



# Reframing Work Flexibility: The Mediating Influence Of Polychronicity On Job Performance Among Gen-Z

Nugrahani Citra Athene <sup>1</sup>; Bulan Prabawani <sup>2</sup>

<sup>1,2</sup>Magister Administrasi Bisnis, Universitas Diponegoro

Email: <sup>1</sup>[Nugrahanicitra12@gmail.com](mailto:Nugrahanicitra12@gmail.com)

## How to Cite :

Athene, N. C., Prabawani, B. (2026). Reframing Work Flexibility: The Mediating Influence of Polychronicity on Job Performance Among Gen-Z. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(2). DOI: <https://doi.org/10.37676/ekombis.v14i2>

## ARTICLE HISTORY

Received [27 October 2025]

Revised [25 April 2026]

Accepted [28 April 2026]

## KEYWORDS

Work Flexibility, Mediating Influence, Polychronicity, Gen-Z.

*This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## ABSTRACT

This study aims to reframe the concept of work flexibility by analyzing its impact on job performance through the mediating role of polychronicity. The research focuses on Gen-Z employees working in the creative industry of DKI Jakarta that known by their adaptive work styles and multitasking tendencies. A quantitative approach was employed using data collected from 120 respondents of Gen-Z through purposive sampling and the analysis conducted using PLS-SEM. The results reveal that work flexibility has a positive and significant effect on job performance, indicating that flexible work arrangements can enhance employees' productivity. However, polychronicity does not significantly mediate the relationship between work flexibility and job performance, suggesting that multitasking preferences does not necessarily amplify performances. These findings emphasize that while flexibility remains a crucial driver of performance, the alignment between individual time preferences and task structure may not always strengthen its impact. This study contributes to the understanding of how flexibility and time-use orientation interact within Gen-Z's performance on work.

## INTRODUCTION

The Covid-19 has acted as a major catalyst for the accelerated adoption of work flexibility in various industries. The lockdown policies compelled companies to implement the flexible working arrangements to maintain business continuity. Alongside with the rapid technological advancement, many companies have realized that the employee productivity can remain high without constant physical presence in the office. This transformation has shifted the perception of flexibility from a temporary crisis response to a long-term strategic approach that enhances work-life balance, employee loyalty, and operational efficiency (Giovanis, 2018; Mwando, et. al., 2021). Moreover, flexible work arrangements grant employees greater autonomy over when and where they work, allowing companies to adapt with market changes and to foster employee capability development (Ubeda-Garcia, et. al., 2018).

Work flexibility allows employees to manage their own work rhythm, enabling them to switch between tasks comfortably without being constrained by rigid structures. Polychronicity reflects employee's ability to manage simultaneously or rapid changing tasks efficiently, which supports adaptive performance and job satisfaction (Song, et. al., 2024). In organizational settings, employees with higher polychronicity tend to perform better in creative and collaborative environments. This condition aligns with the dynamic work culture in DKI Jakarta's creative industry, which emphasize innovation, flexibility, and collaboration.

However, the implementation of work flexibility presents new challenges when not properly managed. According to the World Economic Forum (2020), the average working time increased by 48,5 minutes, accompanied by a rise in virtual meetings and email exchanges. Similarly, a survey found that 68% of employees experienced higher mental fatigue while working from anywhere compared to office-based settings. These findings suggest that work flexibility enhances efficiency and well-being, the absence of clear boundaries may reduce overall employee performance. Therefore, companies must design balanced flexibility policies to sustain productivity gains while safeguarding employees' mental health and long-term performance outcomes.

## LITERATURE REVIEW

### Work Flexibility

According to Elbendary and Shehata (2023), work flexibility refers to an adaptable work arrangement that allows employees to choose the place, time, and duration of their work activities. This flexibility provides greater autonomy and control, enabling employees to manage their responsibilities more effectively. Smit, et. al. (2024) explain that flexible working arrangements help employees allocate their personal resources efficiently to improve their productivity. Work flexibility enables individuals to align their work patterns with their capacities and preferences, fostering higher performance, creativity, and engagement within the dynamic organizational environments. The following hypothesis are proposed based on these arguments.

H1 : There is an effect of Work Flexibility on Polychronicity among Gen-Z in DKI Jakarta.

H2 : There is an effect of Work Flexibility on Job Performance among Gen-Z in DKI Jakarta.

### Polychronicity

According to Aghnihotri and Bhattacharya (2022), polychronicity reflects an employee's preferences for engaging in multiple tasks simultaneously and perceiving multitasking as the most effective way to accomplish work. Employees with high level of polychronicity tend to treat spontaneous tasks as equally important as planned ones, demonstrating consistent effort and adaptability across different job demands. Song, et. al. (2024) describes polychronicity as a common organizational characteristic that encourages employees to participate in several activities at once. When aligned with job requirements, this fit can enhance work efficiency, creativity, and responsiveness in dynamic environments where multitasking is essential. The following hypothesis are proposed based on these arguments.

H3 : There is an effect of Polychronicity on Job Performance among Gen-Z in DKI Jakarta.

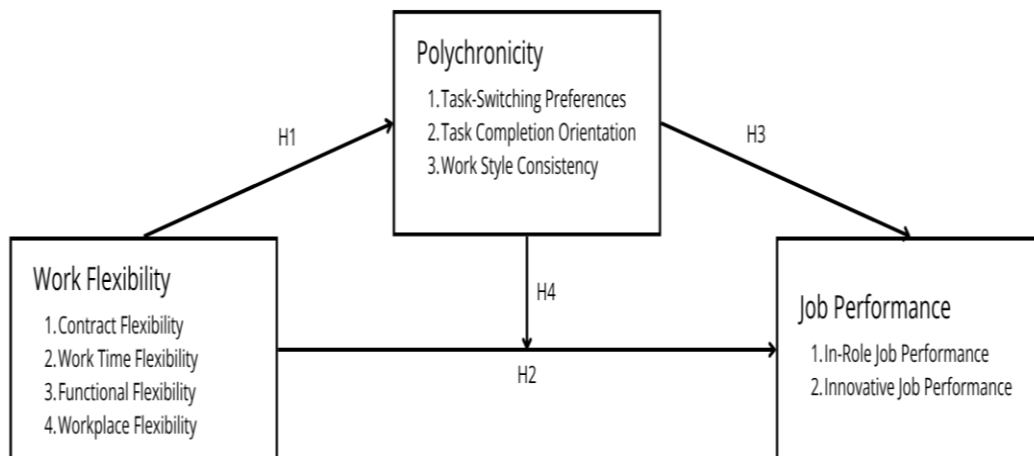
H4 : There is an effect of Work Flexibility on Job Performance through Polychronicity as a mediating variable among Gen-Z in DKI Jakarta.

### Job Performance

According to Chong and Zainal (2024), job performance refers to the outcomes delivered by the employees as a result of their abilities and efforts in completing assigned tasks. It reflects the extent to which an employee's work results align with the expectations set by the company. Darvishmontevali and Ali (2020) emphasize that job performance embodies an employee's

capability to meet organizational expectations through the effective application of skills, knowledges, and attitudes in their work.

**Figure 1. Research Model**



## METHODS

This study using an explanatory research type with a quantitative approach, involving a population of Gen-Z employees in the creative industry in DKI Jakarta. Data were collected through questionnaire and subsequently analyzed using SmartPLS.

### Sample Size and Respondent Criteria

The total population of Gen-Z employees in the creative industry in DKI Jakarta is unknown. Therefore, the researcher established specific selection criteria for the respondent as follows.

1. Respondents were born between 1997-2012 (classified as Gen-Z).
2. Respondents are employees currently working in DKI Jakarta.
3. Respondents are employees working in creative industry sub-sectors, including architecture, visual communication design, and advertising.

According to Hair (2014), the minimum sample size should be five times the number of indicator items used in the research, while appropriate size ranges between 100-200 respondents. The sample size in this study was calculated as follows.

$$n = 5 \times \text{Number of indicator items}$$

$$n = 5 \times (9 + 8 + 7)$$

$$n = 120$$

### Measurement Model

The measurement model test specifies the relationship between indicators and the corresponding latent variables in the study. The outer model test consists convergent validity testing, discriminant validity testing, and reliability testing. These analyses aim to ensure that the indicators accurately measure the constructs.

### Structural Model

The structural model test specifies the relationship among the latent variables and used to test the proposed hypotheses. In this study, the inner model was assessed through the evaluation of R-Square, F-Square, Q-Square, and Path Coefficient.

**Table 1. Criteria of Inner Model Evaluation**

No	Structural Model Test	Criteria
1	R-Square	0,67 Strong 0,33 Moderate 0,19 Weak
2	F- Square	0,35 Strong 0,15 Moderate 0,02 Weak
3	Q-Square	0,35 Strong 0,15 Moderate 0,02 Weak
4	Path Coefficient	P-Values < 0,05 t-Statistics > 1,96

## RESULTS

In this section, the results of the data analysis obtained from 120 respondents of Gen-Z in DKI Jakarta are presented. The characteristics of the respondents are shown in the following table.

**Table 2. Respondents' Characteristics**

Respondents' Characteristics	Categories	Frequency	Percentage
Age	19-20	5	4,2%
	21-22	7	5,8%
	23-24	31	25,8%
	25-26	49	40,8%
	27-28	28	23,3%
Gender	Male	58	48,3%
	Female	62	51,7%
Field of Work	Architecture	25	20,8%
	Visual Communication Design	53	44,2%
	Advertising	42	35,0%
Work Duration a Day	4-5 hours	6	5,0%
	6-7 hours	13	10,8%
	8-9 hours	64	53,3%
	10-11 hours	37	30,8%
Work Duration a Week	4 days	2	1,7%
	5 days	66	55,0%
	6 days	46	38,3%
	7 days	6	5,0%
Employment Status	Full-Time	51	42,5%
	Contract	59	49,2%
	Freelancer	10	8,3%
Monthly Income	<Rp5.000.000	33	27,5%
	Rp5.000.000 - <Rp7.500.000	63	52,5%
	Rp7.500.000 -	17	14,2%

Respondents' Characteristics	Categories	Frequency	Percentage
	Rp10.000.000		
	>Rp10.000.000	7	5,8%

The respondents' characteristics shown in the table provide an overview of the research object. The subsequent analysis focuses on the structural model to assess the relationship among the variables. The results of R-Square and Q-Square are presented below.

**Table 3. R-Square and Q-Square Results**

Test Results	Polychronicity	Job Performance
R-Square	0,166	0,701
Q-Square	0,117	0,523

The analysis results indicate that polychronicity has a coefficient determinant value of 0,166, meaning that work flexibility could explain only 16,6% of the variance in employee's multitasking preferences. This value falls into the weak effect category, suggesting that other factors may have a greater influence on polychronicity after this research. The predictive relevance of polychronicity has a value of 0,117, indicating that the model has moderate predictive relevance for multitasking preferences among Gen-Z employees in creative industry in DKI Jakarta.

Job performance has an coefficient determinant value of 0,701, indicating that work flexibility and polychronicity collectively explain 70,1% of the variance in employee performance after this research. This value falls within the strong effect category, suggesting that the model demonstrates a very good explanatory for employee performance. Furthermore, the predictive relevance value of 0,523 supports that the research model possesses a relatively strong predictive relevance in predicting job performance.

**Table 4. Hypothesis Test Result**

Hypothesis		Path Coefficient	t-Statistics	P-Values	Conclusion
H1	Work Flexibility → Polychronicity	0,407	4,925	0,000	Accepted
H2	Work Flexibility → Job Performance	0,800	19,728	0,000	Accepted
H3	Polychronicity → Job Performance	0,084	1,490	0,137	Rejected
H4	Work Flexibility → Polychronicity → Job Performance	0,034	1,298	0,195	Rejected

The table above presents the results of the hypothesis testing. The results indicate that H1 and H2 which examines the relationship between work flexibility with polychronicity and job performance show positive and significant effects. Therefore, these hypotheses are accepted. The result of H3 which examines the relationship between polychronicity and job performance as well as H4 which examines the relationship between work flexibility and job performance with polychronicity as mediation variable indicate positive but insignificant effects, therefore these hypotheses are rejected suggesting that no mediation effect is present in this research.

**Table 5. F-Square Result**

Relationship	F-Square	Category
Work Flexibility → Polychronicity	0,198	Moderate
Work Flexibility → Job Performance	1,782	Strong
Polychronicity → Job Performance	0,009	Weak

Based on the F-Square analysis, work flexibility has a moderate effect on polychronicity and a strong effect on job performance, indicating that work flexibility plays a fairly important role in shaping multitasking preferences and enhancing employee performance. Polychronicity has a very weak effect on job performance suggesting that the alignment of employee's multitasking preferences has not yet contributed significantly to improve their performance. These findings emphasize that work flexibility contributes the most in influencing the job performance among Gen-Z in creative industry in DKI Jakarta.

## DISCUSSION

Based on the findings, a deeper discussion can be carried out to analyze the relationships among the variables. Work flexibility provides employees with autonomy to adjust when, where, and how would they work, enabling them to manage multiple tasks simultaneously (Elbendary & Shehata, 2023). It facilitates cognitive adjustment, allowing employees to switch tasks more effectively and align their multitasking preferences with job demands (Zabielske et al., 2020). For Gen-Z employees, who are highly adaptive to change, flexibility enhances creativity, innovation, and the ability to cope with rapid task transitions. This finding supports Waheed et al. (2021), who emphasize that work flexibility strengthens the link between polychronicity and creative thinking. Moreover, flexibility reduces stress, minimizes work-life conflict, and increases job satisfaction among the employees (Sekhar & Patwardhan, 2021). When supported by responsive leadership, work flexibility not only improves individual performance but also contributes to organizational competitiveness in the dynamic creative industry.

Polychronicity reflects the employees' multitasking preferences in handling multiple tasks simultaneously, which theoretically may enhance work efficiency (Asghar et al., 2020). However, studies by Donal Mon, Tan Wan, and Sentoso (2025) as well as Zhang et al. (2023) indicate that multitasking preferences are not always lead to improved performance, as they are generally effective only for simple, low-complexity tasks. Factors such as work conditions and individual capabilities also determine the extent to which multitasking preferences contribute to performance (Lin, 2025).

Moreover, Zhang et al. (2023) and Agbanyo & Shi (2024) emphasize that polychronicity is situational that employees tend to display a polychronic work style in large-scale projects and a monochronic style in smaller ones. Therefore, the influence of Polychronicity Fit on performance tends to depend on the work context and the resources available to employees.

The results of this study indicate that work flexibility mediated by polychronicity has a positive but insignificant effect on job performance. This finding suggests that multitasking preference has not been able to strengthen the relationship between work flexibility with performance outcomes.

Flexible work arrangements in terms of time and location often require complex role adjustments and frequent transitions, which may lower performance if not properly managed. Therefore, the effectiveness of polychronicity as a mediating factor largely depends on the alignment between work style, task characteristics, and organizational support in managing role boundaries, rather than on multitasking ability alone.

## CONCLUSION

Based on the results of this study on Gen-Z in creative industry in DKI Jakarta, several conclusions can be drawn as follows.

1. Work flexibility has a positive and significant impact on employee performance by providing freedom in managing work time and methods.
2. Polychronicity shows a very small positive influence on employee performance and does not serve as a mediating variable. This is due to the situational nature of multitasking preferences which not directly enhance performance.
3. The improvement of Gen-Z's performance can be more effectively achieved through the implementation of well-managed work flexibility which allows greater autonomy and balance rather than relying on extended working *hours or rigid work stuctures*.

## RECOMENDATION

Based on the result of this study on Gen-Z in creative industry in DKI Jakarta, several recommendations can be proposed as follows.

1. Implement adaptive work flexibility by aligning organizational policies with employees' needs to maintain productivity and work-life balance.
2. Optimize task orientation by emphasizing work effectiveness rather than the number of tasks completed.
3. Strengthen employees' innovative performance through innovation management training, mentoring programs, and establishment of innovation lab.

## REFERENCES

- Agbanyo, George Kwame. Shi, Mei. (2024). The Moderating Effect of Management Polychronicity and Knowledge Sharing on Career Sustainability in the Work-from-Anywhere New Normal—From a Social Exchange Theory Perspective. *Sustainability* 2024 Vol. 16
- Agnihotri, Aripa. Bhattacharya, S.. (2022). CEO polychronicity and SME internationalization. *Emerald : Multinational Business Review* Vol. 30:4 2022.
- Asghar, Muhammad. Gull, Nida. Tayyab, Muhammad. Zhije, Song. Tao, Xiaolong. (2020). Polychronicity at work: Work engagement as a mediator of the relationships between job outcomes. *Journal of Hospitality and Tourism Management* Vol. 45 (2020) 470–478.
- Chong, Ying Keat. Zainal, Siti R. M.. (2024). Employee agility's mediating role on the link between employee vitality, digital literacy and transformational leadership with job performance: an empirical study. *Cogent Business & Management* Vol. 11 No. 1.
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management* Vol. 87.
- Elbendary, Israa. Shehata, Gamal M.. (2023). Towards a more flexible SMEs: can HR flexibility spur the nexus between capacity-enhancing HR practices and job performance?. *Management & Sustainability: An Arab Review*. Emerald 2023.
- Giovanis, E.. (2018). The relationship between flexible employment arrangements and workplace performance in Great Britain. *International Journal of Manpower* Vol. 39(1) 51-70.
- Lazauskaite-Zabielske, Jurgita. Ziedelis, Arunas. Urbanaviciute, Ieva. (2020). Who benefits from time-spatial job crafting? The role of boundary characteristics in the relationship between

- time-spatial job crafting, engagement and performance. Emerald : Baltic Journal of Management Vol. 16:1 2021 pp. 1-19.
- Lin, Tzu-Ting. (2025). From Multitasking to Mastering: How Polychronicity- Monochronicity Flexibility and Work Conditions Shape the Effects of COVID-19 Stress on Ego Depletion and Job Performance. Wiley : Stress and Health Vol. 41 2025.
- Mon, M. D., I., T. W., Sentoso, A. (2025). Role of Polychronicity in Job Performance and Turnover Intention Mediated by Job Satisfaction and Work Engagement. Binus Business Review Vol. 16(1) 57-69.
- Mwando, S.M., Issa, A., Kangotue, V. (2021). Staff and students' perception of implementing flexible working arrangements in institution of higher education. Journal of Facilities Management Vol. 19(3) 285-303.
- Sekhar, Chandra. Patrawardhan, Manoj. (2021). Flexible working arrangement and job performance: the mediating role of supervisor support. Emerald : International Journal of Productivity and Performance Management Vol. 72:5 2023.
- Smit, Brandon W., Ebrahimi, Nabi, Montag-Smit, Tamara, Boyar, Scott L., Maertz, Carl. (2025). The hidden pitfalls of flexibility: how work flexibility can promote strain and work-family conflict through telepressure. Emerald : Journal of Managerial Psychology.
- Song, Kuntai, Xu, Xinyi, Wu, Suying, Ni, Qing, Zhao, Lijing. (2024). How does organizational polychronicity relate to individual adaptive performance? A conservation of resources perspective. Emerald : Baltic Journal of Management Vol. 19:3 2024.
- Ubeda-Garcia, M., Claver-Cortes, E., Marco-Lajara, B., Zaragoza-Saez, P., Garcia-Lillo, F. (2018). High performance work system and performance: opening the black box through the organizational ambidexterity and human resource flexibility. Journal of Business Research Vol. 88 page 397-406.
- Waheed, Junaid, Jun, Wen, Yousaf, Zahid, Radulescu, Magdalena, Hussain, Hadi. (2021). Towards Employee Creativity in the Healthcare Sector: Investigating the Role of Polychronicity, Job Engagement, and Functional Flexibility. Healthcare Vol. 9 2021
- World Economic Forum. (2020, 14 Agustus). Longer hours, more emails and shorter meetings – working from home in the time of COVID. World Economic Forum : <https://www.weforum.org/stories/2020/08/coronavirus-working-home-hours-research/>
- Zhang, S., Huang, F., Zhang, Y., Li, Q. (2023). A Person-Environment Fit Model to Explain Information and Communication Technologies-Enabled After-Hours Work-Related Interruptions in China. International Journal of Environmental Research and Public Health Vol. 20-2023.