



Organisational Behaviour, Artificial Intelligence, Hybrid Work Patterns, and Perceptions of Fairness Towards Gen Z Job Satisfaction

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ABSTRACT

Keywords:

Organizational Behavior, Artificial Intelligence, Job Satisfaction, Generation Z

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This study aims to analyze the influence of organizational behavior, artificial intelligence (AI), and hybrid work patterns on job satisfaction among Generation Z (Gen Z) employees, with perceived justice as a moderating variable. The respondents in this research were Gen Z employees of Pangkalpinang City's local government who work in hybrid work systems and have interacted with AI-based technologies. The study employed a quantitative approach using an online survey, with data collected from 161 respondents. Data analysis was conducted using Partial Least Squares (PLS) in SmartPLS. The results indicate that organizational behavior and hybrid work patterns have positive, significant effects on job satisfaction and perceived justice. In contrast, AI has a significant impact on perceived justice but not on job satisfaction. Moreover, job satisfaction mediates the relationship between hybrid work patterns and perceived justice, suggesting that flexible work arrangements enhance both fairness perceptions and job satisfaction. These findings highlight the importance of balancing technological implementation, flexible work systems, and a fair organizational culture to improve Well-being and loyalty among Gen Z employees in the public sector.

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INTRODUCTION

Digital transformation and post-pandemic changes in work structures have prompted public organisations to reorganise their human resource management practices (Hidayat et al., 2024; Kunta & Muslim, 2025). Generation Z, which is now beginning to dominate the workforce, brings new preferences that emphasise flexibility, transparency, the use of innovative technology, and a fair and participatory work environment (Kulkarni, 2023; Sakaria, 2025). In the context of government organisations—which traditionally operate under

hierarchical, bureaucratic structures—these demands necessitate adjustments to maintain the quality of the work experience and employee performance.

Organisational behaviour is a key determinant of job satisfaction, particularly for Gen Z, who demand open communication, collaborative Leadership styles, and an adaptive work culture. However, rapid technological changes have also led to the integration of Artificial Intelligence (AI) in managerial and administrative processes. Although AI has the potential to improve objectivity and efficiency, this technology also raises issues of procedural clarity, algorithmic bias, and concerns about the loss of human authority—factors that are sensitive to Gen Z, who strongly emphasise fairness in organisational practices.

An adaptive, collaborative, and inclusive organisational culture has been shown to increase the loyalty and engagement of Gen Z employees (Balahmar & Abadi, 2025). This generation's emphasis on openness and participation makes them more responsive to work environments that allow for expression and innovation. In line with these findings, the concept of a flexible organisational culture that provides work autonomy is also considered capable of reducing turnover intention, strengthening job satisfaction, and improving performance (Smola & Sutton, 2021). On the other hand, Leadership style, primarily transformational Leadership, plays a crucial role in shaping Gen Z's positive behaviour and job satisfaction. Leaders who demonstrate inspirational vision, individual support, and empathetic communication can increase engagement and encourage extra-role contributions such as OCB (Sofiah & Sholihah, 2025; Dini & Chou, 2024). These findings are consistent with a meta-analysis of modern Leadership, which states that collaborative Leadership styles have a significant effect on the motivation of younger generations.

In addition, perceived organisational support (POS) contributes significantly to job satisfaction, particularly in the context of career development and recognition of individual contributions. Awliya et al. (2024) emphasise that organisational support strengthens feelings of appreciation and trust, thereby increasing job satisfaction and organisational commitment. Guslina et al. (2025) add that clarity of career paths and consistency of managerial support are vital for Gen Z, who have a competitive career orientation and focus on self-development.

The integration of Artificial Intelligence (AI) into work processes creates new dynamics for Gen Z's job satisfaction. As digital natives, Gen Z tends to be more receptive to AI-based technology than previous generations. However, they still demand transparent, ethical implementation that does not interfere with their professional identity. AI in human resource management functions, such as recruitment, performance evaluation, and training, has been proven to

increase efficiency and support a more personalised and measurable work experience (Amirudin & Husain, 2025). Research by Poljašević et al. (2024) confirms that AI in employee learning processes enables adaptive learning experiences tailored to the competency development needs of Gen Z. This not only increases job satisfaction but also strengthens adaptability and productivity.

Gen Z also shows a preference for work environments that utilise innovative technology to improve flexibility and job stability (Syafani et al., 2025). In this context, the application of AI that supports work efficiency and quality feedback is considered important in shaping a more objective career path. However, several studies warn of the risks of using AI in the workplace, including the emergence of technostress, concerns about algorithmic bias, and uncertainty about the role of humans (Dadaboyev et al., 2025). The literature on AI ethics (Moritz et al., 2023; Sadeghi, 2024) also emphasises the importance of transparency and accountability in maintaining employees' perceptions of fairness. Thus, although AI has the potential to increase job satisfaction, inappropriate implementation can reduce loyalty and cause technological resistance.

The hybrid work model has become a new paradigm in the post-pandemic era and is considered highly relevant for Generation Z, who prioritise work-life balance. Literature shows that flexibility in choosing work location and hours increases Gen Z's autonomy, productivity, and psychological Well-being (Septyani et al., 2025; Zebua & Pasaribu, 2025). However, implementing a hybrid model requires effective communication and coordination structures. Research by Kanwal et al. (2025) confirms that poor communication in hybrid work can lead to misalignment, social isolation, and decreased work engagement. Thus, organisations need to ensure the existence of clear coordination systems and the use of digital collaboration tools that can strengthen team cohesion.

Furthermore, job satisfaction has been shown to mediate the relationship between hybrid work experience and intention to change jobs. Haniyah et al. (2025) state that well-managed hybrid work experiences can reduce turnover intention, especially in digitally oriented work environments. This shows that hybrid work not only creates flexibility but also contributes to workforce stability.

In this landscape, perceptions of organisational justice emerge as a key variable influencing how Gen Z interpret their work experience. The literature shows that the dimensions of distributive, procedural, and interactional justice influence acceptance of organisational policies, responses to new technologies, and consistency in job satisfaction. However, studies that simultaneously examine the influence of organisational behaviour, AI, and hybrid work patterns on Gen Z's job satisfaction, while positioning perceptions of fairness as a

moderating variable, remain limited, especially in the Indonesian public sector.

Perceptions of organisational justice are a fundamental determinant of job satisfaction, particularly for Gen Z, who are highly sensitive to issues of fairness and transparency. Classical literature on organisational justice (Greenberg, 1987; Colquitt, 2022) emphasises that distributive, procedural, and interactional justice consistently influence employee satisfaction, commitment, and positive behaviour. In the context of Gen Z, distributive justice, understood as the proportionality of recognition and rewards, is a crucial aspect (Santos et al., 2019). Furthermore, procedural justice is increasingly important in complex work environments because it provides psychological security when decisions are made transparently and without bias (Diekmann et al., 2004). Research by Fitri and Fikry (2025) adds that interactional justice plays a significant role in influencing Gen Z's engagement, as they highly value open communication and interpersonal appreciation. A cross-generational study (Im & Joo, 2022) shows that the influence of organisational justice on job satisfaction is much stronger among Gen Z than previous generations, given their higher expectations of organisational ethics and transparency. These findings confirm the strong moderating role of perceptions of justice in the relationship between organisational behaviour and job satisfaction.

In the context of AI use, perceptions of fairness are increasingly significant as this technology changes the mechanisms of evaluation, coordination, and control in the workplace. The uncertainty caused by AI in performance appraisals makes procedural fairness a determining factor in Gen Z's acceptance of this technology (Diekmann et al., 2004). Algorithmic transparency is an important aspect in maintaining perceptions of fairness. Sadeghi (2024) asserts that explainable AI decisions increase workers' sense of security and reduce their anxiety about potential unfairness. However, research by Moritz et al. (2023) shows that Gen Z perceives algorithmic decisions as less fair than human decisions, due to the absence of empathy and social context in automated technology. In response, several studies suggest a human-centred AI approach that integrates employee participation in technology design (Ahmad et al., 2025). This perspective emphasises that the success of AI implementation depends not only on efficiency, but also on the extent to which the technology is accepted as fair and ethical.

Hybrid work creates new challenges for perceptions of fairness, particularly regarding access to information, promotion opportunities, and interpersonal interactions. Santos et al. (2019) state that perceptions of distributive justice are critical because employees assess whether rewards and opportunities are distributed consistently among onsite and remote workers. Procedural justice also plays a critical role in reducing ambiguity in hybrid

models. When evaluation processes and workflows are unclear, uncertainty increases, leading employees to rely on procedural fairness to assess job satisfaction (Diekmann et al., 2004). In addition, interpersonal fairness is an important determinant for Gen Z, who need supportive interactions and empathetic communication (Sesari et al., 2024). Research shows that hybrid work patterns that are not managed fairly can lead to perceptions of implicit discrimination, such as proximity bias, thereby reducing job satisfaction. Conversely, when fairness is consistently maintained, hybrid work can improve employee Well-being and retention (Lazuardi et al., 2025).

The purpose of this study is to analyse the influence of organisational behaviour empirically, the application of artificial intelligence (AI), and hybrid work patterns on the job satisfaction of Generation Z employees in the Pangkalpinang City Regional Government, as well as to examine the role of perceived fairness as a moderating variable that can strengthen or weaken the relationship between the three independent variables and job satisfaction. This study aims to provide a deeper understanding of how the dynamics of organisational behaviour, innovative technology, and work flexibility interact in shaping the work experience of young people in the public sector. Furthermore, this research aims to fill a literature gap on the critical role of perceived fairness in the context of digital transformation and changing work patterns, while also offering practical recommendations for public organisations to design more adaptive, fair, and sustainable human resource management strategies.

RESEARCH METHOD

This study uses a quantitative approach with a survey design to analyse the influence of organisational behaviour, artificial intelligence (AI), and hybrid work patterns on Generation Z's job satisfaction, with perceptions of fairness as a moderating variable. This approach was chosen because it allows for objective measurement of the relationships between variables and enables the generalisation of results to the relevant population. The research location was set in the Pangkalpinang City Regional Government, given the increasing adoption of hybrid work and the use of AI-based technology in the public sector in that region. The research population included all Gen Z employees who were actively working and met the following criteria: aged 20–28 years, had a minimum of six months of service, worked in a hybrid system, and had interacted with AI-based technology. The sampling technique used purposive sampling with the aim of obtaining respondents who represented the characteristics of the generation and the work context under study. The sample size referred to the recommendation of Hair et al. (2010), which is a minimum of 5–10 times the number of research indicators; with a total of 30 indicators, the minimum sample requirement was

150 respondents. However, this study managed to collect 161 respondents, which was considered sufficient for PLS-SEM analysis in an exploratory study.

Primary data was collected through an online questionnaire using Google Forms to facilitate access for respondents working in a hybrid system. The research instrument was developed based on operational definitions of variables and indicators adapted from previous literature, covering organisational behaviour variables, AI utilisation, hybrid work patterns, job satisfaction, and perceptions of fairness. Each item was measured using a 1–5 Likert scale, where 1 indicated strongly disagree and 5 indicated strongly agree. Before mass distribution, the instrument was validated through expert judgement and tested on 30 respondents to ensure language clarity, construct validity, and initial reliability. The instrument was revised based on the results of the trial to improve measurement accuracy.

Data analysis was conducted using Partial Least Squares (PLS)-based Structural Equation Modelling (SEM) with SmartPLS software. PLS-SEM was chosen because it can handle complex models, relatively small sample sizes, and data distributions that are not always normal. The analysis stages included evaluation of the measurement model (outer model) and structural model (inner model). In the outer model stage, construct validity was tested through factor loading values (>0.7), average variance extracted/AVE (>0.5), and reliability through Cronbach's Alpha and composite reliability (>0.7). In the inner model stage, analysis was conducted to assess the relationship between variables through path coefficients, t-statistics, and p-values using bootstrapping. Mediation and moderation tests were conducted by including interaction variables to test whether perceptions of fairness strengthen or weaken the influence of independent variables on job satisfaction. The hypothesis acceptance criteria used p-values <0.05 with reference to the strength of the relationship through the beta coefficient (β) and model suitability through R^2 and Adjusted R^2 values. All procedures were carried out systematically to ensure the validity of the findings and consistency in the interpretation of the research results.

RESULT AND DISCUSSION

Result

The results of the PLS-SEM analysis reveal a number of important findings that enrich our understanding of the dynamics of Generation Z's job satisfaction in the public sector, particularly in the context of digital transformation and the implementation of hybrid work patterns. The first finding indicates that Artificial Intelligence (AI) has a positive but insignificant effect on job satisfaction. This result shows that the presence of AI has not been fully able to increase the emotional and evaluative satisfaction of Gen Z employees, even though this

technology provides operational efficiency. This finding is consistent with the Technology Acceptance Model framework, which explains that the benefits of technology do not automatically contribute to job satisfaction without the perception of comfort, security, and role clarity. Recent literature also highlights that Gen Z tends to be critical of the potential for algorithmic bias and the ambiguity of AI-based evaluation processes, so its application can cause ambivalence, especially in the context of public work that is highly sensitive to issues of ethics and fairness.

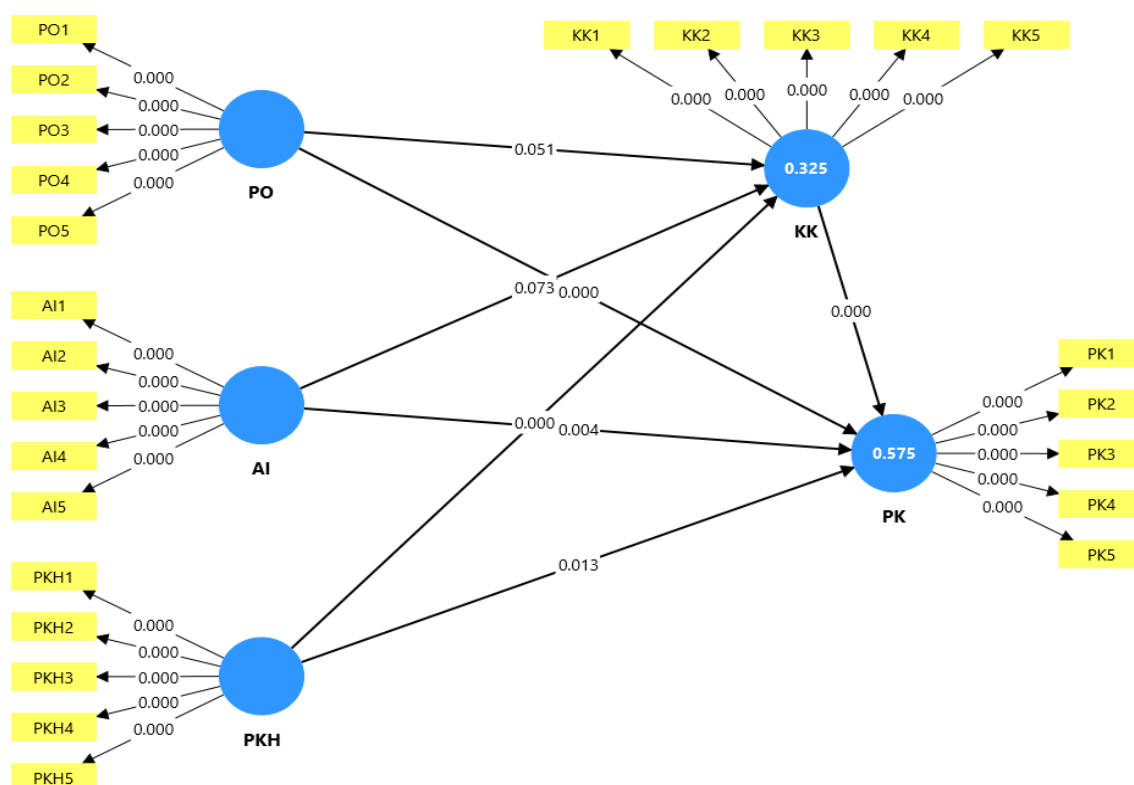


Figure 1. Bootstrapping Test

Unlike AI variables, the results show that organisational behaviour and hybrid work patterns have a significant influence on Gen Z's job satisfaction. The significant influence of organisational behaviour reinforces the argument in the literature that collaborative leadership, open communication, and an inclusive work culture are key determinants of young people's job satisfaction. Gen Z, who highly value transparency, participation, and career clarity, tend to respond positively to organisational behaviour that reinforces a sense of appreciation and psychological support. Thus, these results empirically confirm the relevance of modern organisational behaviour theory, which places human factors as an important foundation in creating an adaptive work environment conducive to technological change.

Significant findings on the effect of hybrid work patterns on job satisfaction reinforce the global view that work flexibility is Gen Z's primary preference in choosing and retaining jobs. Hybrid work patterns provide autonomy and flexibility that enable better integration between professional demands and personal needs, thereby increasing engagement and job satisfaction. These findings also support the Work Design theory, which asserts that autonomy is a critical element in increasing intrinsic motivation. However, in the context of government, this flexibility needs to be balanced with clear coordination and evaluation systems to avoid potential information gaps and role ambiguity.

Table 1. Path Coefficient Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
AI -> KK	0.142	0.147	0.079	1.793	0.073
AI -> PK	0.220	0.217	0.076	2.897	0.004
KK -> PK	0.265	0.269	0.075	3.510	0.000
PKH -> KK	0.421	0.418	0.090	4.685	0.000
PKH -> PK	0.247	0.249	0.100	2.477	0.013
PO -> KK	0.188	0.191	0.096	1.955	0.051
PO -> PK	0.382	0.375	0.092	4.162	0.000
AI -> KK -> PK	0.038	0.039	0.023	1.602	0.109
PKH -> KK -> PK	0.111	0.114	0.044	2.516	0.012
PO -> KK -> PK	0.050	0.051	0.029	1.695	0.090

The results of the study also show that job satisfaction has a significant influence on perceptions of fairness. These findings confirm that individuals with higher levels of satisfaction tend to evaluate organizations more positively, particularly in terms of distributive, procedural, and interactional justice. This underscores the importance of employees' psychological well-being in shaping their views on the legitimacy of organizational policies. In the context of Generation Z, who are particularly sensitive to fairness, this relationship is even more pronounced.

Further analysis reveals that organizational behavior and hybrid work patterns significantly influence perceptions of fairness, while AI has a more limited but still significant impact on procedural fairness. These results support the notion that algorithm-based organizational decisions are perceived as more objective, but they lack the empathy and contextual judgment required to fully foster fairness. While AI can enhance procedural fairness, it cannot replace the importance of human interaction in building a comprehensive perception of fairness. The strong influence of organizational behavior on fairness further

emphasizes the importance of honest communication, supportive leadership, and ethical interpersonal treatment in shaping Gen Z's perception of organizational fairness.

Interestingly, the mediation analysis shows that job satisfaction only significantly mediates the relationship between hybrid work patterns and perceptions of fairness. This provides a new conceptual insight, demonstrating that work flexibility not only boosts satisfaction but also strengthens the sense of fairness when flexible work arrangements are well managed. These findings align with research suggesting that hybrid work can positively affect perceptions of fairness when coordination and performance evaluation systems are proportionally and transparently implemented. Conversely, AI and organizational behavior did not show significant mediation through job satisfaction, suggesting that their impact on perceptions of fairness is direct and does not rely on satisfaction as an intermediary.

Overall, this study makes a theoretical contribution by showing that organizational behavior and hybrid work patterns are the strongest predictors of Gen Z's satisfaction and perceptions of fairness in the public sector. In contrast, AI plays a more specific role in enhancing procedural fairness. This study expands the understanding of Gen Z's work experience in the government sector, which remains relatively underexplored, and provides empirical evidence that organizational justice remains a crucial foundation for designing technology-based and flexible work policies. These results have strategic implications for public organizations, encouraging them to strengthen a humanistic, fair, and adaptive work culture that aligns with the preferences and values of the younger generation in the digital age.

Discussion

The findings of this study provide valuable insights into the dynamics of Generation Z's job satisfaction in the public sector, especially in the context of digital transformation and the implementation of hybrid work patterns. The first key finding indicates that Artificial Intelligence (AI) has a positive but insignificant effect on job satisfaction. This result aligns with the Technology Acceptance Model (Bisht et al., 2023), which posits that the benefits of technology do not automatically contribute to job satisfaction without the perception of comfort, security, and role clarity. Additionally, recent literature (Sadeghi, 2024; Moritz et al., 2023) suggests that Generation Z tends to be critical of algorithmic bias and the ambiguity in AI-based evaluation processes, particularly in the public sector, where ethical considerations and fairness are highly valued. While AI can enhance operational efficiency, its impact on job satisfaction appears to be more limited.

In contrast to AI, the study reveals that organizational behavior and hybrid work patterns significantly influence Generation Z's job satisfaction. This aligns with the literature emphasizing the importance of leadership, open communication, and an inclusive work culture as key determinants of job satisfaction for young people (Sofiah & Sholihah, 2025; Balahmar & Abadi, 2025). Generation Z, which values transparency, participation, and career clarity, tends to respond positively to organizational practices that foster a sense of appreciation and psychological support. These findings support the relevance of modern organizational behavior theory, which highlights human factors as essential in creating adaptive work environments conducive to technological change. The significant impact of hybrid work patterns on job satisfaction further reinforces the global consensus that flexibility is a primary preference for Generation Z when choosing and retaining jobs (Septyani et al., 2025; Zebua & Pasaribu, 2025). Hybrid work arrangements offer autonomy and flexibility, allowing better integration between professional demands and personal needs, ultimately enhancing engagement and job satisfaction.

The results also demonstrate that job satisfaction significantly influences perceptions of fairness, a finding that is consistent with previous research. Individuals with higher levels of job satisfaction tend to evaluate organizational practices more positively, particularly regarding distributive, procedural, and interactional justice (Colquitt, 2022). For Generation Z, who is particularly sensitive to fairness, this relationship is even stronger, as confirmed by cross-generational studies (Im & Joo, 2022). Moreover, organizational behavior and hybrid work patterns significantly influence perceptions of fairness, while AI shows a limited but significant effect on procedural fairness. This supports the argument that while algorithm-based decisions are seen as more objective, they lack empathy and contextual judgment (Moritz et al., 2023). Therefore, AI can enhance procedural fairness but cannot replace the importance of human interaction in shaping a comprehensive perception of fairness.

Interestingly, the mediation analysis shows that job satisfaction significantly mediates the relationship between hybrid work patterns and perceptions of fairness. This insight contributes to the conceptual understanding that work flexibility not only improves satisfaction but also strengthens fairness perceptions when flexible work experiences are well-managed. This finding aligns with the work of Lazuardi et al. (2025), who argue that hybrid work has a positive impact on perceptions of fairness when supported by proper coordination and transparent performance appraisal systems. On the other hand, AI and organizational behavior did not show significant mediation through job satisfaction, suggesting that their influence on perceptions of fairness can be

direct, without the need for satisfaction as an intermediary. These results highlight the complex psychological mechanisms that affect Generation Z's responses to technological changes and organizational dynamics.

In conclusion, this study makes a significant theoretical contribution by demonstrating that organizational behavior and hybrid work patterns are the strongest predictors of Generation Z's satisfaction and perceptions of fairness in the public sector, while AI plays a more specific role in procedural fairness. This research expands the literature on Generation Z's work experiences in the government context, which is still relatively underexplored. It also provides empirical evidence that organizational justice remains a crucial foundation for designing technology-based and flexible work policies. Therefore, the implications for public organizations are clear: fostering a humanistic, fair, and adaptive work culture in line with the preferences and values of the younger generation in the digital era is essential for enhancing employee satisfaction and organizational effectiveness.

CONCLUSION

This study confirms that organisational behaviour and hybrid work patterns are dominant factors that shape job satisfaction and perceptions of fairness among Generation Z employees in the public sector, while artificial intelligence plays a more limited role in procedural fairness. These findings have clear managerial implications, namely the need to strengthen a humanistic organisational culture, collaborative leadership, and fair and structured hybrid work designs to maintain the motivation and loyalty of the younger generation. In addition, the application of AI-based technology must be carried out in a transparent, ethical, and human-centred manner to minimise concerns about bias and uncertainty. However, this study has limitations, particularly in terms of the relatively small sample size, the context being limited to one local government agency, and the cross-sectional design that does not allow for monitoring the dynamics of perceptions over time. Therefore, further research is recommended to expand the sample coverage across sectors, use a longitudinal design, and include additional variables such as digital readiness, psychological safety, and leadership styles to enrich the understanding of Gen Z's work experience. Thus, this study not only contributes empirically to the literature on organisational behaviour in the digital age, but also opens up broader exploration of how public organisations can reorganise their work practices to be more adaptive, fair, and sustainable for future generations of workers.

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