

## DAFTAR ISI

HALAMAN PENGESAHAN.....	i
SURAT PERNYATAAN KEASLIAN KARYA TULIS TESIS.....	ii
KATA PENGANTAR.....	iii
DAFTAR ISI.....	iv
DAFTAR TABEL.....	vi
DAFTARGAMBAR.....	vii
INTISARI.....	viii
<i>ABSTRACT</i> .....	ix
BAB I PENDAHULUAN.....	1
1.1. Latar Belakang .....	1
1.2. Rumusan Masalah .....	9
1.3. Pertanyaan Penelitian .....	14
1.4. Tujuan Penelitian.....	15
1.5. Manfaat Penelitian .....	15
1.6. Lingkup Penelitian .....	17
1.7. Sistematika Penulisan .....	18
BAB II KAJIAN LITERATUR.....	20
2.1. Kinerja Kerja.....	18
2.2. Pengaturan Kerja Fleksibel .....	23
2.3. Regulasi Diri .....	29
2.4. Generasi Z .....	33
2.5. Pengembangan Hipotesis .....	36
2.5.1. Fleksibilitas Kerja Berpengaruh Positif pada Kinerja Kerja.....	36
2.5.2. Regulasi Diri Memoderasi Pengaruh Positif Fleksibilitas Kerja pada Kinerja Kerja.....	38
2.6. Model Penelitian .....	40
BAB III METODE PENELITIAN.....	43
3.1. Desain Penelitian.....	44
3.2. Populasi dan Sampel .....	42
3.3. Metode Pengumpulan Data .....	43
3.4. Definisi Operasional Variabel .....	44
3.4.1. Kinerja Kerja.....	44
3.4.2. Fleksibilitas Kerja .....	45
3.4.3. Regulasi Diri .....	45
3.5. Metode Analisis Data .....	49

3.5.1.	Pengujian Model Pengukuran .....	47
3.5.2.	Uji Model Struktural .....	49
3.6.	Uji Hipotesis .....	54
<b>BAB IV</b>	<b>HASIL PENELITIAN DAN PEMBAHASAN.....</b>	<b>57</b>
4.1.	Hasil Pengumpulan Data.....	57
4.2.	Deskripsi Karakteristik Demografi .....	55
4.3.	Statistik Deskriptif .....	60
4.4.	Hasil Analisis Model Pengukuran.....	61
4.4.1.	Uji Validitas.....	65
4.4.2.	Uji Reliabilitas .....	70
4.5.	Hasil Analisis Model Struktural .....	68
4.6.	Hasil Uji Hipotesis .....	75
4.7.	Diskusi dan Pembahasan.....	73
4.7.1.	Hipotesis 1 :Fleksibilitas kerja berpengaruh Positif terhadap Kinerja Kerja Pekerja <i>Startup</i> Gen Z dalam Konteks Kerja Fleksibel .....	78
4.7.2.	Hipotesis 2 :Regulasi Diri Memoderasi Arah dan Kekuatan Pengaruh fleksibilitas Kerja terhadap Kinerja Kerja Pekerja <i>Startup</i> dalam Konteks Kerja Fleksibel dengan Arah Moderasi Positif.....	80
<b>BAB V</b>	<b>SIMPULAN.....</b>	<b>83</b>
5.1.	Simpulan .....	83
5.2.	Implikasi.....	83
5.2.1.	Implikasi Praktis .....	83
5.2.2.	Implikasi Teoritis.....	85
5.3.	Keterbatasan.....	87
5.4.	Saran.....	88
	<b>DAFTAR PUSTAKA .....</b>	<b>88</b>
<b>LAMPIRAN.....</b>		<b>94</b>
	Lampiran 1 – <i>Form</i> Kuesioner .....	95
	Lampiran 2 – Hasil Keluaran aplikasi SmartPLS 4.....	97

## DAFTAR TABEL

Tabel 4.1 Hasil Distribusi Kuesioner .....	58
Tabel 4.2 Karakteristik Responden .....	59
Tabel 4.3 Interval Rata-Rata .....	61
Tabel 4.4 Statistik Deskriptif Variabel dan Indikator .....	58
Tabel 4.5 Hasil Uji Validitas Konvergen.....	63
Tabel 4.6 Hasil Pengukuran Validitas Diskriminan (HTMT).....	64
Tabel 4.7 Hasil Pengukuran Validitas Diskriminan <i>Fornell Larcker</i> .....	65
Tabel 4.8 Hasil Pengukuran Validitas Diskriminan <i>Cross loadings</i> .....	66
Tabel 4.9 Hasil Uji Reliabilitas .....	67
Tabel 4.10 Nilai <i>R-Square</i> .....	69
Tabel 4.11 Hasil Uji <i>Effect Size</i> .....	70
Tabel 4.12 Hasil Uji <i>Predictive Relevance</i> .....	70
Tabel 4.13 Nilai Uji Ketetapan Model .....	78
Tabel 4.14 Hasil Uji Model Analisis Jalur .....	78
Tabel 4.15 Ringkasan Hasil Uji Hipotesis .....	78

## DAFTAR GAMBAR

Gambar 1.1 Perkembangan Jumlah Pekerja dan Pengangguran .....	3
Gambar 2.1 Model Penelitian .....	40
Gambar 4.1 Diagram Jalur <i>Outer Model</i> .....	62
Gambar 4.2 Diagram Jalur <i>Inner Model</i> .....	68
Gambar 4.3 <i>Simple Slope Plot</i> .....	76

## **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*