not all respondents clearly understand their job boundaries and responsibilities. Many reported experiencing “double jobs” or receiving tasks outside their formal job descriptions, particularly in hybrid work settings. This reflects the issue of role ambiguity, where individuals lack a clear understanding of what is expected of them. According to (Allen et al., 2021) role ambiguity is one of the most common negative effects of flexible work systems, as it can reduce job satisfaction and increase organizational stress.

This finding is also in line with Role Theory (Katz & Kahn, 1978), which emphasizes the importance of clear role definition in maintaining team effectiveness. When role boundaries become blurred, coordination becomes difficult, and flexibility can turn into uncertainty. Thus, this study reveals that implementing flexibility without a clear structure may lead to an additional workload for young employees who are still in the process of building professional routines.

In general, these findings support the Work Design Perspective proposed by Wang et al. (2021), which argues that the effectiveness of flexible work systems depends on achieving a balance between freedom and structural clarity. Generation Z views flexibility as a symbol of trust and autonomy, but they also need guidance, clear direction, and regular feedback to ensure that their work goals remain aligned with organizational objectives.

In the Indonesian organizational context, flexibility has not been fully supported by an adaptive work culture. Hierarchical structures and top-down communication often make flexibility more of a formality than a truly outcome-oriented system. Therefore, flexible work culture will only be effective when companies can strike a balance between trust, transparency, and task clarity (Allen et al., 2021).

Moreover, the findings highlight that flexibility influences not only work comfort but also shapes Generation Z's sense of professional identity. For this generation, flexible work systems are not merely about scheduling or convenience they reflect values of freedom, creativity, and balance. Hence, the success of flexible work culture cannot be measured solely by policy implementation but also by how individuals experience agency and meaning in their work (Schroth, 2019).

These results open new opportunities for organizations to develop a more human-centered work system, where flexibility becomes a tool for empowerment rather than a mere benefit. In the long term, role clarity, technological support, and leadership trust will serve as the three main pillars that determine the successful implementation of flexible work culture among Generation Z employees.

The analysis results indicate that the individual productivity of respondents is at a fairly high level (total mean = 3.58). This suggests that Generation Z employees are still able to maintain their performance within flexible work systems. However, this achievement is not yet optimal, as environmental challenges such as digital distractions and unstable internet connections particularly among hybrid and remote workers—continue to affect their focus and consistency.

The task performance dimension (mean = 3.62) reflects Generation Z's ability to complete their work according to expected targets and quality standards. They demonstrate adaptability to digital work systems, effective time management, and the capacity to remain productive independently. This finding aligns with (Koopmans et al., 2014) who emphasized that individual productivity is strongly influenced by time management skills and the ability to maintain concentration on core tasks. Generation Z has also shown quick adaptability to digital collaboration tools such as Slack, Microsoft Teams, and Asana, which enable them to accomplish tasks efficiently.

The contextual performance dimension (mean = 3.55) indicates a relatively high level of teamwork spirit and initiative, though not yet fully consistent. Several respondents mentioned difficulties in maintaining cross team communication, noting that collaboration tends to be more effective during face to face interactions. This phenomenon is supported by (Bakker & Demerouti, 2017) who explained that work engagement increases when social support and interpersonal interactions are sustained even in digital work environments.

Meanwhile, the counterproductive behaviour dimension (mean = 2.54)—after reverse coding reveals that negative behaviours such as task procrastination and loss of focus still occur at a moderate level. Contributing factors include home-environment distractions, social media interruptions, and fatigue from excessive online meetings (Zoom fatigue). This finding aligns with Allen et al. (2021), who found that hybrid workers are more prone to role overload and digital fatigue compared to employees who work entirely on-site.

These findings reinforce the Job Demands Resources (JD-R) theory proposed by Bakker and Demerouti (2017). In the context of flexible work, job demands increase as employees must manage their own time, roles, and performance expectations, while resources—such as supervisor support, role clarity, and digital infrastructure serve as critical determinants of success. When the balance between demands and resources is not maintained, productivity tends to decline, even in highly flexible work environments.

The results also highlight that Generation Z perceives productivity not merely in terms of output quantity, but rather in efficiency and quality. They emphasize the importance of meaningful work, speed of communication, and learning opportunities within their roles. This finding aligns with Nguyen et al. (2022), who argued that for Generation Z, job success is not solely defined by outcomes but also by the extent to which work provides purpose and personal growth opportunities.

Therefore, although productivity levels are relatively good, organizations should pay greater attention to distraction management and role clarity. A strong digital infrastructure combined with clearly defined responsibilities will be key to sustaining productivity consistency in hybrid work environments. Organizations that successfully balance flexibility with clear work structures will find it easier to maintain their employees' long-term performance and engagement.

Statistical Testing

Table 4. Regression Analysis

Coefficients				
Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
				Sig.

1	(Constant)	1.227	0.173		7.089	.000
	Perception of Flexible Work Culture	.631	.640	.648	9.782	.000
a. Dependent Variable: Individual Productivity						

The results of the simple linear regression analysis presented in Table 3 show that the variable Perception of Flexible Work Culture has a positive and significant influence on Individual Productivity among Generation Z employees. Based on the test results, the regression coefficient (B) was found to be 0.631, with a t-value = 9.782 and a significance (Sig.) = 0.000 < 0.05, indicating that the perception of flexible work culture has a statistically significant effect on individual productivity. Meanwhile, the constant (a) value of 1.227 suggests that even if the perception of flexible work culture remains unchanged, individual productivity would still have a baseline value of 1.227 units. Therefore, every one-unit increase in the perception of flexible work culture leads to an increase of 0.631 units in individual productivity. The resulting regression equation is $Y = 1.227 + 0.631X$, meaning that the relationship between the two variables is positive—the higher employees' perception of work flexibility, the higher their productivity.

These results reinforce the interpretation that a positive perception of flexible work culture can significantly enhance productivity, particularly among Generation Z employees, who tend to value work–life balance and autonomy in how they work. This finding is consistent with the questionnaire results, where the highest mean scores were found in time flexibility (mean = 3.98) and location flexibility (mean = 3.90), indicating that these two aspects are perceived as most helpful in improving focus and work efficiency. However, the dimension of autonomy and role clarity (mean = 3.22) remains a challenge, as several respondents reported overlapping responsibilities or “double jobs” within hybrid work settings. This implies that while flexibility enhances comfort, its effectiveness still depends on how well companies define work structures and role boundaries.

The meaning of these results shows that work flexibility is not merely a managerial policy, but also a psychological factor that influences employee motivation and performance. When employees feel trusted to manage their own work methods and schedules, they tend to display higher levels of engagement and responsibility. This finding supports Work Design Theory by (Parker, 2017), which states that flexibility and work autonomy are essential components in creating meaningful and productive work experiences. Similarly, Hackman and Oldham (1976), in their Job Characteristics Model, emphasized that autonomy is one of the core job characteristics that enhances intrinsic motivation and work outcomes.

These findings are also consistent with prior studies. (Allen et al., 2021) found that work flexibility improves individual performance and organizational commitment, especially when

supported by effective communication and management trust. (Contreras et al., 2020) further emphasized that the success of flexible work culture depends on an organization's ability to manage digital interactions, build team collaboration, and maintain interpersonal relationships in virtual environments. In the Indonesian context, Purwanto and Santoso (2022) highlighted that flexible work can improve employee performance if accompanied by supervisory support and output-based evaluation systems. Similarly, Nguyen et al. (2022) revealed that Generation Z views work flexibility as a form of appreciation for their competencies, which fosters a stronger sense of responsibility and loyalty toward their organizations.

From the respondents' perspective, these results demonstrate that a high perception of flexibility can significantly boost productivity, although there is still room for improvement in coordination and role clarity within hybrid work systems. This condition indicates that while flexibility provides freedom in managing work rhythms, without clear structures and defined roles, work efficiency may decline due to confusion or overlapping tasks. Therefore, companies need to balance flexibility policies with transparent communication systems and well-defined task distribution to maximize the positive impact on productivity.

Overall, the regression test results confirm that a positive perception of flexible work culture has a significant effect on individual productivity ($\beta = 0.648$; Sig. = 0.000). This means that the more favorable Generation Z employees' views are toward flexibility—in terms of time, place, and organizational trust the higher their productivity levels. These findings provide empirical evidence that flexible work culture is not merely a post-pandemic trend, but a new paradigm in modern human resource management, crucial for sustaining and optimizing the potential of the younger workforce in today's evolving professional landscape.

Table 5. Coefficient of Determination Analysis

Model Summary ^b									
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics			
						R Square Change	F Change	Sig. Change	F
1	.726 ^a	.527	.518		2.0421	.739	60.235	<.001	
a. Predictors: (Constant), Perception of Flexible Work Culture									
b. Dependent Variable: Individual Productivity									

The results of the simple linear regression analysis in the Model Summary table show a strong relationship between Perception of Flexible Work Culture and Individual Productivity among Generation Z employees. The correlation coefficient (R) of 0.726 indicates a strong and positive relationship, meaning that the higher the respondents' perception of flexible work culture, the higher their level of productivity. According to the correlation interpretation criteria by (Sugiyono, 2019),

an R value between 0.70–0.90 reflects a strong correlation. Therefore, it can be concluded that a positive perception of work flexibility is a substantial factor contributing to increased productivity among Generation Z employees.

Furthermore, the R Square (R^2) value of 0.527 indicates that 52.7% of the variation in individual productivity can be explained by the perception of flexible work culture variable, while the remaining 47.3% is influenced by other factors outside the model such as work motivation, leadership style, workload, compensation, and the work environment. This suggests that flexible work culture makes a significant contribution to improving young employees' performance, primarily because this system allows freedom in managing time, location, and autonomy in completing tasks aligning well with the characteristics of Generation Z, who value independence and work life balance.

These results are consistent with the findings of Wang et al. (2021), who stated that a well-designed flexible work structure can increase efficiency and productivity by up to 50%, provided that organizations are able to offer strong support in communication, technology, and managerial systems.

Conclusion

Impact on improving individual productivity. Generation Z employees who are given the freedom to determine when, where, and how they work tend to demonstrate higher levels of motivation, responsibility, and performance. Work flexibility is viewed as a form of organizational trust and support toward employee well-being, fostering stronger work engagement, as well as increasing efficiency and creativity. However, the effectiveness of flexibility is still influenced by role clarity and coordination within hybrid work systems. If not properly managed, these factors can lead to role ambiguity and decreased productivity. Therefore, organizations need to balance flexibility policies with clear work structures, open communication, and strong technological and adaptive leadership support. Looking ahead, future research can be developed by including additional variables such as intrinsic motivation, work–life balance, or digital leadership style to broaden understanding of the factors that influence Generation Z productivity in today's increasingly dynamic and technology-driven work environment.

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