The Influence of Flexible Work Arrangements and Work-Life Balance on Generation Z Career Development Mediated by Job Satisfaction

Fatimah Wahyu Ermawati *[1] Muhammad Halim Maimun [2]

*[1] Universitas Muhammadiyah Surakarta, Indonesia
[2] Universitas Muhammadiyah Surakarta, Indonesia

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Email Correspondence:
b100220523@student.ums.ac.id
mhm160@ums.ac.id

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ABSTRACT

This study, entitled "The Influence of Flexible Work Arrangements and Work–Life Balance on Generation Z Career Development Mediated by Job Satisfaction," aims to examine the relationships between flexible work arrangement (FWA), work–life balance (WLB), job satisfaction, and career development among Generation Z in the Solo Raya region. Generation Z residents of Solo Raya constitute the study's population, and a sample of 100 respondents was selected using purposive, non-probability sampling. A closed-ended online survey was used to gather data, and SEM-PLS with SmartPLS 4.0 was used for analysis. The results indicate that, while flexible work arrangements do not directly and significantly affect career development, work-life balance has a positive and significant impact on it. However, work-life balance and flexible work arrangements both significantly and positively impact job satisfaction, which, in turn, has a significant and favorable effect on career development. Furthermore, it has been shown that job satisfaction partially mediates the effects of flexible work arrangements and work-life balance on Generation Z's growth.

INTRODUCTION

In today's rapidly developing digital era, organizations increasingly require talented human resources to achieve their goals, making human resource management a key factor in organizational success. Competition in attracting skilled employees has therefore become a strategic priority for companies (Pratama S. & Tanuwijaya, 2023). Generation Z is considered a major driver of the future economy due to their strong technological capabilities, which support workplace adaptation and career development (Safitri, 2024). However, this development also raises concerns about critical thinking and information literacy (Ilmiah, 2024). With roughly 74.93 million members or 27.94% of the overall population, Generation Z is one of the largest demographic groupings in Indonesia (Badan Pusat Statistik, 2021). It often comprises those born between the mid-1990s and 2012 (Sawitri, 2021).

Survey results show that Generation Z highly values workplace flexibility, with 45% preferring flexible work and 69% wanting to work outside the office (Arditya Afrizal Mahardika et al., 2022). One increasingly implemented approach is Flexible Work Arrangements (FWA), which enables workers to choose their working hours, location, and methods through online platforms (Prasasti et al., 2024). When flexibility is high, the "positive spillover" from a satisfied personal life tends to increase productivity at work. Conversely, without flexibility, "negative spillover" occurs, where home-life stressors bleed into work hours, causing burnout (Sismawati & Lataruva, 2020). Singh and Khanna (2011) define work-life balance as the capacity to balance personal requirements such as family, leisure, and spiritual growth with professional goals.

Because it can improve worker performance and foster professional development, work-life balance is crucial. Career development refers to the process of improving an employee's position and

competencies within an organization. Poor career development systems may hinder employees from reaching their potential (Aisy & Susita, 2022). Furthermore, it has been found that professional development significantly affects job satisfaction (Pratama S. & Tanuwijaya, 2023), demonstrating a strong correlation between opportunities for professional progression and job satisfaction. The present inquiry focuses on the mediating role of job satisfaction in how flexible labor practices and work-life balance shape the career growth of the youngest workforce generation. Mukeshbhai & Ayre (2022) found that work-life balance significantly affects career development, suggesting that organizations should support employee balance to enhance productivity and career growth. In contrast, Ramli & Rais (2025) reported that career development does not significantly influence the performance of Generation Z employees at PT Hadji Kalla. This study differs in that it focuses on Generation Z employees in the Solo Raya region. Given that Generation Z dominates the productive workforce (Waworuntu et al., 2022), job satisfaction becomes a key mediating factor. Employee perceptions of their working conditions are reflected in job satisfaction, which is frequently defined by low levels of work-family conflict (Yuliani & Ekhsan, 2024). It is also influenced by workplace environment, leadership, social support, and career opportunities, and is essential for improving motivation and performance (Maurice et al., 2025). Consequently, this work assists enterprises in aligning their productivity goals with the increasing demand for autonomy and holistic career satisfaction.

Trait and Factor Theory

Various theories are directly related to career choice, such as Anne Roe's theory, Donald Super's theory, Trait and Factor theory, Ginzberg's theory, and John Holland's theory (Harahap et al., 2020). Trait and factor theory is a widely used approach to career development that emphasizes the importance of aligning personal traits with job requirements. Utilizing this theory ensures a solid scholarly footing for any investigation into sustainable career development (Aulia Ramadhany et al., 2024). The Boston Vocational Bureau was established by Frank Parsons, a pioneer of trait and factor theory, to assist young people in choosing their careers and entering the workforce. Through a trait and factor approach, individuals can recognize their needs, interests, and potential, enabling them to determine a career path that supports self-actualization and long-term well-being (Syamal et al., 2021). Effective application of this theory may also influence performance satisfaction.

Flexible Work Arrangement

According to Weideman & Hofmeyr (2020), as reported in Binti & Malek (2020), work schedules and organizational structures that differ from those seen in typical workplaces are referred to as flexible work arrangements. Flexible Work Arrangement (FWA) is a workplace procedure that gives workers flexibility in carrying out their responsibilities. Sharma & Gaur (2023) define FWA as a work setting that provides employees with control over when and where they work, as well as the amount of work performed. Common forms of FWA include remote working and job sharing. Working from locations other than a traditional office, such as home or a co-working facility, is referred to as remote work or telecommuting. Flexible work models are characterized by decentralized time management, empowering workers to tailor their professional obligations to their personal lives (Binaebi Gloria Bello et al., 2024). Flexible work has also evolved into what is often referred to as smart work, which aims to promote a productive and efficient work culture through innovative practices such as remote work and flexible work schedules (Ratono et al., 2024). Unlike the framework proposed by Dunan & Saputri (2025), this line of reasoning integrates diverse methods, such as task bundling and hybrid schedules, into the definition of flexibility.

Work-Life Balance

As noted by Sirgy & Lee (2023) in their review of Wibowo et al. (2024), the term work-life balance refers to the successful integration of personal obligations and professional duties. Achieving work-life balance allows individuals to feel more refreshed and productive. Individuals who maintain a stable balance between their careers and private lives are generally more prone to innovative thinking, in stark contrast to those with work-life imbalances, who suffer from performance erosion. Patong et al. (2025), this equilibrium involves a deliberate partitioning of one's schedule to ensure that professional duties do not overshadow personal well-being, a core value for Generation Z professionals. An imbalance between personal life and work may result in work discontent and turnover intention. The concept entails a strategic alignment of one's schedule to enable the effective execution of overlapping occupational and domestic duties (Muliawati & Frianto, 2020).

Generation Z Career Development

Significant changes are already occurring in the workplace, especially with the introduction of Generation Z. This generation differs from previous generations in that they are more adept with technology, prefer flexible work arrangements, and have high standards for work-life balance and career advancement. One of the main elements affecting worker performance is career development. As stated by Pada et al. (2024), the term career development refers to organizational initiatives to prepare workers for both present and future roles. It is also defined as a systematic process by which organizations assist employees in planning and controlling their career trajectories to meet organizational and personal objectives (Nurcahyo et al., 2024). A few of the numerous factors influencing career advancement include the workplace culture and worker job satisfaction. It involves processes such as career planning, career management, skill development, and mindset improvement. Based on these perspectives, career development can be concluded as a process of planning and improving an individual's skills, experience, and knowledge to achieve professional goals (Ramli & Rais, 2025).

Job Satisfaction

Zhu (2013), in Quesada-Puga et al. (2024), describes job satisfaction as a pleasant response experienced by employees toward their workplace conditions. Meanwhile, Lestari and Mujiati (2018), as cited in Waworuntu et al. (2022), characterize work satisfaction as an emotional reaction involving feelings of enjoyment and happiness toward assigned tasks, which is reflected in work motivation, compliance, and positive work outcomes. Most definitions of job satisfaction align with the concept of attitude, since a person's attitude toward their work is frequently seen as a measure of job happiness. This attitude is formed through how employees perceive their work. Job satisfaction is sometimes regarded as a broad assessment of one's work, but its level varies among individuals depending on work-related aspects and personal factors (Aydogdu, 2011).

RESEARCH METHOD

In pursuing this investigation, a quantitative methodological framework has been selected. The approach emphasizes precise measurement and statistical evaluation of data collected via questionnaires, tests, surveys, and comparable research instruments. Gnawali (2022), as cited in Damanik et al. (2025), states that quantitative research is a structured approach focused on measuring variables and processing data numerically. Therefore, this scholarly work is conducted to identify relationships between factors and to extend the conclusions to larger populations through statistical methods that preserve objectivity and validity.

Population and Sample

The Generation Z people in the Solo Raya area who meet the respondent requirements constitute the population and sample for this study. Population is defined as all individuals with specific characteristics selected by the investigator as the main focus of analysis (Batara et al., 2025), and understanding the population enables researchers to design a more relevant and applicable study (Setiawan et al., 2025). According to Statistics Indonesia (BPS) Surakarta (2024), the Greater Solo area's estimated Gen Z population consists of 136,610 individuals in Surakarta City (23.22%), 135,510 in Sukoharjo, 210,960 in Karanganyar (22.15%), 284,200 in Klaten (21.86%), 248,210 in Boyolali (22.41%), 222,260 in Wonogiri (20.88%), and 224,500 in Sragen (21.98%). A combined sampling technique employing both non-probability and purposive approaches was used to select participants, meaning respondents were chosen based on specific criteria rather than randomly (Penelitian & Pendidikan, 2025; D. Penelitian et al., 2023). The criteria include Generation Z aged 18–30 years, currently working or having experience in a flexible work system, having worked for a maximum of two years or preparing to enter the workforce, holding roles relevant to career development, and being willing to participate. Malhotra's method was used to determine the minimum sample size, which suggests multiplying the number of indicators by 5, resulting in a minimum of 100 respondents (20 indicators × 5 = 100), as cited in Juliana (2023).

Data and Data Sources

Primary data represents the fundamental data source utilized in this research. Information about the variables under investigation that was first gathered by the researcher directly from the respondents is referred to as primary data. The information was gathered via a closed-ended questionnaire. A closed-ended survey is an instrument containing questions with answer options provided by the researcher (Kusumandaru & Rahmawati, 2022). The use of a closed-ended questionnaire enables investigators to gather structured data from a large sample efficiently.

Data Analysis Method

In thesis writing, a systematic strategy is required to identify, develop, and test theories or hypotheses to produce high-quality research. According to Waruwu et al. (2023), research methods are systematic, scientific, and logical approaches used in data collection. To improve the validity of statistical findings, this study uses Partial Least Squares (PLS) in conjunction with Structural Equation Modeling (SEM) (Muhammad Nusrang et al., 2023). The data analysis method uses Partial Least Squares (PLS) with SMARTPLS software.

RESULTS AND DISCUSSION

The Partial Least Squares (PLS) approach is used in this study to evaluate the hypotheses with SmartPLS 4.0.

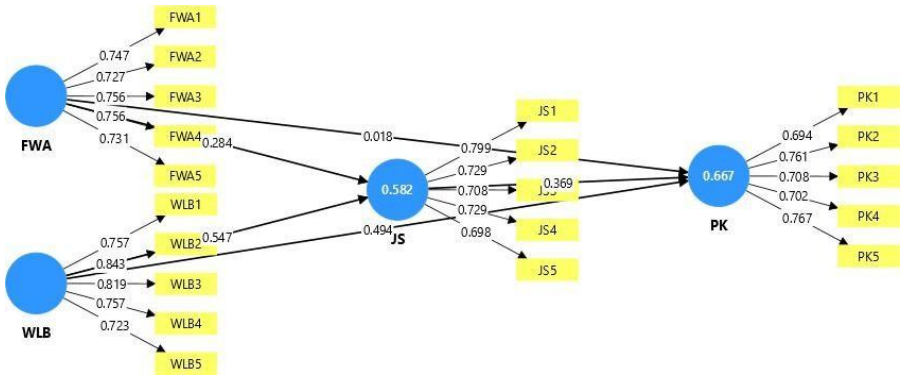

Figure 1. Outer Model

Outer model testing encompasses the evaluation of multicollinearity, validity, and reliability, additionally demonstrating the precise relationships between latent variables and their indicator variables.

Outer Model Analysis

Convergent Validity

Reflective of strong convergent validity, the outer loadings for the study's indicators all surpassed the 0.70 level, as shown in the following data set:

Table 2. Outer Loading

Variable	Indicators	Outer Loading
Flexible Work Arrangement (X1)	X1.1	0,747
	X1.2	0,727
	X1.3	0,756
	X1.4	0,756
	X1.5	0,731
Work Life-Balance (X2)	X2.1	0,757
	X2.2	0,843
	X2.3	0,819
	X2.4	0,757
	X2.5	0,723
*Career Developmen*t (Y)	Y.1	0,694
	Y.2	0,761
	Y.3	0,708
	Y.4	0,702
	Y.5	0,767
Job Satisfaction (Z)	Z.1	0,799
	Z.2	0,729
	Z.3	0,708
	Z.4	0,729
	Z.5	0,698

Source: *Primary data that was processed (2026).*

Each indicator's loading factor was examined as part of the validity testing process. As stated by Abdullah et al. (2024), if an indicator's loading factor value is more than o.5, it is deemed legitimate. All items in the questionnaire demonstrate outer loading values exceeding 0.5, validating each indicator. Outer loading and Average Variance Extracted (AVE) serve as the basis for convergent validity assessment, wherein indicators displaying outer loading values greater than 0.70 alongside AVE values exceeding 0.50 is considered to exhibit high convergent validity (Muchsinati et al., 2025). Each variable's AVE values are shown as follows:

Tabel 3. Average Variance Extracted

Variable	AVE (Average Variance Extracted)	Description
Flexible Work Arrangement (X1)	0,553	Valid
Work Life-Balance (X2)	0,610	Valid
Career Development (Y)	0,529	Valid
Job Satisfaction (Z)	0,538	Valid

Source: *Primary data that was processed (2026).*

All variables satisfy the Average Variance Extracted (AVE) criterion, indicating good validity, with AVE values exceeding 0.50. The AVE values are specifically 0,553 for flexible work arrangements, 0,610 for work–life balance, 0,529 for career development, and 0,538 for job satisfaction. These findings show that every variable in our investigation is valid and satisfies discriminant validity requirements.

Discriminant Validity

According to Muhammad et al. (2025), the cross-loadings for each indicator within a construct are used to compare them with other constructs and to evaluate discriminant validity. Each indicator's cross-loading values are shown below:

Table 4. Cross Loading

Indicator	*Flexible Work Arrangement (X1)*	*Work Life-Balance (X2)*	*Career Development (Y)*	*Job Satisfaction (Z)*
X1.1	**0,747**	0,563	0,466	0,512
X1.2	**0,727**	0,451	0,389	0,519
X1.3	**0,756**	0,493	0,518	0,519
X1.4	**0,756**	0,447	0,375	0,399
X1.5	**0,731**	0,434	0,348	0,390
X2.1	0,477	**0,757**	0,564	0,544
X2.2	0,569	**0,843**	0,679	0,635
X2.3	0,540	**0,819**	0,632	0,593
X2.4	0,533	**0,757**	0,611	0,586
X2.5	0,393	**0,723**	0,530	0,485
Y.1	0,431	0,559	**0,694**	0,551
Y.2	0,349	0,567	**0,761**	0,524
Y.3	0,370	0,581	**0,708**	0,579
Y.4	0,501	0,551	**0,702**	0,506
Y.5	0,438	0,558	**0,767**	0,532
Z.1	0,483	0,538	0,539	**0,799**
Z.2	0,477	0,586	0,537	**0,729**
Z.3	0,365	0,544	0,532	**0,708**
Z.4	0,446	0,483	0,522	**0,729**
Z.5	0,558	0,524	0,584	**0,698**

Source: *Primary data that was processed (2026).*

It is evident from the table above that all research variable indicators have their highest cross-loadings on the constructs they are intended to represent. Compared to the indicator's cross- loading values on other constructs, these cross-loading values are higher. Consequently, the indicators employed in this research demonstrate good discriminant validity for their respective variables.

Reliability Test

Composite Reliability (CR) and Cronbach's Alpha were used to assess reliability. Constructs with Composite Reliability (CR) and Cronbach's Alpha values of at least 0.70 is considered reliable (Yarsasi et al., 2025). After running the PLS Algorithm process, SmartPLS automatically calculates these values. The results are then interpreted using cut-off criteria to evaluate the validity and reliability of each construct and indicator in the research model. The composite reliability values for each build are shown below:

Table 5. Composite Reliability

Variable	*Composite Reliability*
Flexible Work Arrangement (X1)	0.861
Work Life-Balance (X2)	0.886
Career Development (Y)	0.848
Job Satisfaction (Z)	0.853

All research variables have composite reliability ratings greater than 0.70, as shown in the table above. In particular, career development is 0.848, work-life balance is 0.886, flexible work arrangement is 0.861, and job satisfaction is 0.853. Consequently, every variable satisfies the composite reliability

standards.

Cronbach's Alpha

Cronbach's Alpha values should exceed 0.60, and equal indicator loadings can be assumed to evaluate construct reliability (Subhaktiyasa, 2024). Using the PLS algorithm in SmartPLS enables accurate and efficient model measurement. Below are the Cronbach's Alpha values for each indication:

Table 6. Cronbach's Alpha

Variable	*Cronbach's Alpha*
Flexible Work Arrangement (X1)	0,799
Work Life-Balance (X2)	0,839
Career Development (Y)	0,776
Job Satisfaction (Z)	0,784

Source: *Primary data that was processed (2026).*

According to the table above, every variable in this study had a Cronbach's Alpha value greater than 0.60. These findings show that the constructs exhibit consistent measurement and are dependable.

Multicollinearity Test

According to Wijaya et al. (2025), under the VIF criterion, if VIF is between 0.1 and 5, multicollinearity is not an issue. However, if the VIF value exceeds 5, multicollinearity is present. The purpose of the multicollinearity test is to assess whether the independent variables in the regression model are correlated (Component et al., 2017). The multicollinearity test results for each indicator are presented below:

Table 7. Collinearity Statistics (VIF)

	Job Satisfaction	*Career Development*
Flexible Work Arrangement (X1)	**1,724**	**1,917**
Work Life-Balance (X2)	**1,724**	**2,440**
Career Development (Y)		**2,392**
Job Satisfaction (Z)		

Each variable's Collinearity Statistics (VIF) values are displayed in the above table, and fall within the acceptable range of > 0.1 and < 5. This indicates that the model does not exhibit multicollinearity among the independent variables and can therefore be used for regression analysis without additional adjustments.

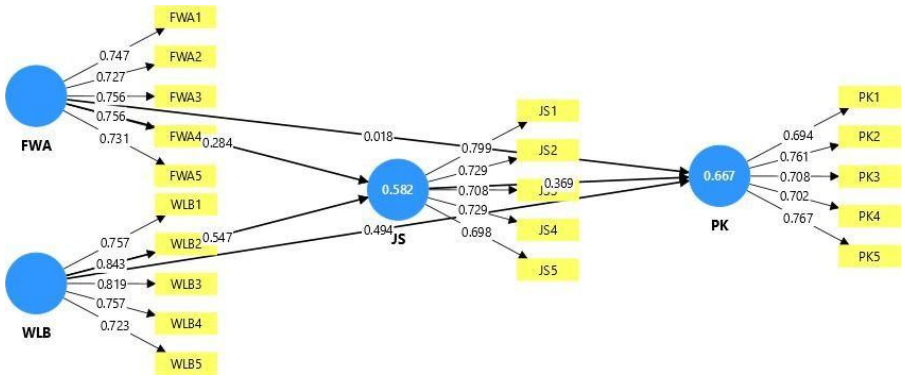

Figure 2. Inner Model

Three analyses are used to look at the links between latent variables in the inner model: path

coefficients, Goodness of Fit (GoF), and the R2 (R-square) value.

Inner Model Analysis

Model Fit Test (Goodness of Fit)

The R-squared statistic indicates how exogenous latent variables influence endogenous latent variables when assessing the quality of the structural model. Whether the structural model has strong, moderate, or weak predictive power is indicated by the R-squared values for the endogenous variables. An R-squared of 0.75 denotes a substantial effect, 0.50 indicates a moderate effect, and 0.25 signifies a minimal effect. Elevated R-squared values demonstrate that the SEM-PLS model can achieve more precise predictions (Ode et al., 2024). The degree of determination results for this study are presented as follows:

Table 7. R-Square Values

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0,582	0,573
Career development	0,667	0,657

Source: Primary data that was processed (2026).

The influence of flexible work arrangements and work-life balance on career advancement was measured using R-squared, which indicated a moderate association of 0.667 (66.7%), as shown in the table above. The extent to which flexible work arrangements and work-life balance affect job satisfaction was evaluated using the R-squared statistic. The results showed a moderate association, with a value of 0.582 or 58,2%. The Q2 (Predictive Relevance) value is analyzed to ascertain its value in structural model testing. Assessment of Q2 values reveals the extent to which model parameters correspond with observed values. When Q2 values are low, the predictor is considered less substantial; when Q2 values surpass 0, the model exhibits considerable predictive relevance. The Q-square computation yielded the following results:

Q-Square = 1 – [(1 – R21) x (1 – R22)]
= 1 – [(1 – 0,582) x (1 – 0,667)]
= 1 – (0,418 x 0,333)
= 1 – 0,139194
= 0,860806

Based on a Q-square value of 0.860806, the model explains 86% of the variance in the study data, with external factors not included in the model accounting for the remaining 14%. Thus, this study model can be considered to have a good fit based on these computations.

Hypothesis Testing

Path Coefficient Test

The study's hypotheses can be tested using the Path Coefficient table for both direct and indirect (mediated) effects. To ascertain the process starting sample values, p-values (critical ratios), and t-statistics, path coefficient testing is carried out using the bootstrapping technique. A p-value of less than 0.05 denotes a meaningful direct effect between variables, whereas a p-value greater than 0.05 denotes no direct effect. The study uses a t-statistic threshold of 1.96 at the 5% significance level; t-statistics exceeding 1.96 are deemed significant. The hypotheses are tested using the SmartPLS (Partial Least Squares) 4.0 program. The findings of the Path Coefficient are shown below:

Table 8. Path Coefficient (Direct Effect)

	Hypothesis	*Original Sampel*	*t-Statistic*	*P-Value*	Description
Flexible Work Arrangement (X1) => Generation Z Career Development (Y)	H1	0,018	0,115	0,909	**Insignificant**
Work Life-Balance (X2) => Generation Z Career Development (Y)	H2	0,494	4,443	0,000	**Significant**
Flexible Work Arrangement (X1) => *Job Satisfaction* (Z)	H3	0,284	2,448	0,014	**Significant**
Work Life-Balance (X2) => *Job Satisfaction* (Z)	H4	0,547	4,151	0,000	**Significant**
Job Satisfaction (Z) => Generation Z Career Development (Y)	H5	0,639	3,164	0,002	**Significant**

Source: *Primary data that was processed (2026).*

The results, as displayed in the table, can be understood as follows:

- Hypothesis 1 investigates whether flexible work arrangements are favorable and have a significant impact on Gen Z career development. The t-statistic is 0.115, the p-value is 0.909, and the effect size is 0.018. The association is not significant, and H1 is discarded since $t < 1.96$ and $p > 0.05$.
- Hypothesis 2 determines if work-life balance significantly and positively affects Gen Z's career development. The t-statistic is 4.443, the p-value is 0.000, and the effect size is 0.494. the association is positive and significant and H2 is accepted since $t > 1.96$ and $p < 0.05$.
- Hypothesis 3 determines whether flexible work arrangements have a positive and significant impact on job satisfaction. The t-statistic is 2.448, the p-value is 0.014, and the effect size is 0.284. H3 is approved, and the association is positive and significant because $t > 1.96$ and $p < 0.05$.
- Hypothesis 4 examines if work-life balance has a positive and significant impact on job satisfaction. The t-statistic is 4.151, the p-value is 0.000, and the effect size is 0.547. H4 is approved, and the association is positive and significant because $t > 1.96$ and $p < 0.05$.
- Hypothesis 5 tests whether job satisfaction positively and significantly affects Gen Z career development. The t-statistic is 3.164, the p-value is 0.002, and the effect size is 0.639. The link is positive and significant; H5 is accepted because $t > 1.96$ and $p < 0.05$.

Indirect Effect Test

The assessment determines whether the mediating variable plays a significant role in the relationship between exogenous and endogenous variables, using the same criteria as direct effect tests: an indirect effect is deemed significant if the p-value is below 0.05. The t-statistic is above 1.96 (Subhaktiyasa, 2024). The results for the indirect effect are presented below.

Table 4.9 Indirect Effect Test

	Hypothesis	*Original Sampel*	*t-Statistic*	*P-Value*	Description
Job Satisfaction (Z) => *Flexible Work Arrangement* (X1) => Generation Z Career Development (Y)	H6	0,105	1,977	0,048	**Significant**
Job Satisfaction (Z) => *Work Life-Balance* (X2) => Generation Z Career Development (Y)	H7	0,202	2,375	0,018	**Significant**

Source: *Processed data (2026).*

The results can be explained as follows in light of the following table:

- Hypothesis 6 assesses whether job satisfaction serves as a mediating factor in the association between flexible work arrangements and career development. Results demonstrated a t-statistic of 1.977 (> 1.96) and a p-value of 0.048 (< 0.05). Therefore, it may be asserted that job satisfaction mediates the influence of flexible work arrangements on career development among Generation Z.
- Hypothesis 7 explores whether job satisfaction mediates the relationship between career development and work-life balance. Results indicated a t-statistic of 2.375 (>1.96) and a p-value of 0.018 (< 0.05). Thus, it may be claimed that job satisfaction partially mediates the effect of career development on work-life balance for Generation Z.

Discussion

Flexible Work Arrangement Impact on Gen Z Career Development

The implementation of flexible work arrangements, including compressed work schedules, flexible working hours, and working from home, allows employees to control the timing and location of their work (Yurisprudensi & Working, 2025). Along with rapid technological development, Gen Z has expanded in a time that values diversity and social issues such as justice, gender equality, and environmental concerns (Sunaryanto & Idrus, 2025). According to the statistical findings, Gen Z career development is not positively and significantly impacted by flexible work arrangements. According to this result, the first hypothesis is disproved. This result is inconsistent with Azaka et al. (2025), who discovered that career development and flexible work arrangement were positively correlated. However, it supports the findings of Juli, Ritawaty, et al. (2024), which state that flexible working systems may reduce employees' visibility in the organization, potentially limiting performance evaluation and long-term career growth. This may also occur because some Gen Z employees tend to procrastinate when given excessive flexibility. Therefore, clear targets and proper supervision are needed to ensure flexible work systems support career development.

Work–Life Balance Impact on Gen Z Career Development

Work-life balance is the ability to manage one's obligations, both personal and professional, without unnecessary conflict (Amaria et al., 2025). Enhancing employees' skills and capacities to support present and future career planning is the goal of career development (Danaya et al., 2025). The statistical results show that work-life balance significantly and favorably influences Gen Z career development. This supports the second hypothesis and is consistent with Badrianto & Ekhsan (2021), who found that work-

life balance enhances worker performance, which in turn supports career development. Employees typically feel happier and more driven at work when they are assisted in managing work-life balance.

Flexible Work Arrangement Impact on Job Satisfaction

Flexible work arrangements are increasingly used to improve operational efficiency and employee well-being, supported by technological advancements, although they still present management challenges (Harjanti et al., 2025). Human resource management relies on the continuous monitoring of job satisfaction to mitigate performance declines and foster employee engagement (Widyaningtyas et al., 2023). The outcome suggests that providing employees with temporal and spatial autonomy serves as a critical lever for boosting workplace satisfaction. This outcome is consistent with the findings of Ahdianita & Setyaningrum (2024), who reported that flexible work arrangements have a strong impact on job satisfaction.

Work-Life Balance Impact on Job Satisfaction

Contemporary theory defines work-life balance as the ability to maintain a functional balance between work-related pressures and personal fulfillment, including happiness, leisure, family life, and career ambitions (Widyaningtyas et al., 2023). A favorable emotional state resulting from a person's assessment of their work experience is known as job satisfaction (Silminawati & Rachmawati, 2022). The statistical research indicates that work-life balance significantly and favorably affects job satisfaction. This supports the fourth hypothesis and aligns with Noviadi et al. (2024), who concluded that job satisfaction is greatly increased by work-life balance. Gen Z workers feel more content and supported when their personal and professional lives are balanced.

Job Satisfaction Impact on Gen Z Career Development

Employee job satisfaction is directly correlated with employees' ability to perform their jobs well and is influenced by leadership fairness and a healthy work environment (Putri et al., 2025). Career development is also important because it increases motivation and correlates with career success or failure (Sari et al., 2020). The results demonstrate that Gen Z career advancement is positively and significantly impacted by job satisfaction. This lends credence to the fifth hypothesis, which states that improved career development is linked to greater job satisfaction. This outcome is in line with Beno et al. (2022), who found that employee career development is significantly affected by job satisfaction, and vice versa.

Job Satisfaction as a Mediator Between Gen Z Career Development and Flexible Work Arrangement.

Job satisfaction reflects employees' perceptions of their work and affects both physical and psychological conditions. Flexible work can improve satisfaction, but it may also create challenges such as reduced communication and collaboration. However, when implemented effectively, flexible work encourages Gen Z employees to advance their careers by increasing motivation and satisfaction. The statistical findings support the notion that job satisfaction plays a major mediating role between flexible work arrangements and Gen Z career advancement. This supports the sixth hypothesis and is consistent with Dunan & Saputri (2025), who argued that flexible working arrangements, influenced by job satisfaction, significantly improve Gen Z employees' productivity.

Job Satisfaction as a Mediator Between Gen Z Career Development and Work-Life Balance.

Individual well-being and corporate productivity flourish under work-life balance models that are underpinned by strong leadership and a positive social climate. For Gen Z, workplace contentment is essential because it motivates them to improve their performance continually. A good perception that arises from employees' assessment of their working conditions is known as job satisfaction. The findings demonstrate that work-life balance serves as a prerequisite for satisfaction, which in turn acts as the direct

driver for Gen Z's career elevation. This supports the seventh hypothesis and aligns with Patong et al. (2025), who found that job satisfaction significantly and positively mediates the relationship between work-life balance and employee performance.

CONCLUSION

The study aims to examine the effects of work-life balance and flexible work arrangements on job satisfaction in the Solo Raya region, which acts as a mediator for Generation Z career development. The findings show that the research tools are generally dependable and valid. The results demonstrate that Generation Z career development is favorable and has a substantial impact on work-life balance, whereas flexible work arrangements do not directly affect career development. On the other hand, flexible work arrangements greatly boost job satisfaction, which helps Generation Z advance their career. Job satisfaction is also strongly and positively affected by work-life balance; therefore, greater balance leads to higher job satisfaction among Generation Z employees. Furthermore, job satisfaction, which has a favorable and substantial influence on career growth, partially mediates the relationship between flexible work arrangements and work-life balance and career development. Consequently, a crucial element in fostering Generation Z career development is job satisfaction, and the findings may help managers evaluate current work policies, improve retention strategies, and enhance Generation Z talent development through a supportive work environment, appreciation, and clear career pathways. Among the drawbacks of this study are the use of only 100 Generation Z respondents in Solo Raya, which limits generalization to other regions in Indonesia; the reliance on online closed-ended questionnaires, which may introduce subjective bias; and the use of a quantitative SEM-PLS approach that cannot deeply explore Generation Z's subjective experiences. Future research is suggested to expand the sample size and coverage, use a variety of techniques, such as focus group discussions and interviews, to obtain a more in-depth understanding, and compare Generation Z characteristics across industries and regions to understand better the factors influencing work-life balance and career advancement.

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