

The Influence of Work Flexibility and Internal Social Media on the Work Effectiveness of Generation Z Employees: The Mediating Role of Hybrid Work Engagement

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ABSTRACT

This study investigates the influence of work flexibility, internal social media, and hybrid work engagement on employee effectiveness in modern organizational contexts. Using a quantitative approach with structural equation modeling, the research explores both direct and indirect relationships among the variables. The results indicate that internal social media plays a pivotal role in enhancing work effectiveness by fostering communication, collaboration, and knowledge sharing within organizations. Hybrid work engagement also demonstrates a strong influence, as engaged employees in flexible environments are more committed, adaptive, and productive. Although work flexibility does not directly improve effectiveness, it contributes indirectly by encouraging greater use of internal social media, which subsequently enhances performance. These findings underscore the importance of integrating digital communication tools and engagement strategies to optimize organizational outcomes in an era of hybrid work arrangements.

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INTRODUCTION

The development of digital technology has significantly transformed the paradigm of the world of work. One of the most prominent impacts is the emergence of Generation Z in the labor market, namely individuals born between 1997 and 2012, who are known to be adaptive to technology, oriented toward flexibility, and have high expectations of work-life balance. According to the LinkedIn Workplace Learning Report (LinkedIn-Workplace-Learning-Report-2024, n.d.), more than fifty percent of Generation Z employees choose organizations that offer flexibility in terms of both time and location. In Indonesia, this phenomenon is increasingly relevant, considering data from the Central Bureau of Statistics (BPS, 2024) shows that the proportion of young workers is increasing and dominated by Generation Z, who are beginning to occupy strategic positions in various industrial sectors.

Another phenomenon that marks this transformation is the increasing use of internal social media platforms such as Slack, Microsoft Teams, or Workplace by Meta to support communication and team collaboration. Internal social media not only serves as a communication channel but also as a medium for knowledge sharing, fostering organizational culture, and enhancing employee engagement. On the other hand, the trend of hybrid work engagement has emerged as a response to changing work patterns in the post-pandemic era, combining face-to-face work with remote arrangements. However, the effectiveness of implementing internal social media and work flexibility has not fully resulted in higher work effectiveness, particularly among Generation Z employees, who tend to have unique work preferences and high turnover rates (LinkedIn-Workplace-Learning-Report-2024, n.d.).

Previous studies have identified the positive influence of work flexibility on employee productivity and satisfaction (Adiyanti & Sari, 2024), as well as the role of internal social media in fostering collaboration and innovation (Jong et al., 2021). Nevertheless, research that specifically integrates internal social media and work flexibility into a single research model to analyze their impact on work effectiveness among Generation Z, with hybrid work engagement as a mediating variable, remains scarce, especially in the Indonesian context. Most existing studies only examine work engagement in general, without distinguishing the dynamics of engagement within hybrid contexts, which involve coordination across different work modes and adaptation to technology.

Work effectiveness is often defined as the extent to which work outcomes—whether in terms of quality, quantity, or timeliness—achieve predetermined objectives. Saxena (in Adam, 2010) and Handoko (2019) also emphasize that employees' physical and mental efficiency significantly influence the attainment of desired results. In addition, work effectiveness is described as a key component in organizational efforts to achieve optimal outcomes through individual and group behavior in a dynamic social system. Work effectiveness is often linked with performance, where effectiveness is considered part of overall work performance (Nnah Ugoani, 2020). In the discussion of Organizational Behaviour (OB), organizational effectiveness includes achieving objectives through the management of human behavior—both individually and collectively—that contributes to organizational productivity and profitability (Nnah Ugoani, 2020). Research conducted by Alkaf et al. (2021) further found that organizational effectiveness and efficiency are strongly influenced by internal factors such as organizational policies and the use of integrated information systems.

Internal social media, or enterprise social media (ESM), is a digital platform developed within organizations to support communication, collaboration, knowledge sharing, and social interaction among employees. This includes tools such as Yammer, Microsoft Teams, Slack, and Workplace by Meta, which are designed to strengthen team and organizational connectivity. Enterprise social media is defined as a digital platform used within organizations to facilitate communication, collaboration, information exchange, and the strengthening of work networks among employees (Leonardi & Vaast, 2017). Examples of such platforms include Microsoft Teams, Slack, Yammer, and Workplace by Meta. Compared to traditional

communication channels, ESM provides advantages such as information visibility, time flexibility, and the ability to foster cross-departmental collaboration (Denyer et al., 2011).

From the perspective of organizational communication, internal social media functions not only as an information delivery channel but also as a tool to enhance participation, engagement, and team cohesion, thereby positively influencing organizational culture (PDF, n.d.). Internal social media is a technology-based communication platform used within organizations to enable employees to communicate, share information, collaborate, and build professional social networks in the workplace (Men et al., 2020). Enterprise social media is defined as a web-based communication platform that allows workers to communicate messages, view messages communicated by others, and access as well as navigate organizational content in real time (Men et al., 2020). Internal social media is essentially a technology application that facilitates internal communication, collaboration, and information sharing within organizations, ultimately influencing employee performance (Men et al., 2020).

Work flexibility is defined as the ability of workers to make choices that influence when, where, and how long they carry out their work tasks (Jeffrey Hill et al., 2008; Men et al., 2020). It also refers to employees' ability to choose work location and time, either formally or informally, including flexible work schedules and settings (Muhtazib et al., 2023). Previously known as work engagement, hybrid engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption," encompassing physical, cognitive, and emotional involvement in performing work roles (Muhtazib et al., 2023; Vartiainen & Vanharanta, 2024).

METHODS

This study employed a quantitative approach with a causal research design, as it sought to test the relationships among variables within a structured model. A quantitative design is suitable when the objective is to measure and explain causal linkages between independent, mediating, and dependent variables using statistical tools (Creswell & Creswell, 2018). The research specifically applied Structural Equation Modeling based on Partial Least Squares (PLS-SEM), which has been widely recommended for predictive models and complex mediation structures in management research (Hair et al., 2021).

The population of this study consisted of employees belonging to Generation Z who work in technology-based companies located in Jakarta, Indonesia. Generation Z was chosen because of its unique characteristics in the labor market, particularly its preference for flexibility and digital platforms (Priporas et al., 2017). The sample comprised 100 respondents, selected through purposive sampling. This technique was chosen to ensure that participants met specific criteria, namely being employees aged between 22 and 27 years, actively working in hybrid or digitally supported environments. According to Sekaran and Bougie (2019), purposive sampling is appropriate when the research focuses on a particular subset of the population relevant to the research objectives.

Data collection was conducted using a structured questionnaire distributed online through Google Forms. Online survey distribution has become an effective method for

reaching younger respondents, particularly those highly familiar with digital communication (Wright, 2017). The questionnaire applied a five-point Likert scale ranging from “strongly disagree” to “strongly agree” to measure respondents’ perceptions. This format is commonly used in social sciences to capture the intensity of agreement and ensure comparability of responses (Joshi et al., 2015).

The research instrument was adapted from validated scales in prior studies. Work flexibility items were derived from Hill et al. (2008), which emphasize the dimensions of choice regarding time, location, and duration of work. Internal social media was measured using indicators from Leonardi and Vaast (2017) and Men et al. (2020), capturing communication, collaboration, and knowledge sharing functions. Hybrid work engagement was adapted from the Utrecht Work Engagement Scale (Schaufeli et al., 2002) with contextual adjustments for hybrid arrangements, while work effectiveness was measured using items based on Adam (2010) and Handoko (2019), focusing on quality, quantity, and timeliness of output.

Prior to the main analysis, validity and reliability testing of the instrument was carried out. Convergent validity was assessed through factor loadings, which were expected to exceed 0.70, while average variance extracted (AVE) values were required to be above 0.50 (Fornell & Larcker, 1981). Reliability was examined through Cronbach’s alpha and composite reliability, both of which should be higher than 0.70 to ensure internal consistency (Nunnally & Bernstein, 1994). These thresholds are widely adopted in PLS-SEM research to guarantee robust measurement quality.

Data analysis employed SmartPLS 4.0 software. PLS-SEM was chosen because of its ability to handle complex models with mediating variables and relatively small sample sizes, making it particularly suitable for exploratory and predictive research (Hair et al., 2017). The analysis followed two main stages: the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The measurement model evaluation included convergent and discriminant validity checks, while the structural model analysis involved testing path coefficients, R^2 , effect sizes (f^2), and predictive relevance (Q^2).

Bootstrapping with 5,000 resamples was conducted to test the significance of the hypothesized paths. This non-parametric procedure provides robust estimates of standard errors and confidence intervals, making it widely applicable for mediation testing in SEM (Preacher & Hayes, 2008). Specifically, the study examined both direct and indirect effects to determine whether hybrid work engagement served as a significant mediator in the model.

RESULTS AND DISCUSSION

The outer model testing aims to ensure that all indicators in the research instrument are appropriate for use, both in terms of validity and reliability

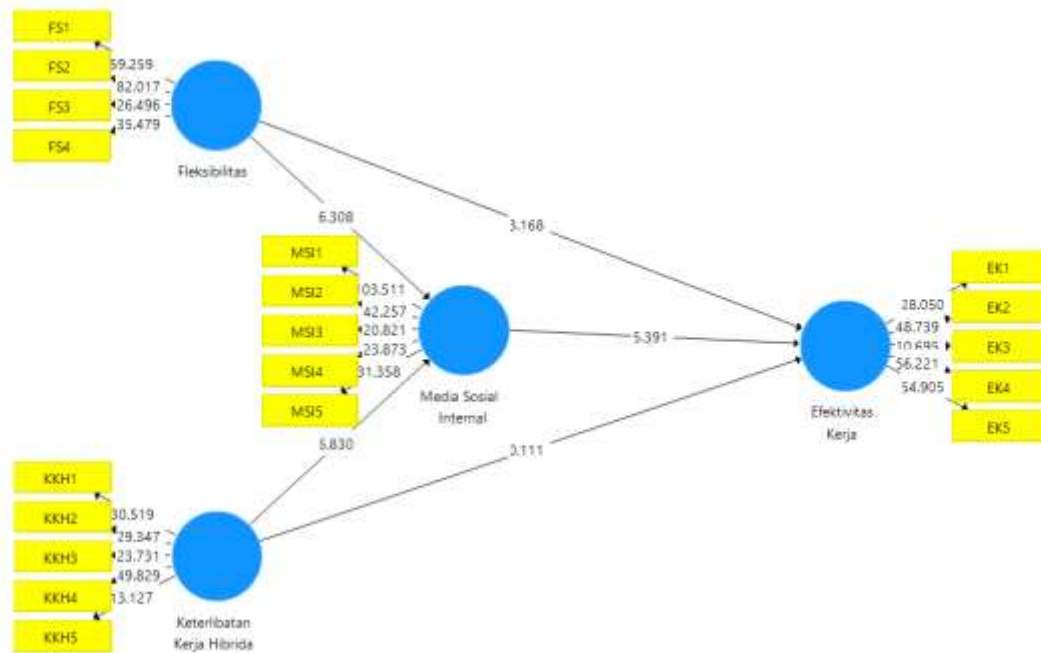


Figure 1. Research Model

Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE). The results indicated that all indicators had outer loadings above the 0.70 threshold, demonstrating that each indicator strongly represents its latent construct (Frimayasa & Suprayitno, 2025).

Table 1. Outer Loadings of Research Indicators

Indicator	Work Effectiveness	Flexibility	Hybrid Work Engagement	Internal Social Media
WE1	0.92			
WE2	0.959			
WE3	0.864			
WE4	0.967			
WE5	0.967			
FL1		0.973		
FL2		0.976		
FL3		0.946		
FL4		0.955		
HWE1			0.935	
HWE2			0.924	
HWE3			0.912	
HWE4			0.959	
HWE5			0.85	
ISM1				0.962

Indicator	Work Effectiveness	Flexibility	Hybrid Work Engagement	Internal Social Media
ISM2				0.938
ISM3				0.891
ISM4				0.903
ISM5				0.926

Based on the outer loading results, all indicators of each construct exceeded the common threshold of 0.70, indicating that they adequately represent their constructs and meet the criteria for convergent validity.

Table 2. Average Variance Extracted (AVE) Values of Constructs

Construct	Average Variance Extracted (AVE)
Work Effectiveness	0.877
Flexibility	0.927
Hybrid Work Engagement	0.84
Internal Social Media	0.854

Based on the Average Variance Extracted (AVE) results, all constructs have values well above the 0.50 threshold recommended by Fornell and Larcker (1981), confirming convergent validity. This indicates that the indicators explain a substantial portion of their constructs' variance, making them suitable for further analysis in the structural model evaluation.

Table 3. Composite Reliability Values of Constructs

Construct	Composite Reliability
Work Effectiveness	0.973
Flexibility	0.981
Hybrid Work Engagement	0.963
Internal Social Media	0.967

Based on the Composite Reliability (CR) results, all constructs exceeded the 0.70 threshold recommended by Hair et al. (2019), confirming strong internal reliability. This indicates that the indicators consistently measure their respective constructs, making them appropriate for further inner model evaluation.

Table 4. Cronbach's Alpha Values of Constructs

Construct	Cronbach's Alpha
Work Effectiveness	0.964
Flexibility	0.974
Hybrid Work Engagement	0.952
Internal Social Media	0.957

The Cronbach's Alpha results show that all constructs scored between 0.952 and 0.974, well above the 0.70 threshold recommended by Hair et al. (2019). These high values indicate excellent internal consistency, confirming that each indicator reliably measures its

construct. Thus, the research instruments are considered reliable and suitable for further structural model analysis.

Table 5. Coefficient of Determination (R²) Values

Construct	R Square	R Square Adjusted
Work Effectiveness	0.945	0.943
Internal Social Media	0.933	0.932

The R Square values were 0.945 for Work Effectiveness and 0.933 for Internal Social Media. According to Chin (1998), values above 0.75 indicate a strong model, suggesting that the predictors explain 94.5% of the variance in Work Effectiveness and 93.3% in Internal Social Media. The adjusted R Square values (0.943 and 0.932) were nearly identical, confirming the model's high explanatory power and accuracy in predicting the endogenous variables.

Table 6. Effect Size (f²) Values of Constructs

Construct	Work Effective-ness	Flexibility	Hybrid Work Engagement	Internal Social Media
Work Effectiveness	–			
Flexibility	0.527	–		1.574
Hybrid Work Engagement	0.001		–	2.062
Internal Social Media	2.051			–

The f² results indicate that Flexibility → Work Effectiveness (0.527) has a large effect, suggesting a strong substantive influence. Hybrid Work Engagement → Work Effectiveness (0.001) falls below the 0.02 threshold, indicating a negligible effect. Internal Social Media → Work Effectiveness (2.051) shows a very strong impact, far exceeding the large category. Flexibility → Internal Social Media (1.574) and Hybrid Work Engagement → Internal Social Media (2.062) also demonstrate very strong effects. Overall, Internal Social Media exerts the greatest influence on Work Effectiveness, followed by Flexibility, while Hybrid Work Engagement contributes minimally to Work Effectiveness but strongly to Internal Social Media.

Table 7. Predictive Relevance (Q²) Values

Construct	SSO	SSE	Q ² (= 1 – SSE/SSO)
Work Effectiveness	495	93.497	0.811
Flexibility	396	396	–
Hybrid Work Engagement	495	495	–
Internal Social Media	495	107.963	0.782

The Predictive Relevance (Q²) results using the Blindfolding procedure show values of 0.811 for Work Effectiveness and 0.782 for Internal Social Media. According to Hair et al. (2019), Q² values above 0.35 indicate strong predictive relevance. Thus, both endogenous variables demonstrate very high predictive accuracy and substantive explanatory power.

Flexibility and Hybrid Work Engagement do not report Q^2 values since they serve as exogenous or mediating variables. Hypothesis testing was conducted using SmartPLS, where p-values below 0.05 provided empirical support for the acceptance of hypotheses based on direct and indirect path coefficients.

Table 8. Results of Direct Effect Hypothesis Testing

Path Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Flexibility → Work Effectiveness	0.221	0.220	0.125	1.763	0.079
Flexibility → Internal Social Media	0.483	0.476	0.077	6.308	0.000
Hybrid Work Engagement → Work Effectiveness	0.736	0.742	0.123	5.962	0.000
Hybrid Work Engagement → Internal Social Media	0.552	0.562	0.081	6.830	0.000
Internal Social Media → Work Effectiveness	1.301	1.322	0.241	5.391	0.000

Based on the direct effect testing through bootstrapping in SmartPLS, the findings can be summarized as follows. Flexibility does not have a significant direct effect on work effectiveness ($\beta = 0.221$; $T = 1.763$; $p = 0.079$), indicating that work flexibility alone does not directly improve effectiveness in this model. However, flexibility significantly and positively influences internal social media ($\beta = 0.483$; $T = 6.308$; $p < 0.001$), meaning flexible work arrangements encourage greater use of internal social media. Hybrid work engagement shows a strong and significant positive effect on work effectiveness ($\beta = 0.736$; $T = 5.962$; $p < 0.001$) and on internal social media ($\beta = 0.552$; $T = 6.830$; $p < 0.001$), suggesting that higher engagement in hybrid work settings enhances both outcomes. Internal social media exerts the strongest positive and significant effect on work effectiveness ($\beta = 1.301$; $T = 5.391$; $p < 0.001$), highlighting its central role in boosting employee performance.

CONCLUSION

This study highlights the central role of internal social media and hybrid work engagement in enhancing work effectiveness among employees in contemporary organizational settings. The findings confirm that internal social media acts as a crucial driver of performance, as it enables employees to communicate seamlessly, share knowledge, and collaborate across both physical and virtual environments. When employees actively utilize internal communication platforms, they experience greater connectivity and coordination, which ultimately strengthens their overall effectiveness at work. In addition, hybrid work engagement emerges as an important factor that fosters not only higher levels of

effectiveness but also a greater reliance on internal social media. Employees who are more engaged in hybrid work arrangements show a stronger commitment to their tasks, adapt more easily to flexible environments, and actively use available technological tools to maintain productivity. This demonstrates that engagement in hybrid settings does not stand alone but operates in synergy with digital communication channels to maximize outcomes. Meanwhile, work flexibility does not exhibit a direct influence on effectiveness, yet its contribution should not be overlooked. Flexibility plays an indirect role by encouraging the adoption of internal social media, which then becomes a decisive pathway to stronger performance.

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