



Work Fulfillment in Hybrid Work Systems: The Role of Work–Life Balance, Flexible Work Arrangements, and Employee Engagement

Silvi Aurelia Nur Pratama*, Titik Rosnani, Nurul Komari, Yulyanti Fahrana

Universitas Tanjungpura, Indonesia

Email : b1021221081@student.untan.ac.id

DOI: <https://doi.org/10.61987/jemr.v5i3.2019>

ABSTRACT

Keywords:

Work Fulfillment,
Work Life Balance,
Flexible Work
Arrangements

*Corresponding Author

This study aims to examine the influence of work–life balance and flexible work arrangements on work fulfillment among Generation Z employees in hybrid work systems, with employee engagement acting as a mediating variable. A quantitative research design was employed by collecting data from 200 Generation Z employees who had at least one year of experience working in a hybrid system. Data were gathered through an online questionnaire using validated measurement scales and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The results reveal that work–life balance and flexible work arrangements have a positive and significant effect on employee Engagement and work fulfillment. Employee engagement also significantly influences work fulfillment and partially mediates the relationships between work–life balance, flexible work arrangements, and work fulfillment. The model shows moderate explanatory power with R^2 values of 0.315 for employee engagement and 0.371 for work fulfillment. These findings imply that organizations should design hybrid work policies that emphasize balanced work-life boundaries, structured flexibility, and engagement-enhancing practices to improve sustainable work fulfillment among Generation Z employees.

Article History:

Received: January 2026; Revised: February 2026; Accepted: March 2026

Please cite this article in APA style as:

Pratama, S. A. N., Rosnani, T., Komari, N., & Fahrana, Y. (2026). Work Fulfillment in Hybrid Work Systems: The Role of Work–Life Balance, Flexible Work Arrangements, and Employee Engagement. *Journal of Educational Management Research*, 5(3), 2294-2310.

INTRODUCTION

The modern workplace is experiencing a significant transformation with the increasing adoption of hybrid work systems that combine remote and on-site working arrangements. This shift has accelerated following the COVID-19 pandemic and the rapid advancement of digital technologies that reshape organizational structures and work patterns. In this evolving landscape, organizations must ensure that employees not only remain productive but also experience meaningful and fulfilling work. Work fulfillment is increasingly

recognized as a critical factor in sustaining employee motivation, commitment, and long-term organizational performance (Allan et al., 2019; Salau et al., 2022). Employees who perceive their work as meaningful tend to demonstrate stronger engagement, higher productivity, and greater psychological well-being. Conversely, the absence of work fulfillment can lead to disengagement, reduced job satisfaction, and higher turnover intentions. Therefore, understanding the factors that contribute to work fulfillment has become essential for organizations seeking to maintain sustainable workforce performance. In this context, hybrid work systems require organizations to redesign human resource strategies that balance flexibility, well-being, and employee engagement to support long-term organizational success.

Despite the potential advantages of hybrid work systems, many organizations still struggle to ensure that employees experience genuine work fulfillment. The transition from traditional office-based work to hybrid models introduces new challenges related to work coordination, communication, and boundary management between professional and personal life. These challenges can weaken employees' sense of connection to their work and organization if not properly managed. Work fulfillment represents a psychological condition in which employees perceive their work as meaningful and aligned with their personal values and needs (Vui-Yee & Paggy, 2020). However, achieving this state requires more than formal policies; organizations must understand employees' expectations and design supportive work environments. In the absence of such support, employees may experience stress, emotional exhaustion, and dissatisfaction with their jobs. Consequently, many organizations face increasing difficulties in maintaining employee engagement and long-term commitment. This issue becomes even more critical in the context of younger employees who tend to prioritize meaningful work experiences, flexibility, and personal well-being over traditional career stability.

The urgency of this issue becomes more apparent when examining the characteristics of Generation Z employees who are rapidly entering the labor market. Generation Z, defined as individuals born between 1997 and 2013, represents one of the largest productive population groups in many countries (Schroth, 2020). In Indonesia, this generation accounts for approximately 27.94% of the total population, or around 74.93 million individuals (Badan Pusat Statistik, 2025). Their integration into the workforce will significantly influence the country's future economic development (Choudhury et al., 2024). Unlike previous generations, Generation Z employees tend to prioritize work-life balance, flexibility, and meaningful career experiences (Goryunova & Jenkins, 2023; Seyfi et al., 2024). However, evidence suggests that many young employees experience dissatisfaction when their expectations are not fulfilled. Surveys indicate that nearly 68.9% of Generation Z employees' voluntary turnover intentions are associated with low work fulfillment (Sari et al., 2024).

Furthermore, key reasons for job changes include inadequate work-life balance, limited flexible work options, and the perception that work lacks meaningful purpose (Deloitte, 2025).

Previous studies have examined various factors that influence work fulfillment and employee well-being in contemporary organizations. One of the most widely discussed factors is flexible work arrangements, which allow employees to determine their work time and location more autonomously. Research shows that flexible work arrangements can enhance job satisfaction, motivation, and productivity by providing employees with greater control over their work environment (Ferdous et al., 2025; Noermijati et al., 2025). Similarly, work-life balance has been identified as a critical determinant of employee well-being and organizational commitment. When employees are able to balance their professional responsibilities with personal and family needs, they tend to experience higher psychological well-being and stronger work engagement (Greenhaus & Allen, 2011; Wood et al., 2020). In hybrid work contexts, flexible work arrangements are often viewed as an effective strategy for supporting work-life balance while maintaining organizational performance. As a result, many organizations have implemented flexible policies to attract and retain talented employees, particularly among younger generations.

Although previous research has highlighted the importance of flexible work arrangements and work-life balance, several gaps remain in understanding how these factors influence work fulfillment. Some studies have primarily focused on the relationship between flexible work arrangements and talent retention (Gašić & Berber, 2023; Kgarimetsa & Naidoo, 2024), while others have examined the impact of work-life balance on job performance and job satisfaction (Audillah et al., 2025; Suhaimi et al., 2024). However, limited attention has been given to the psychological mechanisms that explain how these workplace conditions translate into work fulfillment. For instance, Sitorus and Siagian (2023) found that work flexibility did not significantly affect work fulfillment when employee motivation was considered as a mediating variable. These inconsistent findings indicate that additional psychological factors may play a mediating role in shaping employees' experiences of fulfillment. In particular, the role of employee engagement as a mediator remains underexplored, especially among Generation Z employees working in hybrid environments.

To address these limitations, this study introduces employee engagement as a key psychological mechanism linking flexible work arrangements and work-life balance to work fulfillment. Employee engagement reflects the degree to which employees are cognitively, emotionally, and behaviorally involved in their work and organizational activities (Mulyati et al., 2020). Engaged employees tend to experience stronger motivation, higher commitment, and deeper emotional attachment to their work. From a theoretical perspective, this study is grounded in Self-Determination Theory (SDT), which explains that individuals experience

greater fulfillment when their needs for autonomy, competence, and relatedness are satisfied (Ryan & Deci, 1985). In hybrid work environments, flexible work arrangements may enhance employees' sense of autonomy, while work-life balance can support psychological well-being. When these conditions are present, employees are more likely to become engaged in their work, which in turn contributes to higher levels of work fulfillment.

Based on these considerations, this study seeks to examine how work-life balance and flexible work arrangements influence work fulfillment through the mediating role of employee engagement. Understanding this relationship is particularly important in the context of Generation Z employees, who tend to place greater emphasis on meaningful work experiences and personal well-being. This research argues that flexible work arrangements and balanced work-life conditions can strengthen employee engagement, which subsequently enhances employees' sense of work fulfillment. By integrating these variables into a comprehensive analytical model, this study contributes to the development of human resource management theory in the context of hybrid work systems. In addition, the findings are expected to provide practical insights for organizations in designing work policies that support employee engagement and sustainable work fulfillment among Generation Z employees in modern workplaces.

RESEARCH METHODS

This study employs a quantitative research design to examine the effects of work-life balance and flexible work arrangements on work fulfillment, with employee engagement acting as a mediating variable. A quantitative approach was selected because it enables researchers to objectively measure variables and test causal relationships among constructs using statistical analysis (Sugiyono, 2023). This approach is particularly appropriate for studies that aim to verify hypotheses and evaluate theoretical models involving multiple variables. The research was conducted among Generation Z employees working in hybrid work systems within various organizations, where employees combine remote and on-site work arrangements. This context was chosen because hybrid work systems have become increasingly common in modern workplaces following the acceleration of digital transformation and changes in work patterns after the COVID-19 pandemic. Examining employees in hybrid environments provides a relevant setting to analyze how flexible work conditions and work-life balance influence employee engagement and work fulfillment.

The population of this study consists of Generation Z employees who work in hybrid systems and have at least one year of work experience. This minimum tenure requirement ensures that respondents have passed the initial adjustment period and are able to provide stable and reliable evaluations of their work experiences and organizational conditions (Landis et al., 2024). Because the

exact population size cannot be determined and respondents are distributed across different organizations, this study applies a non-probability sampling method using purposive sampling techniques. This sampling method allows the researcher to select participants who meet specific research criteria and ensures the suitability of the sample for Structural Equation Modeling analysis (Hair et al., 2021). Data were collected through an online questionnaire distributed using Google Forms, which was shared through professional networks and social media platforms to reach respondents who met the study criteria.

The research instrument consisted of structured questionnaires measuring four main variables: work-life balance (WLB), flexible work arrangements (FWA), employee engagement (EE), and work fulfillment (WF). The measurement of WLB was adapted from Greenhaus et al. (2003), while FWA indicators were adapted from Hornung et al. (2008). The mediating variable employee engagement was measured using the scale developed by Schaufeli et al. (2006), and work fulfillment was measured using indicators adapted from Twenge and King (2005). All variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Based on the recommendation of Hair et al. (2021), the minimum sample size for SEM-PLS analysis can be determined by multiplying the number of indicators by five to ten. With 31 indicators used in this study, the minimum required sample was 155 respondents. To improve statistical accuracy and reliability, the study collected 200 valid responses from participants who met the sampling criteria.

The data analysis was conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with SmartPLS version 4 software. This technique is appropriate for predictive research models and does not require strict assumptions of normal data distribution (Hair et al., 2021). The analysis process involved several stages, including data condensation, data display, and data verification to ensure the clarity and accuracy of the results. Data condensation was performed by selecting and organizing relevant responses from the collected questionnaires, while data display involved presenting the processed data in tables and statistical outputs generated by SmartPLS. Data verification was conducted through the evaluation of measurement and structural models. To ensure the validity and reliability of the research data, the study assessed convergent validity using outer loading and Average Variance Extracted (AVE), discriminant validity using the Heterotrait-Monotrait Ratio (HTMT), and construct reliability using Composite Reliability (CR) and Cronbach's Alpha. These procedures ensure that the measurement instruments are reliable and that the research findings are valid for hypothesis testing.

RESULTS AND DISCUSSION

Results

Respondent Characteristic

The respondents who participated in this study were Generation Z, mostly aged between 23 and 25 (36.2%), who work under a hybrid work system in Indonesia. Table 1 presents their demographic profile based on 200 responses. Most were female (58.1%) and held bachelor's degrees (57.3%). Tenure was predominantly 1–2 years (42.2%). Respondents worked across industries with hybrid arrangements, mainly creative media (14.9%) and startups (11.9%).

Table 1. Respondent Demographics (N = 200)

Category Demographics		Frequency	%
Gender	Male	84	41,9
	Female	116	58,1
	Total	200	100%
Age	18 – 19	5	2,8
	20 – 22	53	26,4
	23 – 25	73	36,2
	26 – 28	69	34,5
	Total	200	100%
Domicile	Sumatera	24	11,9
	Jawa	90	44,8
	Kalimantan	43	21,3
	Sulawesi	16	8
	Bali & Nusa Tenggara	16	8
	Maluku	7	3,8
	Papua	4	2,1
	Total	200	100%
Education	SMA/SMK/Equivalent	43	21,7
	Diploma (D3)	38	18,9
	Bachelor (S1)	115	57,3
	Postgraduate (S2/S3)	4	2,1
	Total	200	100%
Job Tenure	1-2 years	84	42,2
	2-3 years	60	30,1
	3-4 years	38	19
	> 4 years	18	8,7
	Total	200	100%

Source: Processed by the author, 2025

Outer Model Measurement

In this study, construct scores were calculated using the mean item score approach, which involves averaging the scores of all indicators reflecting each construct. This method aligns with the PLS-SEM model's emphasis on indicator-based measurement, where multiple items are aggregated into a single construct

score. Validity and reliability criteria were assessed as follows. Convergent validity was confirmed, with outer loadings exceeding 0.70 for all indicators and average variance extracted (AVE) values greater than 0.50, indicating that the indicators validly measure their respective constructs. Discriminant validity was also established through these metrics. Additionally, composite reliability values for all constructs exceeded 0.70, confirming internal consistency. Thus, all variables met the minimum requirements for validity and reliability in this study.

Tabel 2. Convergent Reliability and Validity Test

Variables and Indicators	Outer Loading	CR	AVE
Work-Life Balance			
WLB1 Time balance	0.976	0.980	0.943
WLB2 Involvement balance	0.967		
WLB3 Satisfaction balance	0.971		
Flexible Work Arrangement			
FWA1 Work time flexibility	0.962	0.954	0.912
FWA2 Workplace flexibility	0.948		
Employee Engagement			
EE1 Vigor	0.977	0.981	0.945
EE2 Dedication	0.972		
EE3 Absorption	0.966		
Work Fulfillment			
WF1 Intrinsic satisfaction	0.971	0.977	0.935
WF2 Autonomous motivation	0.961		
WF3 Personal meaning in work	0.968		

Source: Processed by the author, 2025

The results of the measurement model testing show that all constructs in this study have excellent validity and reliability, making them suitable for further analysis. For the Work-Life Balance (WLB) variable, the three indicators show very strong outer loading values, ranging from 0.967 to 0.976, with a CR of 0.980 and an AVE of 0.943. These findings confirm that the concept of work-life balance is clearly understood by respondents. Furthermore, the Flexible Work Arrangement (FWA) variable also shows excellent measurement quality, with outer loading values for both indicators ranging from 0.948 to 0.962, supported by a CR of 0.954 and an AVE of 0.912. This indicates that work flexibility is consistently perceived by respondents as a real part of the hybrid work system. The Employee Engagement (EE) variable has a very high outer loading value, ranging from 0.966 to 0.977, with a CR of 0.981 and an AVE of 0.945. These results confirm that the respondents work engagement is strongly reflected through the indicators used. Finally, the Work Fulfillment (WF) variable also meets all measurement criteria very well, as indicated by outer loading values ranging

from 0.961 to 0.971, a CR of 0.977, and an AVE of 0.935. These findings show that work fulfillment can be measured strongly through the indicators used.

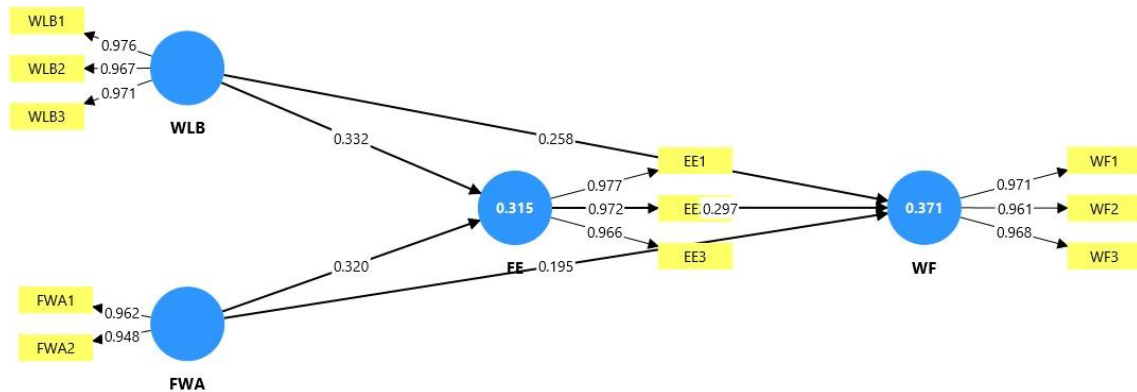


Figure 1. Path Outer Model

Discriminant Validity

The test was conducted using the Heterotrait-monotrait ratio (HTMT) to assess the uniqueness of each construct in the model. A pair of constructs was deemed to have adequate discriminant validity value was below 0,85.

Table 3. Heterotrait-monotrait ratio (HTMT)

	EE	FWA	WF	WLB
EE	0.508			
FWA	0.532	0.493		
WF	0.500	0.512	0.512	
WLB				

Source: Processed by the author, 2025

Based on Table 3, all HTMT values between variables in the model show results that are far below the criteria, with the highest value only at 0.532. The relationship between Employee Engagement (EE) and other constructs such as Flexible Work Arrangement (FWA), Work Fulfillment (WF), and Work-Life Balance (WLB) showed HTMT values of 0.508, 0.532, and 0.500, respectively. In addition, the HTMT values between FWA and WF were 0.493, between FWA and WLB were 0.512, and between WF and WLB were 0.512. These findings indicate that each construct in this study has good discrimination, so that the indicators used do not overlap in measuring different variables.

Inner Model Measurement

The inner model analysis in this study was conducted by testing the coefficient of determination (R^2) and path coefficients. The R^2 value is used to assess the extent to which independent variables can explain dependent variables, with a value range between 0 and 1, where a value closer to 1 indicates

a stronger predictive ability of the model. In general, an R^2 value of 0.75 is categorized as substantial, 0.50 as moderate, and 0.25 as weak.

Table 4. R Square Value

<i>Variabel</i>	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Engagement	0.315	0.308
Work Fulfillment	0.371	0.361

Source: Processed by the author, 2025

Table 4 shows that the R Square for the employee engagement variable is 0.315, which means that 31.5% of the variability in employee engagement shows a relatively weak to moderate explanatory power of the model by work-life balance and flexible work arrangements, while 68.5% is influenced by other factors outside the model. The R Square for the work fulfillment variable is 0.371, which means that 37.1% of the variability in work fulfillment shows an explanatory power that is close to moderate by work-life balance, flexible work arrangements, and employee engagement, while 62.9% is influenced by other factors outside the model.

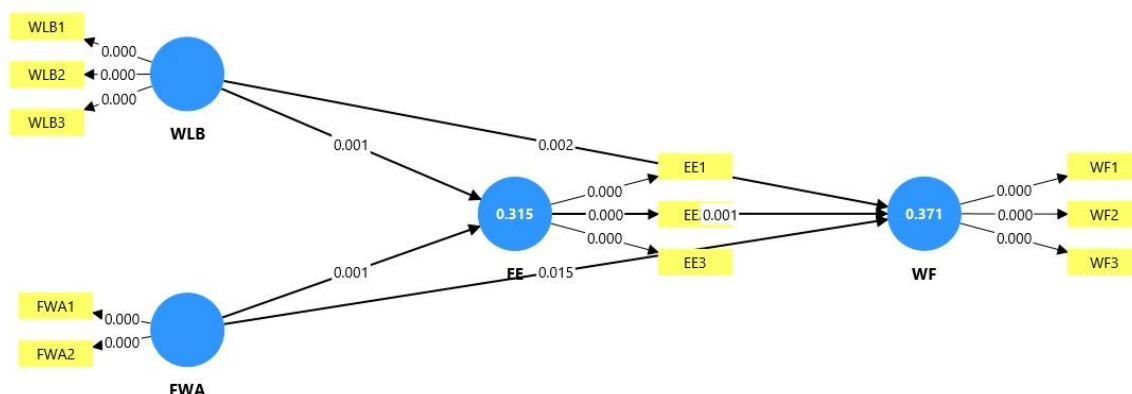


Figure 1. Path Inner Model (Bootstrapping)

This study also uses path coefficient testing with the bootstrapping technique to comprehensively evaluate the correlations between variables in the structural equation modeling framework. The bootstrapping approach is very important for determining the significance of the hypothesized correlations, showing whether their impact is positive or negative. In this analysis, a two-tailed test was applied, where the t-statistic value was 1.96 at a significance level of 5%, along with a p-value < 0.05.

Based on Table 5 below, all hypotheses proposed in this study proved to be significant because they had a p-value < 0.05 and a t-statistic > 1.96. All relationships between variables in the model proved to have a statistically significant effect. In addition, path coefficient values (original sample) greater than zero indicate that all relationships are positive. Thus, the seven hypotheses

of this study are significantly supported with the direction of influence in line with the research predictions.

Table 5. Hypothesis Testing

Path	Original Sample (O)	Sample Mean (M)	STDEV	T – statistics O/STDEV	P-value	Result
WLB → EE	0.332	0.333	0.102	3.270	0.001	Accepted
FWA → EE	0.320	0.319	0.096	3.324	0.001	Accepted
WLB → WF	0.258	0.258	0.084	3.084	0.002	Accepted
FWA → WF	0.195	0.191	0.080	2.438	0.015	Accepted
EE → WF	0.297	0.295	0.088	3.365	0.001	Accepted
WLB → EE → WF	0.099	0.100	0.048	2.046	0.041	Accepted
FWA → EE → WF	0.095	0.096	0.045	2.089	0.037	Accepted

Source: Processed by the author, 2025

Based on the hypothesis testing results presented in Table 5, all proposed hypotheses are supported, indicating that work-life balance and flexible work arrangements significantly influence employee engagement and work fulfillment, both directly and indirectly through the mediating role of employee engagement.

Discussion

The first hypothesis (H1) posits that work-life balance has a positive and significant effect on employee engagement. The analysis confirms a significant positive relationship along the WLB → EE path ($t = 3.270$, $p = 0.001$). These findings indicate that Generation Z employees who are able to balance work demands with personal needs tend to exhibit stronger engagement, reflected in higher vigor, dedication, and absorption in their tasks. This result is consistent with the Job Demands–Resources (JD-R) framework, which explains that work-life balance functions as an important job resource that reduces strain and strengthens motivational processes leading to employee engagement (Bakker & Demerouti, 2014). Previous studies also support the notion that effective work-life balance contributes significantly to higher engagement among younger employees (Ali et al., 2022; Alnagbi et al., 2025; Gaur, 2024; Mashavira et al., 2023). When employees are able to maintain boundaries between professional and personal life, they perceive greater organizational support, which fosters trust, commitment, and positive work attitudes.

The second hypothesis (H2) examines the effect of flexible work arrangements on employee engagement. The findings reveal that the FWA → EE path is positive and significant ($t = 3.324$; $p = 0.001$), indicating that flexibility in

determining work time, methods, and location enhances the psychological engagement of Generation Z employees. Flexible work systems provide employees with a greater sense of autonomy and control over their work activities, which in turn encourages intrinsic motivation and stronger emotional attachment to their roles. For Generation Z, who value flexibility, freedom of expression, and psychological well-being, flexible work arrangements help reduce role conflict, minimize feelings of excessive control, and prevent boredom, thereby fostering greater enthusiasm and focus in performing daily tasks. These findings are consistent with Self-Determination Theory, which emphasizes that autonomy is a fundamental driver of intrinsic motivation and engagement (Ryan & Deci, 1985). Empirical studies also highlight that work flexibility plays a crucial role in strengthening employee engagement in contemporary organizational environments (Arminalifah & Widawati, 2025; Ghonim et al., 2025; Noermijati et al., 2025; Pradipta & Martdianty, 2023).

The third hypothesis (H3) states that work-life balance has a direct effect on work fulfillment. The analysis results show a positive and significant relationship ($t = 3.084$; $p = 0.002$), indicating that work fulfillment among Generation Z increases when individuals can harmoniously integrate professional responsibilities with personal needs. From the perspective of the JD-R model, maintaining work-life balance helps preserve psychological energy and well-being, enabling employees to perceive their work as meaningful and aligned with their personal values (Bakker & Demerouti, 2014). These findings support previous studies which demonstrate that work-life balance contributes to higher levels of job satisfaction and fulfillment (Arief et al., 2021; Aruldoss et al., 2022; Sabid & Fitrianingrum, 2025; Subarto & Solihin, 2025). When employees experience balanced roles in their professional and personal lives, they tend to develop a more positive perception of their work and are more capable of internalizing their roles as meaningful life contributions.

The fourth hypothesis (H4) examines the direct effect of flexible work arrangements on work fulfillment. The results show that the FWA \rightarrow WF path is positive and significant ($t = 2.438$; $p = 0.015$), confirming that flexibility in work arrangements contributes to higher work fulfillment among Generation Z employees. Flexible work systems allow individuals to manage their productivity rhythms and work environments according to their personal preferences, which helps them achieve performance targets and experience meaningful career progress. Flexibility also strengthens employees' perception of control and opportunities for personal development, both of which are highly valued by young professionals who prioritize growth and work-life integration

(Harrop et al., 2025; Khan et al., 2025; Liu & Sutunyarak, 2025; Purnawan et al., 2025; Putra & Suwandana, 2025). Therefore, flexible work arrangements function not merely as a convenience but as a strategic organizational resource that supports employees' long-term fulfillment and career satisfaction.

The fifth hypothesis (H5) proposes that employee engagement positively influences work fulfillment. The results indicate a highly significant relationship ($t = 3.365$; $p = 0.001$), demonstrating that work fulfillment among Generation Z employees in hybrid systems is strongly influenced by their emotional and motivational attachment to work. When employees feel that their contributions are meaningful, recognized, and supported by opportunities for growth, they are more likely to experience deeper work fulfillment (Albrecht et al., 2021; Silva et al., 2023). Employee engagement therefore acts as a key psychological mechanism linking workplace conditions with employees' perception of meaningful work. In hybrid work environments, where physical interaction may be limited, maintaining high engagement becomes particularly important to ensure that employees remain connected with their tasks and organizational goals (Albrecht et al., 2021; Gourav & Prasad, 2025; Miftahudin et al., 2025).

The sixth and seventh hypotheses (H6 and H7) test the mediating role of employee engagement in the relationships between work-life balance, flexible work arrangements, and work fulfillment. The results reveal significant indirect effects for both $WLB \rightarrow EE \rightarrow WF$ ($t = 2.046$; $p = 0.041$) and $FWA \rightarrow EE \rightarrow WF$ ($t = 2.089$; $p = 0.037$). These findings indicate that employee engagement partially mediates the relationships between work-life balance, flexible work arrangements, and work fulfillment. Although WLB and FWA have direct effects on work fulfillment, the presence of employee engagement strengthens and explains the psychological mechanism underlying these relationships. This finding aligns with previous literature that positions engagement as a critical psychological bridge connecting external work conditions with internal employee outcomes (Caprionika et al., 2025; Miftahudin et al., 2025; Putra & Rachmawati, 2025; Utami et al., 2025). In practical terms, organizations implementing hybrid work systems should prioritize engagement-enhancing strategies, such as mentoring programs, recognition systems, and empowerment initiatives, to ensure that flexible work policies effectively lead to sustainable work fulfillment among Generation Z employees (Firmansah & Soeling, 2025; Muchakubvura et al., 2025; Pradipta & Martdianty, 2023).

CONCLUSION

This study demonstrates that work-life balance and flexible work arrangements play a crucial role in enhancing work fulfillment among Generation Z employees working in hybrid systems. The findings reveal that both variables have positive and significant direct effects on work fulfillment and also indirectly influence it through employee engagement. This indicates that balanced working conditions and flexible work policies can foster stronger psychological attachment to work, which ultimately leads to higher levels of fulfillment. The main lesson derived from this study is that hybrid work systems are not solely about providing flexibility in time and place, but also about creating a supportive environment that allows employees to balance professional and personal roles while maintaining meaningful engagement with their work. Academically, this study contributes to the literature by integrating the concepts of work-life balance, flexible work arrangements, employee engagement, and work fulfillment within the context of hybrid work systems, thereby providing empirical evidence that strengthens the Job Demands–Resources perspective in explaining the psychological mechanisms behind work fulfillment among Generation Z employees.

Despite its contributions, this study has several limitations that should be acknowledged. The use of purposive sampling and online questionnaires may limit the generalizability of the findings and may also introduce potential perception bias among respondents. In addition, the moderate explanatory power of the model indicates that other variables not included in this study such as leadership style, organizational culture, perceived organizational support, and individual personality traits may also play an important role in influencing employee engagement and work fulfillment. Therefore, future research is recommended to expand the scope of samples across different industries, organizational contexts, and generational groups. Further studies may also incorporate additional variables such as transformational leadership, psychological safety, and career development opportunities, as well as conduct cross-cultural or cross-generational comparisons to provide deeper insights into strategies for enhancing work fulfillment in increasingly dynamic and flexible work environments.

REFERENCES

- Alnagbi, M. A., Aldabbas, H., Gernal, L., Elamin, A. M., & Ahmed, A. Z. E. (2025). Work engagement and individual work performance in the UAE: the mediating role of work-life balance. *Frontiers in Sociology*, 10. <https://doi.org/10.3389/fsoc.2025.1567207>
- Arminalifah, S., & Widawati, L. (2025). Pengaruh flexible working arrangement terhadap work engagement karyawan PT. Telkom Indonesia. *Bandung Conference Series: Psychology Science*, 5(1), 805–812. <https://doi.org/10.29313/bcsps.v5i1.17345>
- Audillah, F. D., Puruwita, D., & Lutfia, A. (2025). Pengaruh work life balance terhadap job satisfaction melalui employee engagement pada karyawan gen z. *Jurnal Ilmiah Manajemen Dan Kewirausahaan*, 4(3), 441–450. <https://doi.org/10.55606/JIMAK.V4I3.4911>
- Cantika, F., Ahdianita, N., & Setyaningrum, R. P. (2024). Pengaruh flexible work arrangement, work-life balance terhadap job satisfaction yang di mediasi work engagement pada karyawan milenial di PT Heintech Dwikarya Swapraja. *Jurnal Global Ilmiah*, 1(4).
- Caprionika, A. I., Setyanti, S. W. L. H., & Jember, U. (2025). The influence of work-life balance and organizational culture on employee performance: The mediating role of employee engagement. *OPTIMAL Jurnal Ekonomi Dan Manajemen*, 5(2), 506–515. <https://doi.org/10.55606/OPTIMAL.V5I2.6288>
- Choudhury, S., Dutta, M. G., Routray, P., & Dash, A. K. (2024). Organizational factors affecting innovative HR practices and systems: A way to creating the new gen workplace. In *The Role of HR in the Transforming Workplace: Challenges, Technology, and Future Directions* (pp. 129–146). Taylor and Francis. <https://doi.org/10.4324/9781003372622-10>
- Deloitte. (2025). *Deloitte global gen Z and millennial survey 2025*. <https://www.deloitte.com/global/en/issues/work/genz-millennial-survey.html>
- Ferdous, T., Ali, M., Desouza, K. C., & French, E. (2025). An integrated framework of remote work from organizational adoption to employee outcomes: A systematic literature review. In *International Journal of Management Reviews*. John Wiley and Sons Inc. <https://doi.org/10.1111/ijmr.70002>
- Firmansah, F., & Soeling, P. D. (2025). The influence of flexible working on happiness at work through employee engagement in Indonesia financial service authority. *Dinasti International Journal of Education Management and Social Science*, 6(5), 3814–3823. <https://doi.org/10.38035/DIJEMSS.V6I5.4669>

- Gašić, D., & Berber, N. (2023). The mediating role of employee engagement in the relationship between flexible work arrangements and turnover intentions among highly educated employees in the Republic of Serbia. *Behavioral Sciences*, 13(2). <https://doi.org/10.3390/bs13020131>
- Ghonim, A., Awad, A., Shemais, M., Shma, T., & Aziz, A. (2025). Exploring the impact of flexible work arrangements on employee engagement in telecommunications: case of Egypt. *Problems and Perspectives in Management*, 23(2), 198–207. [https://doi.org/10.21511/ppm.23\(2\).2025.13](https://doi.org/10.21511/ppm.23(2).2025.13)
- Goryunova, E., & Jenkins, D. (2023). Digital natives: Shaping the future of leadership-followership dyad worldwide. In *Handbook of Global Leadership and Followership: Integrating the Best Leadership Theory and Practice* (pp. 431–447). Springer International Publishing. https://doi.org/10.1007/978-3-031-21544-5_22
- Gourav, K., & Prasad, P. (2025). Hope, resilience, optimism, and efficacy: Psychological Capital as a driver of teacher performance in private university. *Journal of Informatics Education and Research*, 5(2), 1526–4726. <https://doi.org/10.52783/JIER.V5I2.3108>
- Harrop, N., Jiang, L., & Overall, N. (2025). A meta-analysis of antecedents and outcomes of flexible working arrangements. *Journal of Organizational Behavior*, 0, 1–29. <https://doi.org/10.1002/job.2896>
- Khan, A. A., Qaiser, Dr. A., Bashir, M. A., & Manzoor, A. (2025). Work-life balance in the digital economy: Analyzing the impact of flexible work policies on employee well-being, job satisfaction, and organizational performance. *ACADEMIA International Journal for Social Sciences*, 4(2), 373–394. <https://doi.org/10.63056/ACAD.004.02.0181>
- Komang, N., Lestari, M., & Putra, S. (2025). Work attachment as a mediator between flexible work and work-life balance on job satisfaction. *Eduvest-Journal of Universal Studies*, 5.
- Landis, R., Stock-Homburg, R. M., Tordera, N., Vartiainen, M., & Vanharanta, O. (2024). True nature of hybrid work. *Frontiers in Organizational Psychology*, 2, 1448894. <https://doi.org/10.3389/FORGP.2024.1448894>
- Liu, F., & Sutunyarak, C. (2025). How flexible work arrangements improve employee subjective well-being: Evidence from chinese programmers. *Journal of Information Systems Engineering and Management*, 10(24s), 221–230. <https://doi.org/10.52783/JISEM.V10I24S.3890>
- Mashavira, N., Nyoni, N. D., Mathibe, M. S., & Chada, L. (2023). Work-life balance in the Zimbabwe retail sector: Testing a job-engagement and job-satisfaction model. *Acta Commercii*, 23(1). <https://doi.org/10.4102/AC.V23I1.1139>

- Miftahudin, A., Maulidiah, S., & Alwi, M. (2025). Enhancing a better job performance through work-life balance: Mediating-moderating effect of employee engagement and affective commitment. *Management Analysis Journal*, 14(2), 268–281. <https://doi.org/10.15294/MAJ.V14I2.24492>
- Muchakubvura, D., Chikove, M., Msosa, S. K., & Ntshangase, B. A. (2025). The mediating role of job engagement in the relationship between flexible work arrangements and employee empowerment. *Socio-Economic Relations in the Digital Society*, 3(57), 68–81. <https://doi.org/10.55643/SER.3.57.2025.614>
- Naim, M. F. (2022). Managing generation z in gig economy: Towards an integrative framework of talent management. In *Sustainability in the Gig Economy: Perspectives, Challenges and Opportunities in Industry 4.0* (pp. 293–303). Springer Nature. https://doi.org/10.1007/978-981-16-8406-7_22
- Noermijati, N., Farhiya, D., Kurniawati, D. T., Rosita, F., & Masyhuri, M. (2025). Utilizing flexible working into organizational citizenship behavior: A double mediation model. *Business, Management and Economics Engineering*, 23(2), 280–301. <https://doi.org/10.3846/bmee.2025.22837>
- Pradipta, H. A., & Martdianty, F. (2023). Effect of flexible working arrangement on employee performance: Mediating role of work engagement and supervisor support in Indonesia digital startup. *Jurnal Aplikasi Bisnis Dan Manajemen*, 9(2), 512. <https://doi.org/10.17358/jabm.9.2.512>
- Purnawan, M. P., Sudarmadji, E., & Widyastuti, S. (2025). The effect of flexible work arrangements on work-life balance in small and medium-sized enterprises: A systematic literature review and meta-analysis. *International Journal of Accounting and Economics Studies*, 12(5), 969–981. <https://doi.org/10.14419/1EP8NS78>
- Putra, A. A. G. N. P., & Suwandana, I. G. M. (2025). The influence of flexible working arrangement on job satisfaction mediated by work-life balance among organic employees. *Journal of Social Science (JoSS)*, 4(6), 361–375. <https://doi.org/10.57185/JOSS.V4I6.478>
- Putra, R. N., & Rachmawati, R. (2025). The role of job satisfaction mediation and employee engagement on the influence of work-life balance on employee performance in information technology companies. *Dinasti International Journal of Economics, Finance & Accounting*, 6(5), 3972–3991. <https://doi.org/10.38035/DIJEFA.V6I5.5132>
- Sabid, N. A., & Fitrianingrum, A. (2025). Pengaruh lingkungan kerja dan work-life balance terhadap kepuasan kerja. *Studi Ilmu Manajemen Dan Organisasi*, 6(2), 317–335. <https://doi.org/10.35912/SIMO.V6I2.4623>

- Salau, O. P., Osibanjo, A. O., Igbinoba, E. E., Joel, O. O., Atolagbe, T. M., Adegbuyi, A. A., Dada, A. E., & Adeniji, C. G. (2022). Sustaining employees' work fulfilment through multigenerational diversity and emotional communication in federal civil service commission of Nigeria. *Sustainability (Switzerland)*, 14(9). <https://doi.org/10.3390/su14095018>
- Sari, A. P., Hayati, S., & Nurhikmah. (2024). Pengaruh kepuasan kerja terhadap intensi turnover pada karyawan generasi Z di Kota Makassar. *Jurnal Psikologi Karakter*, 4(1), 261–269. <https://doi.org/10.56326/jpk.v4i1.3747>
- Seyfi, S., Vo-Thanh, T., & Zaman, M. (2024). Hospitality in the age of gen z: A critical reflection on evolving customer and workforce expectations. *International Journal of Contemporary Hospitality Management*, 36(13), 118–134. <https://doi.org/10.1108/IJCHM-01-2024-0035>
- Shukla, S., & Khatri, P. (2023). A systematic literature review of work-life fulfillment and future research implications. *Prabandhan: Indian Journal of Management*, 16(6), 8–24. <https://doi.org/10.17010/pijom/2023/v16i6/172635>
- Silva, V. H., Duarte, A. P., Oliveira, J. P., Silva, V. H., Duarte, A. P., & Oliveira, J. P. (2023). How does authentic leadership boost work engagement? Exploring the mediating role of work meaningfulness and work–family enrichment. *Administrative Sciences* 2023, Vol. 13, 13(10). <https://doi.org/10.3390/ADMSCI13100219>
- Sitorus, T. H., & Siagian, H. L. (2023). Beban kerja dan fleksibilitas kerja terhadap kepuasan kerja dengan motivasi sebagai pemediasi. *Journal of Management and Bussines (JOMB)*, 5(2), 1182–1194. <https://doi.org/10.31539/jomb.v5i2.6558>
- Subarto, & Solihin, D. (2025). The influence of work-life balance and employee engagement on performance through job satisfaction. *Jurnal Economia*, 21(1), 106–124. <https://doi.org/10.21831/ECONOMIA.V21I1.70925>
- Suhaimi, M. H., Hassan, N., Suffian, A., Zahari, M., Zamri, N., Tasnim, N., & Rasak, S. (2024). A conceptual model of the relationship between quality of work life and employee engagement among telecommunication call center employees in Malaysia. *Information Management and Business Review*, 16(3S(I)a), 78–87. [https://doi.org/10.22610/imbr.v16i3S\(I\)a.4122](https://doi.org/10.22610/imbr.v16i3S(I)a.4122)
- Mahdy, R., Heryadesastra, D., & Setiadi, A. (2025). What lies beyond job stress and overload? The unseen power of work-life balance in shaping job performance (Case study of employee at PT Brantas Abipraya). *Management Analysis Journal*, 14(1), 74–87. <https://doi.org/10.15294/MAJ.V14I1.22482>
- Visser, C., & Terblanche, N. (2025). The soft-skills characteristics of generation z employees: A scoping review and research agenda. *SA Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.2975>