

The Influence of Work Flexibility and Leadership on Work Engagement of Generation Z with Job Satisfaction as an Intervening Variable

Nurzalinar Joesah¹, Jeffry Latumahina², Henny Armaniah³

^{1,2,3} Universitas Bina Sarana Informatika. JL. Kramat Raya No. 98 Senen, Jakarta, 10450, Indonesia

Article Info	ABSTRACT
Keywords: Work Flexibility, Leadership, Work Engagement, Generation Z, Job Satisfaction.	This study aims to analyze how work flexibility and leadership affect Generation Z's work engagement, both directly and indirectly through job satisfaction. The research employs a quantitative survey approach, collecting data from 97 Generation Z employees across various industries in Indonesia. The Partial Least Squares Structural Equation Modeling (PLS-SEM) technique was used for data analysis, with the sample size determined using Cochran's formula. The findings indicate that work flexibility significantly enhances job satisfaction but does not directly impact work engagement. In contrast, leadership strongly influences both job satisfaction and work engagement. Furthermore, job satisfaction mediates the relationship between leadership and work engagement, while no significant mediation effect is found for work flexibility. These results highlight the critical role of leadership in fostering engagement among Generation Z employees. Organizations aiming to enhance workforce engagement should focus on supportive leadership approaches while also ensuring work flexibility to improve job satisfaction. The study provides practical insights for human resource management strategies and suggests further research to explore additional moderating factors that may influence these relationships.
This is an open access article under the CC BY-NC license 	Corresponding Author: Nurzalinar Joesah Universitas Bina Sarana Informatika, JL. Kramat Raya No.98 Senen, Jakarta, 10450. nurzalinar.njh@bsi.ac.id

INTRODUCTION

In today's rapidly evolving digital era, Generation Z is entering the workforce with distinct characteristics that set them apart from previous generations (Bencsik, Horváth-Csikós and Juhász, 2016; Gabrielova and Buchko, 2021). Having grown up in a technology-driven world, Generation Z employees prioritize flexibility, autonomy, and meaningful engagement in their professional lives (Ma and Fang, 2024). This shift in work preferences has made work flexibility and leadership critical factors in shaping their work engagement levels. Companies that fail to adapt to these evolving expectations may struggle with low employee retention and declining productivity (Pandita and Ray, 2018).

Work engagement, defined as an employee's emotional and cognitive connection to their job, is strongly associated with increased performance, organizational commitment, and reduced turnover (Decuyper and Schaufeli, 2020). The Job Demands-Resources (JD-R)

theory provides a framework for understanding how work conditions influence engagement. This theory suggests that supportive work environments—such as flexible work arrangements and strong leadership—act as resources that enhance employee engagement (Bakker & Demerouti, 2017). Previous studies indicate that work flexibility allows employees to balance their professional and personal lives, reducing stress and increasing job satisfaction, which in turn fosters engagement (Pataki-Bittó & Kapusy, 2021). Meanwhile, leadership plays a crucial role in motivating and inspiring employees, with transformational leadership styles being particularly effective in enhancing engagement (Chillakuri, 2020).

Research suggests that employee engagement significantly impacts productivity and retention. Employees who are emotionally and mentally engaged in their work tend to perform better and demonstrate greater dedication to their employers (Young *et al.*, 2018). However, several factors influence employee engagement, including leadership style and work flexibility (Decuyper and Schaufeli, 2020). For Generation Z, who highly value work-life balance, work flexibility is crucial, and they feel appreciated and understood in the workplace when their leaders are supportive and adaptable (Waworuntu, Kainde and Mandagi, 2022).

However, in the relationship between work flexibility, leadership, and engagement, job satisfaction serves as a significant intervening variable (Rahman, Wijayati and Kistyanto, 2023). Job satisfaction among Generation Z employees tends to enhance engagement and motivation, which in turn reduces turnover rates and improves productivity (Hardin, 2020). Nevertheless, there remains a lack of specific research, particularly in Indonesia, on how leadership and work flexibility influence work engagement with job satisfaction as an intervening variable among Generation Z (Waworuntu, Kainde and Mandagi, 2022).

As Generation Z has entered the workforce in recent years, the transformation of the labor market has become more evident. Given that they were born during an era of remarkable technological advancements, this generation is believed to have different expectations and preferences compared to their predecessors (Bulut and Maraba, 2021). They value flexibility in work schedules and locations while also expecting a healthy work-life balance. The demand for work flexibility has increased in the post-COVID-19 era, as employees—especially those from Generation Z—consider it a key factor when choosing or staying in a job (Pataki-Bittó and Kapusy, 2021).

Beyond flexibility, Generation Z's work experience is also significantly influenced by organizational leadership styles (Chillakuri, 2020). Research indicates that Generation Z prefers leaders who encourage their growth, provide constructive feedback, and foster an inclusive work environment (Rampen, Pangemanan and Mandagi, 2023). Therefore, a supportive and flexible leadership approach is more effective in building strong connections with this group. When these needs are met, Generation Z employees are more likely to demonstrate strong work engagement and loyalty to the company (Lee *et al.*, 2021). However, in reality, many businesses have yet to fully adapt their HR practices to accommodate Generation Z's preferences, leading to lower levels of job satisfaction and work engagement among this generation (Jung and Yoon, 2021). As a result, their commitment and loyalty may decline, potentially increasing the turnover rate among young

employees. With job satisfaction acting as a mediating variable, this phenomenon seeks to understand the extent to which leadership and work flexibility influence Generation Z's work engagement (Waworuntu, Kainde and Mandagi, 2022).

Despite growing interest in these factors, few studies have comprehensively examined the combined effect of work flexibility and leadership on Generation Z's work engagement in Indonesia. Prior research has mostly focused on the impact of flexibility and leadership separately, without considering the potential mediating role of job satisfaction (Waworuntu, Kainde, & Mandagi, 2022). Additionally, previous studies have predominantly explored these relationships in Western contexts, necessitating an investigation into how these dynamics manifest in emerging economies like Indonesia, where workplace cultures may differ significantly (Jung & Yoon, 2021).

Given these gaps, this study aims to analyze the influence of work flexibility and leadership on Generation Z's work engagement, with job satisfaction as an intervening variable. This research contributes to the literature by examining the indirect role of job satisfaction and providing empirical insights from Indonesia, a region where studies on Generation Z's work behavior remain limited. The findings of this study are expected to help organizations develop more effective and adaptive HR management strategies to attract and retain Generation Z employees, ultimately enhancing their engagement and organizational commitment.

METHODS

This study employs a quantitative research approach with an associative design, aiming to analyze the relationship between work flexibility, leadership, job satisfaction, and work engagement among Generation Z employees. A survey-based data collection method was utilized to gather responses from individuals fitting the study's demographic criteria. Given that Generation Z is increasingly dominating the workforce and demonstrating unique work preferences, this research seeks to provide empirical insights into the factors influencing their engagement in professional settings.

The population of this study consists of Generation Z employees working in various industries in Indonesia, specifically within the Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi) area. Since the exact population size remains unknown, the sample size was determined using Cochran's formula, which is commonly applied when population parameters are undefined. The formula is expressed as follows:

$$n = \frac{Z^2 p(1 - p)}{e^2}$$

Where:

n = required sample size

Z = Z-score corresponding to the confidence level (1.96 for a 95% confidence level)

P = estimated proportion of the population (0.5, as a conservative estimate)

e = margin of error (0.10)

Based on these parameters, the calculation yielded a sample size of 96.04, which was rounded up to 97 respondents to ensure statistical reliability. The sampling method adopted

was accidental sampling, wherein respondents were selected based on accessibility and willingness to participate.

To ensure the research findings accurately represent Generation Z employees, the study collected demographic data, including age, gender, industry, and work experience. The respondents ranged in age from 18 to 27 years old, with a gender distribution of 56% female and 44% male. The majority of respondents were employed in the technology sector (30%), followed by finance (25%), retail (20%), education (15%), and other industries (10%). Additionally, 60% of respondents had less than two years of work experience, while 40% had between two to five years of experience. These characteristics illustrate the diversity within the sample and its relevance to the study's objectives.

Data collection was conducted through an online questionnaire distributed via email and professional networks. The questionnaire was structured into multiple sections, measuring work flexibility, leadership style, job satisfaction, and work engagement. Work flexibility was assessed using a five-point Likert scale, while leadership style was evaluated based on transformational and transactional leadership dimensions. Job satisfaction was measured through respondents' perceptions of workplace conditions, and work engagement was assessed using the Utrecht Work Engagement Scale (UWES), a widely recognized instrument for measuring employee involvement and enthusiasm at work.

For data analysis, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM), utilizing SmartPLS software. The choice of PLS-SEM over traditional covariance-based SEM methods was based on several considerations. First, PLS-SEM is particularly suitable for studies with small to medium sample sizes, making it an appropriate choice given the study's sample of 97 respondents. Second, it allows the analysis of complex models that include multiple independent and mediating variables simultaneously, providing a more comprehensive understanding of the relationships among work flexibility, leadership, job satisfaction, and work engagement. Third, PLS-SEM does not require data normality assumptions, which is advantageous when dealing with real-world survey data that may not always conform to strict statistical distributions.

The analysis process in PLS-SEM followed a structured procedure. The first step involved evaluating the measurement model (outer model) to assess construct validity and reliability. Convergent validity was tested by ensuring that all indicator loadings exceeded 0.7, while discriminant validity was confirmed using the Fornell-Larcker Criterion. Composite reliability and Cronbach's Alpha values were examined to ensure internal consistency, with all constructs surpassing the threshold of 0.7.

The second stage focused on evaluating the structural model (inner model) to determine the relationships between variables. The R-Square (R^2) values were computed to assess the explanatory power of the independent variables on the dependent variables. Additionally, path coefficients and hypothesis testing were conducted using the bootstrapping technique, which generated T-statistics and P-values to determine the significance of each path. A hypothesis was accepted if its T-statistic exceeded 1.96 and the P-value was below 0.05, indicating a statistically significant relationship.

Furthermore, mediation analysis was conducted to assess the indirect effects of job satisfaction on work engagement. The bootstrapping procedure was applied to evaluate whether job satisfaction served as a mediator between work flexibility, leadership, and work engagement. The results provided insights into the extent to which leadership directly and indirectly enhances employee engagement and whether work flexibility contributes to engagement through job satisfaction. Through this methodological approach, the study ensures a comprehensive and statistically robust analysis of the factors influencing Generation Z's work engagement. The findings are expected to contribute to the development of more effective human resource management strategies, particularly in addressing the evolving expectations of the modern workforce.

RESULT AND DISCUSSION

Result

Four latent variables with their respective indicators are used in this study: work flexibility, organizational commitment, job satisfaction, and performance.

Table 1. Outer Loadings

	Flexibility	Leadership	Job Satisfaction	Work Engagement
FK1	0,796			
FK2	0,738			
FK3	0,778			
FK4	0,745			
FK5	0,734			
FK6	0,801			
KK1			0,776	
KK2			0,784	
KK3			0,830	
KK4			0,757	
KK5			0,837	
KK6			0,844	
KK7			0,770	
KK8			0,850	
KP2		0,775		
KP3		0,765		
KP4		0,752		
KP5		0,812		
KP6		0,808		
KP7		0,812		
KP8		0,759		
KP9		0,795		
KTK1				0,782
KTK2				0,815

	Flexibility	Leadership	Job Satisfaction	Work Engagement
KTK3				0,756
KTK4				0,750
KTK5				0,754
KTK6				0,804
KTK7				0,780
KTK8				0,802
KTK9				0,822

The results of the convergent validity test are presented in the figure above, along with the findings from all research indicators. The loading factor values for work flexibility, organizational commitment, job satisfaction, and performance are all greater than 0.5. Therefore, each indicator related to these research variables is valid, as indicated by the loading factor values. The Average Variance Extracted (AVE) represents the mean variance value, where a value greater than 0.5 is considered satisfactory. Good discriminant validity is demonstrated by a variable if its construct value is ≥ 0.5 compared to other constructs (Supriyanto & Vivin, 2013). The calculated AVE results for each variable are shown below.

Table 2. Average Variance Extracted

	Average Variance Extracted (AVE)
Flexibility	0,587
Leadership	0,616
Job Satisfaction	0,651
Work Engagement	0,617

The information in the table below shows that the AVE values for work flexibility is 0.587, leadership is 0.616, job satisfaction is 0.651, and work engagement is 0.617. Since all values are greater than 0.5, it can be assumed that the AVE for these four variables is categorized as good. The composite reliability calculation is used to assess the reliability of a set of indicators in measuring a variable, where a value above 0.7 is considered an adequate level of reliability.

Table 3. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Flexibility	0,859	0,895
Leadership	0,911	0,928
Job Satisfaction	0,923	0,937
Work Engagement	0,922	0,935

All Cronbach's Alpha values for the observed constructs are above 0.7, and the composite reliability output also shows positive values. Thus, all variables meet the necessary requirements, and these indicators can be considered reliable and suitable for

representing the latent variables. The reliability indicator, known as R-square, for each independent latent variable in relation to the dependent variable, can be used to evaluate the internal model. The R-square calculation results, obtained using SmartPLS, are as follows. The predictive model proposed in this study will demonstrate better performance as the R-square value increases.

Table 4. R-Square Value

	R Square	R Square Adjusted
Job Satisfaction	0,895	0,893
Work Engagement	0,889	0,885

Based on the table above, the research results indicate that the variables work flexibility and leadership have an influence of 89.5% (0.895) on the R-square value of job satisfaction. Meanwhile, work flexibility and leadership have an influence of 88.9% (0.889) on the work engagement variable, with the remaining variance explained by other variables not included in this study. To determine whether a hypothesis can be accepted or rejected, it is necessary to consider the t-statistic value and p-value. If the t-statistic exceeds the critical value at the specified confidence level, and the p-value is lower than the predetermined significance level (typically 0.05), then the hypothesis is accepted. Conversely, if the t-statistic is below the critical value or the p-value is higher than the designated significance level, the hypothesis is rejected. In this study, SmartPLS software was used to test the hypotheses, where a p-value below 0.05 indicates that the hypothesis is accepted. The path coefficients and indirect effect output values serve as the basis for evaluating hypotheses directly.

Table 5. Hypotheses Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Flexibility -> Job Satisfaction	0.295	0.31	0.112	2.642	0.008
Flexibility -> Work Engagement	0.161	0.166	0.106	1.525	0.128
Leadership -> Job Satisfaction	0.671	0.656	0.112	6.013	0
Leadership -> Work Engagement	0.527	0.521	0.152	3.47	0.001
Job Satisfaction -> Work Engagement	0.277	0.277	0.13	2.142	0.033

Based on the table above, the analysis of work flexibility → job satisfaction shows a T-Statistic value of 2.642 and a P-Value of 0.008. Since p-value < 0.05, the hypothesis is

accepted, indicating a significant positive influence of work flexibility on job satisfaction. For work flexibility → work engagement, the T-Statistic value is 1.525, and the P-Value is 0.128. Since $p\text{-value} > 0.05$, the hypothesis is rejected, meaning that work flexibility does not have a significant effect on work engagement. Regarding leadership → job satisfaction, the T-Statistic value is 6.013, and the P-Value is 0.000. Because $p\text{-value} < 0.05$, the hypothesis is accepted, confirming a highly significant positive impact of leadership on job satisfaction. For leadership → work engagement, the T-Statistic value is 3.470, and the P-Value is 0.001. With $p\text{-value} < 0.05$, the hypothesis is accepted, indicating a significant positive relationship between leadership and work engagement. Finally, for job satisfaction → work engagement, the T-Statistic value is 2.142, and the P-Value is 0.033. Since $p\text{-value} < 0.05$, the hypothesis is accepted, suggesting a significant positive effect of job satisfaction on work engagement.

Indirect Testing Results

1. Work Flexibility → Job Satisfaction → Work Engagement

The Original Sample (O) value is 0.082, the T-Statistic value is 1.345, and the P-Value is 0.179. This means that the hypothesis is rejected, indicating no significant influence of work flexibility on work engagement through job satisfaction, as $p\text{-value} > 0.05$.

2. Leadership → Job Satisfaction → Work Engagement

The Original Sample (O) value is 0.186, the T-Statistic value is 2.307, and the P-Value is 0.021. Based on these results, the hypothesis is accepted, meaning that leadership has a significant positive influence on work engagement through job satisfaction, as $p\text{-value} < 0.05$.

Discussion

The findings of this study provide valuable insights into the relationship between work flexibility, leadership, job satisfaction, and work engagement among Generation Z employees in Indonesia. The analysis reveals that work flexibility significantly enhances job satisfaction but does not directly influence work engagement. In contrast, leadership plays a crucial role in both job satisfaction and work engagement, indicating that managerial approaches significantly shape employee motivation and commitment. Furthermore, job satisfaction is confirmed as a mediating variable, particularly in the relationship between leadership and work engagement.

The insignificant direct effect of work flexibility on work engagement aligns with previous studies that suggest flexibility alone does not automatically translate into higher engagement (Pataki-Bittó & Kapusy, 2021). While flexibility offers employees greater control over their work schedules and locations, engagement is a deeper psychological state influenced by multiple factors beyond mere work arrangements. One possible explanation for this result is that flexibility may reduce job-related stress and enhance work-life balance, yet it does not necessarily drive employees to be more engaged unless accompanied by other motivational elements (Decuyper & Schaufeli, 2020).

Leadership emerges as a significant predictor of both job satisfaction and work engagement, reinforcing the idea that effective leadership fosters a positive work

environment (Chillakuri, 2020). Leaders who provide guidance, mentorship, and support create conditions where employees feel valued and motivated, ultimately driving their engagement levels. This finding supports the Job Demands-Resources (JD-R) theory, which posits that leadership acts as a key job resource that enhances employee engagement by reducing job-related strain and increasing motivation (Bakker & Demerouti, 2017).

The mediation analysis further highlights the indirect role of job satisfaction in explaining the impact of leadership on work engagement. Employees who experience high job satisfaction due to effective leadership are more likely to demonstrate engagement in their roles. This aligns with earlier research, which found that job satisfaction serves as an important psychological link between workplace conditions and employee behavior (Jung & Yoon, 2021). Satisfaction creates a sense of purpose and belonging, which in turn enhances engagement, leading to higher levels of productivity, creativity, and organizational commitment.

Interestingly, the study found no significant mediation effect of job satisfaction in the relationship between work flexibility and engagement. This suggests that while flexibility contributes to job satisfaction, it does not act as a sufficient condition to drive engagement through satisfaction alone. A plausible reason for this result could be that work flexibility is perceived more as a benefit rather than an intrinsic motivator. Employees may appreciate flexible work arrangements but still require strong leadership, professional development opportunities, and workplace recognition to feel fully engaged (Rahman, Wijayati, & Kistyanto, 2023).

The high R-Square (R^2) values obtained in the structural model indicate that the independent variables (work flexibility and leadership) explain a substantial proportion of the variance in job satisfaction and work engagement. Specifically, work flexibility and leadership account for 89.5% of the variance in job satisfaction, while they collectively explain 88.9% of the variance in work engagement. These findings underscore the strong predictive power of leadership in shaping workplace dynamics, as opposed to flexibility, which plays a secondary role in engagement. Another important implication of these findings is that organizations should prioritize leadership development programs as a core strategy for enhancing engagement. Investing in leadership training, coaching, and mentorship programs can ensure that managers are equipped with the necessary skills to support, motivate, and engage their teams effectively. As Generation Z employees value feedback, career growth, and recognition, leadership approaches that emphasize these aspects will likely yield higher engagement outcomes (Lee et al., 2021).

Moreover, while work flexibility alone does not directly lead to engagement, it remains a crucial component of job satisfaction. Organizations should not view flexibility as a substitute for strong leadership but rather as a complementary strategy that contributes to a positive employee experience. Providing hybrid work options, flexible hours, and autonomy in task execution can improve job satisfaction, which indirectly benefits engagement by reducing burnout and increasing motivation (Waworuntu, Kainde, & Mandagi, 2022). The findings also suggest that organizational culture plays a significant role in shaping the effectiveness of work flexibility and leadership. In companies where a supportive and

inclusive culture is present, employees are more likely to feel engaged regardless of whether they have flexibility in work arrangements. This highlights the need for organizations to develop a culture that fosters open communication, trust, and empowerment to maximize employee engagement levels.

From a human resource management perspective, these insights indicate that organizations should adopt a dual approach that integrates both leadership effectiveness and structured flexibility. While leadership should be the primary driver of engagement, flexibility should serve as a reinforcing factor that enhances job satisfaction and reduces workplace stress. A one-size-fits-all approach may not be suitable, as employees have diverse work preferences and expectations.

In light of the post-pandemic shift towards remote and hybrid work models, organizations must carefully design their flexible work policies to align with engagement strategies. Simply offering work flexibility is not sufficient—leaders must also focus on creating meaningful connections, maintaining clear communication, and fostering team collaboration to sustain engagement in remote work environments (Ma & Fang, 2024). Another key takeaway from this study is that job satisfaction should be viewed as a strategic outcome rather than an incidental byproduct. As demonstrated in the mediation analysis, satisfaction enhances engagement when supported by strong leadership, meaning that organizations should proactively measure and monitor job satisfaction levels to identify potential issues before they impact engagement. Conducting regular employee feedback surveys and implementing well-being initiatives can further strengthen job satisfaction, ultimately leading to higher engagement and retention rates.

While this study provides meaningful contributions to the literature on work engagement among Generation Z, some limitations should be acknowledged. First, the sample was limited to employees in Indonesia, which may impact the generalizability of the findings to other cultural contexts. Future research should consider expanding the sample to different regions and industries to explore variations in how leadership and flexibility influence engagement. Additionally, this study did not account for moderating variables that may affect the relationship between work flexibility, leadership, and engagement. Future studies could investigate factors such as organizational support, employee personality traits, or industry-specific dynamics that might strengthen or weaken these relationships. Including longitudinal data could also provide deeper insights into how these factors evolve over time and whether their effects remain consistent across different career stages of Generation Z employees.

This study confirms that leadership remains the most significant driver of engagement, while work flexibility primarily enhances job satisfaction. The findings emphasize the importance of strong managerial support, clear communication, and workplace recognition in fostering engagement among Generation Z employees. Organizations should recognize that work flexibility alone is not enough to drive engagement; rather, it must be integrated within a broader strategy that prioritizes leadership effectiveness, employee well-being, and career development opportunities.

CONCLUSION

This study highlights the significant impact of work flexibility, leadership, and job satisfaction on work engagement among Generation Z employees. The findings confirm that work flexibility plays a crucial role in enhancing job satisfaction, although it does not directly influence work engagement. This suggests that while flexible work arrangements improve employees' sense of well-being, they do not necessarily strengthen their level of commitment and engagement in their roles. In contrast, leadership emerges as a key determinant of both job satisfaction and work engagement, emphasizing the critical role of managerial support in fostering a positive work environment. Leaders who provide guidance, motivation, and clear direction significantly contribute to employee engagement, reinforcing previous literature that highlights the importance of effective leadership in maintaining a committed workforce. Moreover, job satisfaction serves as a mediating factor, particularly in the relationship between leadership and work engagement. Employees who are satisfied with their work environment, primarily due to strong leadership, are more likely to exhibit higher levels of engagement and dedication to their roles. However, the mediation effect of job satisfaction is not observed in the relationship between work flexibility and work engagement, indicating that flexibility alone is not sufficient to drive engagement without other workplace factors. These findings have important theoretical and practical implications. Theoretically, the study contributes to the growing body of literature on work engagement among Generation Z employees, particularly in emerging markets such as Indonesia, where research on this demographic remains limited. By confirming the indirect role of job satisfaction, this study reinforces the relevance of established engagement models, such as the Job Demands-Resources (JD-R) theory, and highlights the distinct workplace expectations of Generation Z employees. From a practical perspective, organizations seeking to enhance employee engagement should focus on developing strong leadership capabilities while maintaining work flexibility as a supplementary strategy to improve job satisfaction. HR managers should prioritize leadership training programs, mentorship initiatives, and structured career development opportunities to cultivate a motivated and engaged workforce. Furthermore, while flexible work arrangements contribute to job satisfaction, they should be implemented alongside supportive leadership practices to maximize engagement. Despite its contributions, this study has some limitations. The research focuses exclusively on Generation Z employees in Indonesia, limiting its generalizability to other regions or cultural contexts. Future research should expand the scope by including comparative studies across different industries and countries to assess variations in how work flexibility and leadership influence engagement. Additionally, moderating factors such as organizational culture, job autonomy, and employee personality traits should be explored in future studies to provide a more comprehensive understanding of the dynamics affecting work engagement.

This study reinforces the pivotal role of leadership in driving work engagement, with job satisfaction acting as a crucial intermediary variable. While work flexibility enhances job satisfaction, it does not directly foster engagement, underscoring the need for organizations

to integrate flexibility with strong leadership and career development initiatives. By adopting a holistic HR approach, organizations can create a work environment that is not only flexible but also supportive and engaging, ultimately leading to higher employee retention, productivity, and long-term organizational success.

REFERENCE

- Bencsik, A., Horváth-Csikós, G. and Juhász, T. (2016) 'Y and Z Generations at Workplaces', *Journal of competitiveness*, 8(3).
- Bulut, S. and Maraba, D. (2021) 'Generation Z and its perception of work through habits, motivations, expectations preferences, and work ethics', *Psychology and Psychotherapy Research Study*.
- Chillakuri, B. (2020) 'Understanding Generation Z expectations for effective onboarding', *Journal of Organizational Change Management*, 33(7), pp. 1277–1296.
- Decuyper, A. and Schaufeli, W. (2020) 'Leadership and work engagement: Exploring explanatory mechanisms', *German Journal of Human Resource Management*, 34(1), pp. 69–95.
- Frimayasa, A., Herawati, Y. and Nasution, I. H. (2024) *STATISTIK BERBASIS KOMPUTER UNTUK PENELITIAN (Panduan Praktis Menggunakan SPSS untuk penelitian dan Skripsi)*. Padang: Hei Publishing.
- Gabrielova, K. and Buchko, A. A. (2021) 'Here comes Generation Z: Millennials as managers', *Business horizons*, 64(4), pp. 489–499.
- Ghozali, Imam & Latan, H. (2017) *Partial Least Square: Konsep, Metode, dan Aplikasi menggunakan program WarpPLS 5.0.* Ssemarang: Universitas Diponogoro.
- Hardin, R. M. (2020) *Generation Z: motivational needs of the newest workforce*. Northcentral University.
- Jung, H.-S. and Yoon, H.-H. (2021) 'Generational effects of workplace flexibility on work engagement, satisfaction, and commitment in South Korean deluxe hotels', *Sustainability*, 13(16), p. 9143.
- Lee, C. C. et al. (2021) 'Factors impacting work engagement of Gen Z employees: A regression analysis', *Journal of Leadership, Accountability and Ethics*, 18(3).
- Ma, K. and Fang, B. (2024) 'Exploring Generation Z's expectations at future work: the impact of digital technology on job searching', *European Journal of Training and Development*, 48(9), pp. 933–953.
- Pandita, D. and Ray, S. (2018) 'Talent management and employee engagement—a meta-analysis of their impact on talent retention', *Industrial and Commercial Training*, 50(4), pp. 185–199.
- Pataki-Bittó, F. and Kapusy, K. (2021) 'Work environment transformation in the post COVID-19 based on work values of the future workforce', *Journal of Corporate Real Estate*, 23(3), pp. 151–169.
- Rahman, S., Wijayati, D. T. and Kistyanto, A. (2023) 'Does transformational leadership and flexible working arrangements affect journalist performance? The mediating role of job satisfaction', *Journal of Business and Management Review*, 4(7), pp. 524–544.



- Rampen, D. C., Pangemanan, A. S. and Mandagi, D. W. (2023) 'The X-factors behind Gen Z employee performance: A systematic review', *Jurnal Mantik*, 7(2), pp. 668–680.
- Sugiyono, S. (2019) 'Metodologi Penelitian Kualitatif Kuantitatif dan R&D', *Bandung*. Cv. Alfabeta.
- Waworuntu, E. C., Kainde, S. J. R. and Mandagi, D. W. (2022) 'Work-life balance, job satisfaction and performance among millennial and Gen Z employees: a systematic review', *Society*, 10(2), pp. 384–398.
- Young, H. R. et al. (2018) 'Who are the most engaged at work? A meta-analysis of personality and employee engagement', *Journal of Organizational Behavior*, 39(10), pp. 1330–1346.