

Influence of Work Flexibility and Quality of Work Life on Job Loyalty among Generation Z Employees

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Abstract

This study investigates the influence of work flexibility and quality of work life on job loyalty among Generation Z employees. Using a quantitative research design, data were collected from 150 respondents in South Jakarta through a structured questionnaire. Variables were measured using validated scales and analyzed with Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4.0. The findings reveal that both work flexibility and quality of work life have a positive and significant effect on job loyalty, with quality of work life showing a stronger impact. Work flexibility enhances autonomy and comfort, allowing employees to manage work time and location more effectively, which strengthens loyalty. Meanwhile, quality of work life encompassing fair compensation, a supportive work environment, and work-life balance contributes substantially to employees' willingness to remain in the organization. These results emphasize the need for organizations to implement flexible work policies and improve quality of work life to retain young talent, especially in South Jakarta. The study contributes to the literature by addressing inconsistent findings in prior research and providing practical insights for HR strategies in engaging Generation Z. Recommendations for future research include examining additional factors such as organizational communication, work-life balance, and technology adoption using mixed-method approaches.

Keywords: Work Flexibility, Quality of Work Life, Job Loyalty

Introduction

Generation Z, born between 1997 and 2012, is a demographic group raised in the digital era with superior technological skills compared to previous generations. They are deeply connected to the digital world, which shapes their mindset and preferences, including those related to the Workplace. According to data from the Central Bureau of Statistics (2024), Generation Z has entered the productive age range of 15 to 64 years and holds significant potential as a high-quality human resource in the future. However, as they begin to enter the workforce, new challenges emerge regarding their organizational loyalty.

Although Generation Z's participation in the workforce continues to rise, their level of loyalty to companies remains relatively low. A survey by GoodStats (2024) reveals that this generation typically works at one company for only one to two years before seeking

new opportunities. This trend contrasts with previous generations, such as Millennials and Generation X, who tend to stay longer with one employer. According to Nazir (2023), Generation Z holds a more pragmatic view toward employment, focusing more on satisfaction and comfort in performing their job than on long-term organizational commitment.

One factor contributing to Generation Z's lower loyalty is their preference for flexibility. They favor jobs that offer autonomy in choosing working hours and locations. A study by Databooks (2022) found that 63% of Generation Z prefer a hybrid work model, which allows them to work from anywhere. Tarumingkeng (2018) also notes that for Generation Z, flexibility is not only about time and location but also about completing tasks through adaptive approaches. With flexibility, they feel more valued by their employer, which in turn can enhance their loyalty.

Apart from flexibility, the quality of work life (QWL) is another critical factor affecting job loyalty among Generation Z. Quality of work life includes various elements such as fair compensation, a comfortable work environment, supporting facilities, and a healthy work-life balance. According to Pardaningtyas & Budiani (2017), the higher the quality of work life provided by a company, the greater the likelihood that employees will remain loyal. However, if these aspects are ignored, Generation Z tends to leave companies more quickly in search of work environments that better meet their needs.

Previous studies have reported differing findings regarding the impact of work flexibility and QWL on employee loyalty. Naufalia et al. (2022) found that QWL significantly affects job loyalty, while Erlytasari (2023) reported the opposite. Similarly, Yusuf et al. (2023) discovered a positive effect of work flexibility on loyalty, whereas Vera et al. (2022) found no significant relationship. These conflicting findings reveal a research gap that warrants further investigation. However, findings remain inconsistent, particularly regarding the influence of work flexibility and quality of work life (QWL) on employee loyalty. Some studies suggested that flexible work arrangements and higher QWL are strongly associated with increased loyalty, while others reported insignificant or indirect effects. This indicates the need for further research to clarify these relationships, especially in the context of Gen Z employees who are known for valuing work-life balance, supportive environments, and career development opportunities (Vera et al., 2022).

This study offers both practical and theoretical contributions. From a practical perspective, the findings provide valuable insights for organizations and HR managers in Indonesia on how to design policies that enhance Gen Z's loyalty, particularly through flexible work arrangements and improvements in QWL. This is highly relevant given that turnover among Gen Z has become a pressing issue in many companies. From a theoretical perspective, the study enriches the existing literature on job loyalty by providing evidence from a specific generational and regional context—Generation Z employees in South Jakarta—where empirical research is still limited.

The novelty of this research lies not only in addressing the inconsistencies of prior studies but also in focusing on a unique context: examining the combined influence of work

flexibility and QWL on job loyalty among Generation Z in South Jakarta. While previous studies have often focused on job satisfaction, motivation, or turnover intention, this study directly explores loyalty as an outcome variable, highlighting factors that are particularly relevant for Gen Z. By doing so, this research contributes new perspectives to both academic literature and organizational practices in Indonesia.

Based on these phenomena and inconsistencies in prior studies, this research aims to examine the influence of work flexibility and quality of work life on the job loyalty of Generation Z employees. Understanding the factors that drive loyalty in this generation can help companies design more effective strategies to retain young, high-potential talent in the Workplace.

Theoretical Review

Job loyalty

Loyalty refers to individual dedication and commitment to an organization, and is one of the qualities that needs to be enhanced by the organization (Yusuf et al., 2023). Mauludi & Kustini (2022) stated that loyalty can also be defined as employee trust that they work voluntarily without coercion. In addition, they see their job as a wholehearted choice. According to Febriana & Kustini (2022), loyalty arises from the interaction between the organization and employees, gradually developing into a commitment that drives employees to support collective goals. It also involves protecting the company's confidentiality and remaining committed to staying with the organization (Anggraini & Manullang, 2018). Therefore, job loyalty can be interpreted as employees' devotion and dedication to supporting the company's vision and mission.

Agustini (2020) outlines several factors that influence employee loyalty, including: worker characteristics (e.g., age, tenure, education); job characteristics (e.g., task variety, feedback); organizational policies; and the physical and psychological work environment. Priyanto (2022) identifies indicators of job loyalty such as responsibility, dedication, integrity, and honesty.

Anggriyani (2016) posited several impacts of job loyalty. Firstly, a strong tendency to stay and keep becoming a member of organizations. Secondly, mutual trust. Employees feel appreciated and supported and are assured of the organization's policies and decisions. Thirdly, adherence to corporate values, compliance with organizational rules, high responsibility, and a positive work attitude.

The phenomenon of Generation Z shows a tendency toward low job loyalty. According to Goodstats (2024) they tend to change jobs more quickly, typically within 1–2 years, compared to previous generations. Generation Z is also characterized as being less loyal to their employers, which requires management to pay special attention to their needs. Various factors influence the job loyalty of Gen Z employees. Vera et al., (2022) found that flexible work arrangements and quality of work life are among the key factors, a finding that is consistent with (Pardaningtyas & Budiani, 2017).

Work Flexibility

According to Listyowati et al. (2021), work flexibility constitutes a form of non-financial compensation whereby employees are granted flexible working hours. Huda and Ekhsan

(2023) further explain that work flexibility involves formal policy systems implemented by human resource managers or informal arrangements concerning flexibility within an organization. The implementation of flexible working hours not only grants employees the freedom to choose a conducive work location but also the autonomy to determine when to begin and end their working hours (Putra et al., 2024).

Bissilisin et al. (2023) define work flexibility as company policies, both formal and informal, related to scheduling, work location, and working time, along with other policies provided to employees to support work-life balance. Work flexibility enables employees to achieve a harmonious balance between their professional and personal lives, which contributes to job satisfaction, higher performance, and overall organizational improvement (Sihite et al., 2024). Based on these definitions, work flexibility can be understood as a policy that grants employees autonomy over key aspects of their work, including time, location, and work duration.

Wahyuni (2014) identifies several factors that influence work flexibility. Industry Type, this refers to specific sectors within the economy such as manufacturing, services, agriculture, mining, retail, pharmaceuticals, automotive, and others each of which possesses distinct characteristics, requirements, and work patterns in accordance with their core activities. Strategic Factors. These are key elements that influence organizational decision-making and success, including competitive advantages, cost efficiency, innovation, adaptability, and responsiveness to market changes or customer needs. Technological Systems include combinations of hardware, software, networks, and processes employed to support, automate, or enhance an organization's operational functions, communication, and productivity. Organizational Characteristics: Smaller organizations are generally more agile and adaptable, which often necessitates higher levels of labor flexibility. Human Resource Practices, A comprehensive set of policies and strategies used to manage human capital including recruitment, training, development, performance management, compensation, and labor relations—aimed at fostering a productive work environment aligned with organizational goals. Lastly, Company Size, the scale of an organization, is typically measured by the number of employees, revenue, assets, or market share.

In addition, Sofyan and Elmi (2024) stated that the impacts of work flexibility are that employees have more time that can be optimized to complete their tasks more efficiently, and it allows employees to work in more comfortable and conducive environments, thereby enhancing focus and overall job satisfaction. Work flexibility will foster greater creativity and work effectiveness, as employees are able to work in settings aligned with their preferred working styles (Sofyan and Elmi, 2024). Moreover, work flexibility improves work process efficiency by enabling employees to manage their time and workplace arrangements more flexibly and increase cost-saving operational expenditures, particularly through reduced expenses related to office space and other facilities (Sofyan and Elmi, 2024).

So, what is the relationship with Gen Z? The relationship between work flexibility and Generation Z lies in the fact that this generation highly values autonomy and balance in their professional lives. Flexibility in terms of working hours and location allows them to integrate work with personal needs, which aligns with their preference for hybrid and non

traditional work arrangement. According to Databooks (2022) Generation Z tends to prefer hybrid work patterns, which reflects their strong demand for flexibility in how they work. They expect companies to provide flexible working hours, which are considered essential in minimizing turnover. Similarly, Kusmana et al., (2019) emphasized that when employees are given the freedom to choose their own working time and place, they are more likely to remain committed to the organization. The point is flexibility of work become a key factor influencing their job satisfaction, organizational commitment, and overall job loyalty.

Quality of work-life

Quality of work life can be defined as a series of employee perceptions about their job, encompassing both physical and psychological dimensions, which reflect how employees view their work and how they feel about it (Turyandi, 2020). According to Hastuti and Kasmari (2022), the quality of work life plays a vital role in the functioning of work activities, wherein both superiors and subordinates must be able to coordinate and execute tasks based on mutual agreement.

Fadhilah et al. (2018) emphasize that the quality of work life fundamentally underscores the importance of respecting individuals within the work environment. This includes providing career advancement opportunities, acknowledging the critical role of employees in fostering healthy communication, offering appropriate job assignments, and granting recognition proportional to their contributions. Organizations must therefore foster a supportive work environment to enhance the quality of work life. A positive work atmosphere can boost employee productivity and encourage top talent to remain loyal and committed to the organization (Rini & Sidhiq, 2020).

From these various perspectives, it can be concluded that the quality of work life reflects an organization's concern for employee well-being by improving working conditions. It encompasses both physical and psychological aspects that influence how employees perceive and experience their work.

According to Riyono et al. (2022), several factors influence the quality of work life. Trust, mutual trust among members of the organization or company, to foster a culture of reliability and transparency. Care, a sense of empathy, and mutual assistance among organizational members when facing difficulties in their work. Respect is mutual respect among all organization members, regardless of hierarchical level, from superiors to subordinates. Learning is a commitment to continuous learning within the organization to enhance individual and team knowledge, skills, and competencies to respond to challenges and organizational changes effectively. *Contribution* is an active drive to contribute to organizational advancement through ideas, innovations, and tangible actions aligned with organizational goals.

In the context of Generation Z, QWL becomes even more relevant since this cohort tends to have different job expectations compared to previous generations. They do not evaluate jobs merely in terms of salary, but also take into account aspects such as a supportive work environment, opportunities for career advancement, organizational culture, and work-life balance. These elements are considered essential because Gen Z places a strong emphasis on personal growth, mental well-being, and alignment between their values and

those of the organization. Without adequate attention to QWL, organizations risk facing higher turnover rates, as Gen Z employees are less hesitant to leave a company that fails to meet their expectations. As highlighted by Goodstats (2024), Gen Z employees are known to switch jobs within one to two years, indicating their relatively low level of organizational loyalty. Therefore, QWL emerges as a critical factor not only for enhancing job satisfaction but also for reducing turnover and retaining their long-term commitment to the organization.

Zin (2004) identifies several key indicators of quality of work life, including growth and development, participation, physical environment, supervision, salary and benefits, social relevance, and integration in the Workplace. On the other hand, Putra et al. (2021) stated that the impact of quality of work life is improving job performance, increasing work motivation, enhancing work ethics, increasing job satisfaction, increasing self-efficacy, and supporting organizational sustainability and success.

Framework

A conceptual framework is the basis for research, synthesized from facts, observation, and literature. Therefore, a conceptual framework contains theories, propositions, or concept that will serve as the basis for the research (Syahputri et al., 2023). This study examines the influences of work flexibility and quality of work life on employee loyalty among Generation Z employee in South Jakarta. The framework of thinking used in this research is as follows :

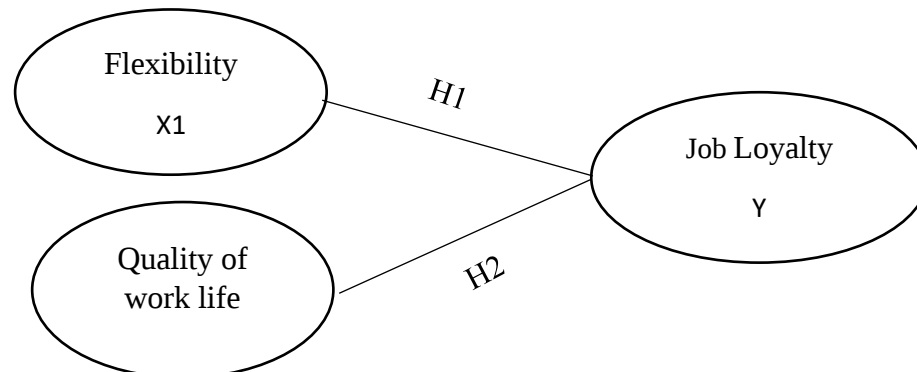


Figure 1. The thinking framework

The Influence of Work Flexibility on Employee Loyalty

Work flexibility refers to a formal policy system implemented by leadership or informal arrangements related to flexibility within a company or institution (Huda & Ekhsan, 2023). A study conducted by Kusmana et al. (2019) found that employees who experience autonomy in managing their work time and location tend to feel more attached to the company and demonstrate greater dedication, enhancing their loyalty toward the organization.

Previous studies have demonstrated a positive relationship between work flexibility and employee loyalty, including those by Yusuf et al. (2023), Capnary et al. (2018),

Hermawan (2023), Stefanie et al. (2020), and Pambudi & Tecoalu (2019). Thus, we proposed:

H1: Work Flexibility Significantly Influences the Loyalty of Generation Z Employees/
The Influence of Quality of Work Life on Employee Loyalty

Quality of work life considers the alignment of organizational strategies and objectives with the needs of employees, allowing employees to directly benefit from the implementation of effective quality of work life initiatives (Jesi & Sentoso, 2023). Daxini & Yadav (2019) suggest that a high quality of work life cultivates employees' desire to remain within the organization. Prior empirical studies have consistently confirmed the significant positive effect of quality of work life on employee loyalty, including those by Rahmayuni & Ratnaningsih (2020), Lau et al. (2019), Naufalia et al. (2022), Yunanto & Wijono (2024), and Firdaus et al. (2021). Thus, we proposed:

H2: Quality of Work Life significantly influences Generation Z Employees' Loyalty.

Research Method

This study employs a quantitative research design. The measurement instrument used in this research is a structured questionnaire, in which responses are obtained directly from employees by presenting them with a series of predefined questions. The object of this research is Generation Z employees. The study was conducted between late September and December 2024.

The population in this study consists of Generation Z employees in Jakarta, aged between 19 and 26 years, with a total population exceeding 114,000, based on data from Statistics Indonesia (Badan Pusat Statistik, 2023). This study employed a convenience sampling technique, which is a non-probability sampling method where respondents are selected based on their availability and accessibility. Golzar et al., (2022) said that the use of convenience sampling was intended to make data collection more practical and efficient, particularly in addressing limitations related to time, cost, and resources that the researcher might encounter in the field. South Jakarta was purposively selected as the research area because it serves as a major business and commercial hub with a high concentration of companies employing Generation Z workers, making it a relevant context to examine the influence of work flexibility and quality of work life on job loyalty.

A total of 150 respondents were selected as the sample for this study. Given that the questionnaire consists of 15 items, the sample size determination follows the 10 Times Rule proposed by Kock & Hadaya (2018), which recommends that the minimum sample size should be 10 times the largest number of structural paths directed at a particular construct—in this case, $15 \times 10 = 150$ respondents. So, the use of this sampling technique was intended to address practical limitation faced by the researcher in the field, particularly those concerning limited financial resources, time, and manpower.

The items in job loyalty are adopted from Eko Singgih Priyanto (2022), and items in work flexibility are based on the study of Mattarima et al. (2023), while Measurements in quality of work-life are adopted from Zin (2004). The questionnaire is utilized on a Likert

scale from 1 (totally disagree) to 4 (totally agree). The data was analyzed using *Structural Equation Modeling (SEM)* with *SmartPLS (Partial Least Squares)* 4.0. Hair et al. (2017) stated that PLS-SEM is highly suitable for small sample sizes, offering greater stability and convergence in estimation, which makes it particularly advantageous for exploratory or predictive research contexts.

Results and Discussion

Description of the research project

Characteristics of respondents based on age

Based on respondents who have answered the questions, data on respondents ages is obtained as presented in the following table:

Table 1. Characteristic of generation Z employees in South Jakarta based on age

Ages	Frequency	Percentation
17-20 Years old	23	14,94%
21-23 Years old	66	42,86%
24-27 Years old	65	42,20%
Total	154	100%

Source: Data Processed with Google Form (2024)

The table shows that Generation Z employee in South Jakarta aged 17-20 years are 23 people (14,94%, and employee aged 21-23 years are 66 people (42,86%, and employee aged 24-27 years are 65 people (42,20% . It can be concluded that the majority of generation Z employees in South Jakarta are in the 21-23 age range.

Characteristics of respondents based on gender

Tabel 2. Characteristic of generation Z employees in South Jakarta based on gender

Gender	Frequency	Percentation
Male	61	39,61%
Female	93	60,39%
Total	154	100%

Source: Data Processed with Google Form (2024)

The table shows that Generation Z employees in South Jakarta are male, numbering 61 people (39,61%) and there were 93 female (60,39%). So, it can be concluded that the majority of Generation Z employees in South Jakarta are female.

Characteristics of respondents based on job title

The description of the characteristics of generation z employee in south jakarta is quite diverse, ranging from regular staff positions digital marketing, freelancersm programmers, and so on which the author cannot mention one by one.

Characteristics of respondents based on length of service

Table 3. Characteristic of generation Z employees in South Jakarta based on length of service

length of service	Frequency	Percentation%
0-1 Year	54	35, 06%
2-3 Years	74	48, 05%
> 3 Years	26	16,88%
Total	154	100%

Source: Data Processed with Google Form (2024)

The table above shows that Generation Z employees in South Jakarta based on length of service of 0-1 years numbered 54 people (35,06%), 2-3 years numbered 74 people (48,05%), and more than 26 people (16,88%). From this data, it can be concluded that the length of service of Generation Z employees in South Jakarta is mostly 2-3 years.

Measurement Model

The results show that all items have the loading factor above 0.7 (Hair et al. 2017) as shown in Table. In addition, the value of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) are above the cut-off point (Cronbach's Alpha $\geq 0,7$; Composite Reliability $\geq 0,7$; AVE $\geq 0,5$) as suggested by Hair et al (2017). The result is shown in Table.

Table 4. Loading Factor

	FK	LK	QWL	RESULT
FK1	0.755			Valid
FK2	0.881			Valid
FK3	0.809			Valid
LK2		0.784		Valid
LK3		0.799		Valid
LK5		0.789		Valid
QWL3			0.847	Valid
QWL4			0.771	Valid
QWL6			0.766	Valid

Source: Data Processed with SmartPLS 4.0 (2024)

Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance
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				extracted (AVE)
FK	0.749	0.770	0.856	0.666
LK	0.701	0.701	0.834	0.626
QWL	0.708	0.709	0.838	0.633

Table 5. Construct Validity and Reliability

Source: Data Processed with SmartPLS 4.0 (2024)

As shown in Table, the Heterotrait-Monotrait Ratio (HTMT) values obtained are as follows: from Work Flexibility (WF) to Work Loyalty (WL) the HTMT value is 0.875, from Work Flexibility (WF) to Quality of Work Life (QWL) the value is 0.833, and from Quality of Work Life (QWL) to Work Loyalty (WL) the value is 0.995.

According to general guidelines, HTMT values should be below 0.90 to indicate adequate discriminant validity. However, Henseler et al. (2015) suggest that an HTMT value of up to 0.90 is acceptable when the constructs being measured are conceptually similar or closely related within the path model.

Table 6. Discriminant Validity

	FK	LK
LK	0.875	
QWL	0.833	0.995

Source: Data Processed with SmartPLS 4.0 (2024)

Structural Model

Table 7. Variance Inflation Factor (VIF)

Indicator	VIF
FK1	1.368
FK2	1.752
FK3	1.573
LK2	1.365
LK3	1.403
LK5	1.335
QWL3	1.641
QWL4	1.382
QWL6	1.338

Source: Data Processed with SmartPLS 4.0 (2024)

Collinearity among predictor constructs

Based on the Variance Inflation Factor (VIF) values presented in Table, all VIF scores are below the threshold of 5.0. This indicates that there are no significant multicollinearity issues among the exogenous constructs within the structural model. The results suggest

that the independent variables do not exhibit excessive intercorrelation, thereby supporting the reliability of the path coefficient estimations in the model.

R Square

Table 8. R Square

	R-square	R-square adjusted
LK	0.565	0.559

Source: Data Processed with SmartPLS 4.0 (2024)

In addition, as shown in the Table, the R-Square (R^2) value for the employee loyalty variable is 0.565. This indicates that the latent variables of work flexibility and quality of work life (QWL) collectively explain 56.5% of the variance in employee loyalty. In other words, the model demonstrates a moderate predictive power, suggesting that these two exogenous variables have a substantial influence on the endogenous construct of employee loyalty.

Effect Size (F Square)

Table 9. F Square

	LK
FK	0.167
QWL	0.357

Source: Data Processed with SmartPLS 4.0 (2024)

Based on Table, the path coefficient from Variable X1 (Work Flexibility) to Variable Y (Work Loyalty) is 0.167, which indicates a moderate effect. In contrast, the path coefficient from Variable X2 (Quality of Work Life) to Work Loyalty is 0.357, reflecting a strong effect. These results suggest that while both variables contribute positively to employee loyalty, quality of work life exerts a greater influence compared to work flexibility in the context of Generation Z employees.

Blindfolding

Table 10. Blindfolding

	SSO	SSE	Q² (=1-SSE/SSO)
FK	462.000	462.000	0.000
LK	462.000	305.780	0.338
QWL	462.000	462.000	0.000

Source: Data Processed with SmartPLS 4.0 (2024)

Based on the results of the blindfolding analysis as shown in Table, the Q^2 value for the Work Loyalty (WL) construct is 0.338, indicating that the model possesses

moderate predictive relevance for this endogenous variable. Conversely, the Q^2 values for the Work Flexibility (WF) and Quality of Work Life (QWL) constructs are 0.000, suggesting that the model lacks predictive relevance for these two constructs, which are exogenous in nature.

Size and significance of path coefficients

Table 11. Path Coefficient

	FK	LK	QWL
FK		0.339	
QWL		0.496	

Source: Data Processed with SmartPLS 4.0 (2024)

Referring to Table, the Work Flexibility (WF) variable has a path coefficient of 0.339, indicating a significant and positive relationship between WF and Work Loyalty (WL). The strength of the coefficient suggests that work flexibility has a moderate influence on employee loyalty. In comparison, the Quality of Work Life (QWL) variable shows a higher path coefficient of 0.496, suggesting a stronger and more significant relationship between QWL and Work Loyalty (WL). This implies that QWL exerts a greater impact on employee loyalty than work flexibility within the context of Generation Z employees.

Hypothesis Testing

The result of hypothesis testing is shown in Table. Show that $t\text{-value} > t\text{-statistic}$. It indicates that the relationship between work flexibility and employee loyalty is statistically significant, with a $t\text{-statistics}$ of 4.228 and a $P\text{-value}$ of 0.000, which is below the significance threshold of 0.05. These results confirm that work flexibility has a positive and significant effect on the loyalty of Generation Z employees. Moreover, the analysis also reveals that the quality of work life significantly influences employee loyalty, with a $T\text{-statistic}$ value of 6.431 and a $P\text{-value}$ of 0.000. Since the $P\text{-value}$ is well below 0.05, this supports the significant impact of the quality of work life on the loyalty of Generation Z employees.

Table 12. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FK -> LK	0.339	0.336	0.080	4.228	0.000
QWL -> LK	0.496	0.499	0.077	6.431	0.000

Source: Data Processed with SmartPLS 4.0 (2024)

Discussion

The Influence of Work Flexibility on Employee Loyalty

The results are shown in Table 12 support H1. It indicates that work flexibility significantly influences employee loyalty. Work flexibility refers to a formal policy system implemented by human resource managers or informal arrangements concerning flexibility within an organization (Huda & Ekhsan, 2023). In this study, a higher level of work flexibility is associated with a greater level of employee loyalty. Work flexibility provides employees with comfort and autonomy in performing their tasks, allowing them to work more freely and optimally (Abadi & Taufiqurrahman, 2023).

Kusmana et al. (2019) argue that employees who experience freedom in managing their work time and location tend to feel more attached to the organization and demonstrate greater dedication and loyalty. The present study further validates this relationship, aligning with previous findings by Yusuf et al. (2023), Capnary et al. (2018), Hermawan (2023), Stefanie et al. (2020), and Pambudi & Tecolu (2019), who have all confirmed the significant impact of work flexibility on employee loyalty.

The Influence of Quality of Work Life on Employee Loyalty

Hypothesis 2 (H2) proposes that the quality of work life (QWL) significantly influences employee loyalty. As presented in the Table, the T-statistic is 6.431 and the P-value is 0.000, indicating a highly significant effect at the 0.05 level.

According to Sahni (2019), quality of work life is closely related to job satisfaction, working conditions, opportunities for growth, and the social and cultural environment of the organization. Jesi & Sentoso (2023) emphasize that QWL involves aligning organizational strategies and goals with employee needs so that employees may directly benefit from effective QWL practices.

Daxini & Yadav (2019) also assert that a high quality of work life fosters a stronger desire among employees to remain with the organization. The current findings are further supported by earlier studies by Rahmayuni & Ratnaningsih (2020), Lau et al. (2019), Naufalia et al. (2022), Yunanto & Wijono (2024), and Firdaus et al. (2021), all of which demonstrate that the quality of work life has a significant and positive effect on employee loyalty.

Conclusions

Main Finding

This study found that work flexibility and quality of work life have a positive and significant influence on job loyalty among Generation Z employees in Jakarta. The SEM-PLS analysis revealed that quality of work life has a stronger impact compared to work flexibility. This indicates that while flexible work arrangements are important to Generation Z, the quality of work life such as fair compensation, a supportive work environment, and adequate facilities plays a more dominant role in fostering employee loyalty.

Implication

Practically, the results suggest that organizations should strengthen flexible work policies for example flexible hours, remote work, or hybrid arrangements and enhance quality of work life by providing health facilities, creating a comfortable and supportive work environment, and ensuring open communication. Theoretically, this study contributes to the literature by reinforcing the empirical evidence that quality of work life significantly influences employee loyalty, particularly among Generation Z, while also addressing inconsistencies in prior research.

Limitation

This research has several limitations. First, the data were collected from only 150 Generation Z employees in Jakarta, which may limit the generalizability of the findings to other regions or industries. Second, the study applied a quantitative design with structured questionnaires, which may not capture deeper insights into employees. Third, the time to do the research is just for month which is too fast to do the research.

Recommendation

Future research is recommended to first, expand the sample to different industries and regions to improve generalizability. Second, employ mixed-methods or qualitative approaches to capture richer perspectives on job loyalty. Third, include additional variables such as work-life balance, organizational communication, leadership, or technology adoption to provide a more comprehensive understanding of factors influencing Generation Z employee loyalty.

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