

## ABSTRAK

Fleksibilitas kerja merupakan kebijakan kerja yang telah lazim diterapkan di berbagai organisasi dan institusi. Instansi pemerintah merupakan salah satu organisasi yang menerapkan fleksibilitas kerja sebagai salah satu upaya untuk menyediakan sumber daya pekerjaan baik pegawainya. Hal tersebut diharapkan akan berdampak pada peningkatan kinerja pegawai, dan selanjutnya, bermuara pada optimalisasi kinerja organisasi. Berbagai literatur dan penelitian terdahulu telah pula membuktikan bahwa selain kinerja pegawai, fleksibilitas kerja berpengaruh pula terhadap keterikatan pegawai. Selain itu, perilaku proaktif sebagai salah satu kapabilitas individu dianggap memiliki peran dalam meningkatkan kinerja pegawai.

Penelitian ini merupakan penelitian kuantitatif dengan metode *purposive sampling*. Data primer penelitian didapatkan melalui pengisian kuesioner oleh para responden secara daring. Penelitian ini menganalisis pengaruh fleksibilitas kerja terhadap kinerja pegawai generasi Z dan Milenial pada Kementerian Keuangan Republik Indonesia. Sampel penelitian ini berjumlah 663 dengan pengujian hipotesis menggunakan metode *Partial Least Square – Structural Equation Modelling* (PLS-SEM) dan diolah menggunakan perangkat lunak SmartPLS 4.1.0.3.

Penelitian ini menghasilkan temuan bahwa fleksibilitas kerja memiliki pengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, penelitian ini menemukan pula bahwa keterikatan pegawai memediasi secara parsial pengaruh fleksibilitas kerja terhadap kinerja pegawai dan perilaku proaktif memoderasi hubungan antara keterikatan pegawai dengan kinerja pegawai. Hasil penelitian tersebut diharapkan dapat menjadi bahan pertimbangan bagi Kementerian Keuangan dalam menyusun dan merumuskan kebijakan fleksibilitas kerja yang lebih optimal dalam peningkatan kinerja dan keterikatan pegawai muda, yang merupakan komposisi terbesar pegawai Kementerian Keuangan.

**Kata kunci:** fleksibilitas kerja, kinerja pegawai, keterikatan pegawai, perilaku proaktif, sektor publik, generasi Z, generasi Milenial

## ABSTRACT

*Work flexibility is a work policy that has been commonly applied in various organizations and institutions. Government agencies are one of the organizations that implement work flexibility as an effort to provide good work resources for their employees. This is expected to have an impact on improving employee performance, and subsequently, leading to optimizing organizational performance. Various literature and previous studies have also proven that in addition to employee performance, work flexibility affects employee engagement. In addition, proactive behavior as an individual capability is considered to have a role in improving employee performance.*

*This research is a quantitative research with a purposive sampling method. Primary research data were obtained through filling out questionnaires by respondents online. This study analyzes the effect of work flexibility on the performance of generation Z and millennial employees of Ministry of Finance of the Republic of Indonesia. The sample of this study was 663 with hypothesis testing using the Partial Least Square - Structural Equation Modeling (PLS-SEM) method and processed using SmartPLS 4.1.0.3.*

*This study found that work flexibility has a positive and significant effect on employee performance. In addition, this study also found that employee engagement partially mediates the effect of work flexibility on employee performance and proactive behavior moderates the relationship between employee engagement and employee performance. The results of this study are expected to be used as consideration for Ministry of Finance to prepare and formulate more optimal work flexibility policies in improving performance and engagement of young employees who are the largest composition of employees in Ministry of Finance.*

**Keywords:** *work flexibility, employee performance, employee engagement, proactive behavior, public sector, generation Z, millennial generation*