

INTISARI

Gelombang penyesuaian organisasi dan pemutusan hubungan kerja (PHK) di sektor teknologi sejak 2022 menyoroti kerentanan pekerja muda, khususnya Generasi Z, yang tercatat sebagai kelompok dengan tingkat evaluasi kinerja dan terminasi tertinggi. Situasi ini menimbulkan pertanyaan tentang efektivitas fleksibilitas kerja yang menjadi ciri utama operasional *startup* digital di Indonesia. Meskipun banyak literatur menyebut Gen Z sebagai digital *natives* yang adaptif terhadap pola kerja fleksibel, temuan empiris justru menunjukkan adanya paradoks berupa tantangan dalam motivasi, kedisiplinan, serta kemampuan mengelola otonomi kerja. Kondisi tersebut mengindikasikan bahwa fleksibilitas tidak selalu menghasilkan kinerja optimal tanpa mempertimbangkan kapasitas psikologis individu.

Penelitian ini bertujuan menganalisis pengaruh fleksibilitas kerja terhadap kinerja pekerja Gen Z pada *startup* Indonesia serta menguji peran regulasi diri sebagai variabel moderasi. Penelitian menggunakan pendekatan kuantitatif dengan desain *cross-sectional* melalui survei online terhadap 184 pekerja Gen Z yang telah bekerja minimal satu tahun dan menjalani skema kerja fleksibel selama sedikitnya enam bulan. Analisis dilakukan menggunakan PLS-SEM untuk menilai validitas konstruk, reliabilitas, dan hubungan struktural antarvariabel.

Hasil penelitian menunjukkan bahwa fleksibilitas kerja berpengaruh positif dan signifikan terhadap kinerja. Selain itu, regulasi diri terbukti memperkuat hubungan tersebut, sehingga fleksibilitas memberikan dampak yang lebih optimal bagi pekerja yang mampu mengatur perhatian, perilaku, dan tujuan kerja secara mandiri

Kata Kunci: fleksibilitas kerja, kinerja kerja, regulasi diri, *startup*, Generasi Z

ABSTRACT

The wave of organizational restructuring and layoffs in the technology sector since 2022 has highlighted the vulnerability of young workers, particularly Generation Z, who exhibit the highest rates of performance evaluation challenges and employment termination. This situation raises concerns regarding the effectiveness of work flexibility, a defining feature of digital startup operations in Indonesia. Although existing literature often characterizes Gen Z as digital natives who readily adapt to flexible work arrangements, empirical findings reveal a paradox marked by issues of motivation, discipline, and autonomous work management. These conditions suggest that flexibility does not automatically lead to optimal performance without considering individual psychological capacities.

This study therefore examines the effect of on the work performance of Gen Z employees in Indonesian startup and tests the moderating role of self-regulation. Using a quantitative, cross-sectional design, data were collected through an online survey of 184 Gen Z workers with at least one year of work experience and a minimum of six months under flexible work arrangements. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to assess construct validity, reliability, and structural relationships among variables.

The results show that flexible work arrangements has a positive and significant effect on work performance, and that self-regulation strengthens this relationship, indicating that flexibility yields more optimal outcomes for employees capable of independently managing their attention, behavior, and work goals.

Keywords: *work flexibility, work performance, self regulation, startup, Generation Z*