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INTENTIONS TO STAY IN THE MODERN WORKPLACE: IMPACT OF FLEXIBILITY AND PERSON-JOB FIT

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ABSTRACT

This study aims to examine the effects of person–job fit and work flexibility on employees' intentions to stay in Indonesia while analyzing the mediating role of work flexibility. A quantitative research design was conducted targeting a population of employees across diverse industries and generational groups in Indonesia. The sample comprised 220 workers selected using a snowball sampling technique. Data were analyzed through mediation modeling using Model 4 of Hayes' PROCESS macro v4.2 in SPSS 21. The findings indicate that person–job fit has a significant positive effect on both intentions to stay and work flexibility. However, work flexibility shows no significant direct impact on intentions to stay and does not act as a mediating variable. The practical implication highlights that person–job fit serves as the primary direct driver of retention, whereas work flexibility functions merely as an expected baseline workplace condition. Therefore, organizations should concentrate retention efforts on enhancing job-person alignment and meaningful role design rather than over-relying on flexible work arrangements.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh person–job fit dan fleksibilitas kerja terhadap intention to stay karyawan di Indonesia serta menguji peran mediasi fleksibilitas kerja. Penelitian ini menerapkan pendekatan kuantitatif dengan populasi karyawan dari berbagai latar belakang industri dan kelompok generasi di Indonesia. Sampel penelitian mencakup 220 pekerja yang diperoleh melalui teknik snowball sampling. Analisis data dilakukan menggunakan pemodelan mediasi Model 4 dari macro PROCESS v4.2 oleh Hayes pada SPSS versi 21. Hasil analisis menunjukkan bahwa person–job fit berpengaruh positif dan signifikan terhadap intention to stay serta fleksibilitas kerja. Sebaliknya, fleksibilitas kerja tidak berpengaruh signifikan terhadap intention to stay dan tidak terbukti memediasi hubungan antarvariabel. Implikasi penelitian ini memperlihatkan bahwa kesesuaian individu dan pekerjaan merupakan faktor pendorong utama retensi, sementara fleksibilitas kerja cenderung menjadi standar dasar lingkungan kerja modern. Dengan demikian, manajemen SDM sebaiknya berfokus pada penguatan person–job fit melalui rekrutmen presisi dan pengembangan peran daripada sekadar mengandalkan fasilitas kerja fleksibel.

INTRODUCTION

The contemporary workplace has experienced substantial transformation driven by digitalization, globalization, and changing employment relationships. Employees across different generations increasingly expect organizations to provide meaningful work, flexibility, and alignment between individual capabilities and job requirements. Consequently, understanding the determinants of employee intentions to stay has become an important concern for organizations facing talent retention challenges. This transformation is most acutely felt in the realm of employee retention, Although Generation Z those born between 1997 and 2012 (Talamayan et al., 2024) represents the largest proportion of respondents in this study, the investigation focuses on employees as a whole rather than comparing generational groups. As digital natives, Gen Z employees bring a unique set of expectations, prioritizing digital fluency, purposeful work, and a holistic integration of their professional and personal lives (Pataki-Bittó & Kapusy, 2021). This generational ethos necessitates a fundamental re-evaluation of traditional retention models, which often fail to account for the non-traditional motivators that drive this cohort. Within this evolving context, two factors emerge as critically influential: work flexibility and person-job fit. These constructs represent not merely peripheral benefits but core components of a modern psychological contract between employees and organizations.

The concept of work flexibility has evolved from a discretionary perk to a fundamental expectation, a transition dramatically accelerated by the global pandemic. The large-scale, involuntary experiment with remote work demonstrated that many job functions could be performed effectively outside the traditional office environment, challenging long-held assumptions about productivity and supervision (Kniffin et al., 2021). This shift has had a profound impact on employee expectations. For Gen Z, who value autonomy and control over their time, flexibility to encompassing temporal autonomy (flexible schedules) and spatial autonomy (remote work options) is increasingly a determinant of employer attractiveness. Empirical evidence underscores this; a significant 2022 survey revealed that approximately 70% of Gen Z workers consider flexibility a crucial factor in their employment decisions, effectively reframing it from a negotiable benefit to a baseline requirement (Borg et al., 2023; Barhate & Dirani, 2022). The consequences of neglecting this expectation are severe. Deloitte (2022) reported that 44% of Gen Z employees would contemplate leaving their roles within two years if their flexibility needs were unmet, directly linking this factor to turnover intentions. This suggests that in the modern labor market, a lack of flexibility can act as a powerful "push" factor, driving even otherwise satisfied employees to seek alternative opportunities (Haynes et al, 2019).

However, flexibility may be an insufficient anchor for long-term commitment. This is where the enduring concept of person-job fit becomes paramount. Rooted in established organizational theory, person-job fit refers to the congruence between an individual's skills, values, and personality and the requirements and culture of their specific role (Kristof-Brown et al., 2005). From the perspective of Self-Determination Theory (Deci & Ryan, 1985), a strong fit fulfills core psychological needs: autonomy (feeling a sense of volition), competence (feeling effective in one's role), and relatedness (feeling connected to the work and organization). For Gen Z, a generation characterized by a pronounced search for authenticity and meaning, this alignment is particularly critical. When their work resonates with their personal identity and values, it transforms a mere "job" into a component of their self-concept. Consequently, robust person-job fit is consistently correlated with enhanced job satisfaction, deeper emotional and cognitive engagement, and a stronger bond of organizational loyalty (Kaur & Kaur, 2023; Kidron & Rispler, 2023; Trysantika et al., 2023). It acts as a stabilizing force, reducing the appeal of external opportunities by providing intrinsic reward and a sense of purpose.

Despite compelling independent evidence for the importance of both flexibility and person-job fit, a critical gap exists in understanding their interplay in shaping the retention decisions of Gen Z. The literature presents several plausible, yet untested, theoretical pathways. Firstly, flexibility might function

as a direct antecedent to retention, a standalone resource that reduces work-life conflict and enhances well-being. Secondly, and central to this study's investigation, person-job fit might enable access to greater flexibility. Supervisors may perceive high-performing, well-suited employees as more trustworthy and responsible, thus granting them more autonomy over their work arrangements. In this mediating model, fit leads to flexibility, which in turn fosters a greater intention to stay. A third possibility is that flexibility acts as a moderating variable, where its presence amplifies the positive effect of person-job fit on retention. For instance, an employee with a good fit may exhibit even stronger loyalty if granted the freedom to work in ways that suit them best. Conversely, employees with a poor fit might value flexibility less, seeing it as insufficient compensation for a fundamentally misaligned role. Disentangling these dynamics is crucial for developing sophisticated, evidence-based retention strategies.

This research void is especially salient within the Indonesian context. As a rapidly digitalizing economy with a burgeoning youth population, Indonesia faces both a tremendous opportunity and a significant challenge in harnessing the potential of its Gen Z workforce. Intensifying competition for skilled talent has elevated retention to a strategic priority for both local and multinational corporations. While Indonesian organizations are increasingly adopting flexible work policies, often in response to global trends, many lack localized, empirical evidence regarding their actual efficacy and their interaction with foundational psychological factors like person-job fit. The unique socio-cultural fabric of Indonesia, which often emphasizes collectivism and relational harmony, may shape how flexibility and fit are perceived and valued, making findings from Western contexts not directly transferable. Therefore, investigating this nexus within Indonesia provides not only practical insights for local businesses but also contributes a valuable non-Western perspective to the global academic discourse on the future of work.

Therefore, this study, entitled "Intentions to Stay in the Modern Workplace: Impact of Flexibility and Person-Job Fit," seeks to systematically investigate the direct effects and, more importantly, the interactive relationship between work flexibility and person-job fit on the retention intentions of Indonesian employees. By elucidating the specific mechanism such as mediation testing, through which these variables operate, this research will provide a more nuanced understanding of what drives commitment in the new world of work. The findings are poised to offer evidence-based guidance for organizations aiming to refine their human resource policies, create more supportive and adaptive work environments, and ultimately design targeted strategies to attract, engage, and retain the vital talent of this new generation.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Definition and Dimensions of Intentions to Stay

Intentions to Stay refers to an individual’s deliberate and sustained commitment to remain in their current employment over the long term. It reflects a conscious decision to continue with the same organization, shaped by factors such as job satisfaction, quality of interpersonal relationships at work, and perceived career advancement opportunities. This construct is pivotal in organizational behavior research, as it serves as a proximal predictor of actual turnover behavior, allowing scholars and practitioners to intervene before employee attrition occurs. According to Silva et al. (2024), this construct can be assessed through three interrelated dimensions are plans to remain in the current job, the absence of active search for alternative employment, and commitment to remain for a specific period. These dimensions underscore the volitional nature of retention, emphasizing not just passive contentment but an active endorsement of one's employment trajectory.

In this framework, intentions are influenced by a cascade of cognitive evaluations, including met expectations, equity perceptions, and alternative job opportunities which incorporates shock events and path dependencies that either reinforce or erode staying intentions. In the modern workplace, characterized by gig economies, remote work, and rapid technological shifts, Intentions to Stay have

gained renewed salience (Ma & Fang, 2023; Nwankpa & Roumani, 2024). For instance, during the COVID-19 pandemic, studies like those by Kniffin et al. (2021) highlighted how disruptions amplified the role of staying intentions in buffering against mass resignations, often termed the Great Resignation. Delving deeper into the dimensions outlined by Silva et al. (2024), plans to remain in the current job capture the employee's intent to stay based on satisfaction with their role and the work environment. This dimension is often measured using self-report scales that probe future-oriented cognitions, such as "I plan to work for this organization for the next five years". The second dimension, the absence of active search for alternative employment, often indicates contentment and a lower inclination to leave. In the digital age, this dimension has adapted to online platforms like LinkedIn, where passive job seekers (those updating profiles without applying) still signal latent intentions to leave. When employees perceive a strong fit, they are more likely to experience competence, comfort, and meaningfulness in their roles, which strengthens their attachment to the organization (Das & Malik, 2024; Uraon& Kumarasamy, 2024). This alignment reduces role ambiguity and work-related stress, thereby increasing the likelihood that employees will remain in their current positions. Based on this reasoning, it is proposed that:

H1. Person–Job Fit positively influences intentions to stay

Definition and Dimensions of Work Flexibility

Work Flexibility encompasses the extent to which employees are afforded autonomy in managing their work arrangements to better balance professional and personal commitments. Rastogi et al. (2018) conceptualize this construct through two primary dimensions are temporal flexibility and operational flexibility. Temporal flexibility refers to the ability of employees to control their work schedules, including choices related to arrival and departure times, flexibility in selecting work hours, the option to work remotely, and the ability to take leave as needed. This dimension addresses the temporal demands of modern life, such as childcare or eldercare, where flexibility acts as a resource mitigating strain. Early conceptualizations, flextime from compressed weeks, but post-pandemic research has emphasized remote work's dominance. For instance, Bloom et al. (2015) conducted a field experiment with Chinese call centers, finding that telecommuting increased performance by 13% and reduced attrition by 50%, attributing gains to temporal autonomy.

Operational flexibility, on the other hand, relates to the degree of autonomy employees have in managing their tasks and involvement in decision-making. This includes freedom from excessive supervision, the ability to choose and prioritize tasks, responsibility for one's work, discretion in allocating time and effort, and having a voice in workplace decisions. Rooted in self-determination theory (Deci and Ryan, 1985), it fulfills needs for autonomy, competence, and relatedness, fostering intrinsic motivation. Job characteristics model further posits that autonomy enhances experienced meaningfulness, with operational flexibility as a core antecedent. Integrating both dimensions, work flexibility's theoretical evolution reflects societal changes.

Beyond its direct effect, PJF may also shape workplace conditions that further reinforce retention, particularly through Work Flexibility. Work Flexibility refers to the degree of autonomy employees have in managing when, where, and how they perform their work (Rastogi et al., 2018). It consists of two key dimensions: temporal flexibility (control over work schedules and timing) and operational flexibility (autonomy in task execution and decision-making). Employees who demonstrate strong alignment with their jobs are often perceived as more competent and trustworthy, which may encourage organizations to grant them greater flexibility. This increased flexibility can enhance employees' ability to balance work and personal responsibilities, reduce stress, and improve overall job satisfaction. Drawing from self-determination theory (Deci & Ryan, 1985), flexibility fulfills employees' need for autonomy, which in turn fosters intrinsic motivation and organizational attachment (Toth *et al,* 2020). As a result, employees who experience higher levels of work flexibility are more likely to develop stronger intentions to stay. Therefore, it is hypothesized that:

H2. Person–Job Fit positively influences work flexibility.
H3. Work flexibility positively influences intentions to stay.

Definition and Dimensions of Person-Job Fit

Person-Job Fit (PJF) is defined as the congruence between an individual's attributes—including their skills, abilities, and personality and the requirements and characteristics of their job. Tang et al. (2021) describe PJF as consisting of two key dimensions: skill-based fit and personality-based fit. Skill-based fit refers to the perceived alignment between an employee's competencies and the demands of their role, capturing their confidence in having the appropriate skills and abilities to perform effectively. Personality-based fit reflects the match between the employee's temperament and the organizational environment, including their sense of belonging and appropriateness for the role. A strong Person-Job Fit is associated with numerous positive outcomes, including enhanced job satisfaction, greater organizational commitment, and improved overall performance.

Integrating these relationships, Work Flexibility is expected to function as a mediating mechanism through which PJF influences retention. Specifically, employees with a strong fit are more likely to receive flexible work arrangements, which subsequently enhance their willingness to remain in the organization. This indirect pathway complements the direct effect of PJF on intentions to stay, providing a more comprehensive explanation of employee retention behavior.

H4. Work flexibility mediates the relationship between Person–Job Fit and intentions to stay.

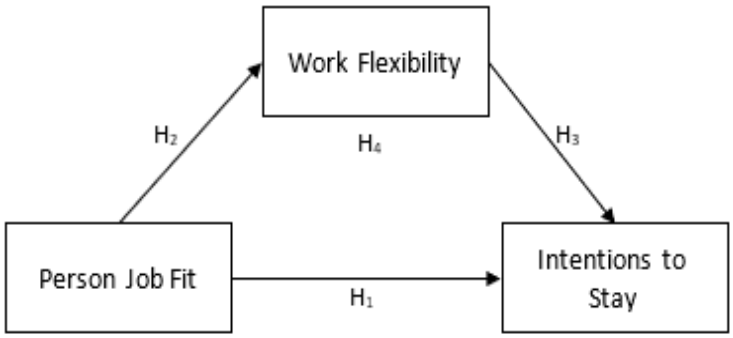


Figure 1. Concept Model

Figure 1 illustrates the conceptual model for this study, which proposes that work flexibility serves as a connecting factor between person-job fit and employee intention to remain with their organization. The model shows relation between their skills and job requirements (person-job fit), they are more likely to experience greater work flexibility. This flexibility, in turn, may influence their desire to stay with the company. The model helps explain how these three important workplace factors are related to each other that present 4 Hypothesis. This framework gives rise to a set of testable hypotheses that outline the specific pathways of influence. The first pathway, proposes that a higher degree of Person-Job Fit leads to greater perceived Work Flexibility, as managers may grant more autonomy to competent and well-suited employees. The second pathway, suggests that this increased Work Flexibility subsequently enhances an employee's Intentions to Stay by improving their control over work-life integration and overall job satisfaction. The combination of these two pathways constitutes the indirect effect. Finally, the model also accounts for the direct effect, which represents the portion of PJF's influence on IS that is not explained by the mediator, potentially operating through other mechanisms such as intrinsic motivation or organizational commitment.

RESEARCH METHOD

Samples

This study employed a quantitative research design to examine the relationships between person-job fit, work flexibility, and intentions to stay among employees in Indonesia. The target population consisted of employees working across various industries in Indonesia. The sample comprised 220 employees representing multiple generational groups (Generation X, Generation Y, and Generation Z), with Generation Z constituting the largest proportion of respondents. The study employed a quantitative approach to investigate the mediating role of Work Flexibility (WF) in the relationship between Person-Job Fit (PJF) and Intentions to Stay (IS). Data were collected from 220 employees across various industries in Indonesia. The mediation analysis was conducted using Hayes' PROCESS macro (Model 4) in SPSS 21.

Instruments

A structured questionnaire was used to collect data for this study. The first part of the questionnaire gathered basic information about participants, including their gender, age, marital status, workplace, job tenure, position, and education level. The main part of the questionnaire used multi-item rating scales to measure the study's key variables. These scales were carefully selected from previous research to ensure they were reliable and appropriate for this study. Work Flexibility was measured with 10 items (Rastogi et al.,2018), covering both time-related and task-related flexibility. Person-Job Fit was assessed with 5 items (Tang et al., 2021), examining how well employees' skills and personality match their job. Intentions to Stay was evaluated with 3 items from (Silva et al., 2024), focusing on employees' plans to remain with their organization.

Table 1. Research Instruments

Factors	Items		List of Instruments
Person Job Fit	5 Indicators	PJF1.	My abilities fit the demands of this job.
		PJF2.	I have the right skills and abilities for doing this job.
		PJF3.	There is a good match between the requirements of this job and my skills.
		PJF4.	My personality is a good match for this job.
		PJF5.	I am the right type of person for this type of work.
Work Flexibility	10 Indicators	WF1.	I am able to arrive and depart from work when I want.
		WF2.	I am free to work the hours that are best for my schedule.
		WF3.	There is flexibility in my schedule.
		WF4.	It is O.K. with my employer if I work at home.
		WF5.	I would easily take a day off or work, if I wanted to.
		WF6.	Others don’t direct my activities at work.
		WF7.	I can choose what I do at work.
		WF8.	I am in charge of my activities at work.
		WF9.	I determine where I place my time and energies at work.
		WF10.	I have a say in what goes on at work.
Intentions to stay	3 Indicators	IS1.	I plan to work at my present job for as long as possible.
		IS2.	I will most certainly look for a new job in the near future.
		IS3.	I plan to stay in this job for at least two to three years.

Source: Compiled by authors, 2026

Demographics

This section presents the demographic profile of the respondents to provide a clearer understanding of the sample characteristics. As shown in Table 2. Descriptive Statistics of Sample Demographics, the demographic variables include gender, age, work experience, and respondents' involvement in the retail sector. These characteristics are important to contextualize the findings and to ensure that the sample adequately represents the population under study.

Table 2. Descriptive Statistics of Sample Demographics

Demographics Variables		Frequency	Percentage
Gender	Male	100	46%
	Female	120	54%
Age	Gen X: 1965-1980	29	13%
	Gen Y: 1981-1995	91	42%
	Gen Z: 1996-2012	100	45%
Work Experience	< 2 years	53	24%
	> 10 years	76	35%
	2-10 years	91	41%
Did you take part in a retail sector	Yes	40	18%
	No	180	82%

Note: N=220

Source: Compiled by authors, 2026

The respondents of this study consisted of 220. Based on the demographic distribution, female respondents dominated the sample (54%), while male respondents accounted for 46%, indicating a relatively balanced gender composition that allows for adequate representation of both perspectives. In terms of age, the majority of respondents belonged to Generation Z (45%), followed by Generation Y (42%) and a smaller proportion from Generation X (13%). This distribution suggests that the findings are largely reflective of younger individuals, particularly those who are currently shaping their academic and early professional orientations. About work experience, most respondents reported having between 2–10 years of experience (41%), followed by those with more than 10 years (35%), and less than 2 years (24%). Although this distribution appears somewhat varied, it indicates that a considerable portion of respondents has been exposed to practical or organizational contexts, which may influence their perceptions and attitudes toward workplace-related variables. However, it is also notable that a significant majority of respondents (82%) reported no prior experience in the retail sector, suggesting that their responses are more likely based on general perceptions rather than direct industry-specific experience.

Overall, the sample represents employees from different generational groups, although Generation Z constitutes the largest proportion (45%). Therefore, the findings should be interpreted as representing the overall sample rather than a specific generation. Their views are shaped not only by limited work exposure but also by academic learning, digital literacy, and heightened awareness of contemporary organizational and ethical issues. Therefore, the sample remains appropriate for examining the relationships among the variables, particularly in understanding future workforce tendencies and intentions.

RESULT AND DISCUSSIONS

Descriptive Statistics

Table 3 presents the descriptive statistics and intercorrelations for the key study variables. The means, standard deviations, skewness, and kurtosis values for Work Flexibility (WF), Person-Job Fit (PJF), and Intentions to Stay (IS) all fall within acceptable ranges, indicating that the data approximates a normal distribution and is suitable for parametric analysis. The correlation matrix reveals significant positive bivariate relationships between the variables, with PJF showing the strongest association with IS ($r = .292$, $p < .01$).

Table 3. The results of Descriptive Statistics and Correlation

	Mean	S.D.	Skewness	Kurtosis	1	2	3
1. WF	30,1000	7,5688	,571	,294	-		
2. PJF	20,1455	3,6933	-1,108	3,136	,186	-	
3. IS	10,1227	2,6255	-,517	,357	,168	,292	-

Note: N=220

Source: Authors elaboration source of research data

Prior to hypothesis testing, the data were examined for validity and reliability. The measurement instruments for all constructs demonstrated satisfactory psychometric properties, ensuring the appropriateness of the subsequent analysis. The covariance matrices and correlation between model residuals were also examined, confirming the assumptions for mediation analysis were met.

Data Analysis

The measurement model was evaluated to ensure the reliability and validity of all constructs included in this study. As presented in Table 4, the results indicate that all measurement items for PJF, WF, and IS are generally meet acceptable standards of reliability and validity. Most constructs demonstrate satisfactory internal consistency, as reflected by Cronbach's alpha. However, it is important to note that the Cronbach's alpha value for IS construct is 0,504, this value suggests relatively low internal consistency. Nevertheless, it may still be tolerated in exploratory research or early-stage scale development, particularly if supported by other indicators such as composite reliability and adequate factor loadings.

Table 4. Results of Measure Reliabilities and Validities

Items	Cronbach's Alpha	Std. regression weights
PJF		
PJF1		0,902
PJF2		0,902
PJF3	0,936	0,890
PJF4		0,871
PJF5		0,898
WF		
WF1		0,708
WF2		0,801
WF3		0,725
WF4		0,674
WF5	0,855	0,693

Items	Cronbach's Alpha	Std. regression weights
WF6		0,674
WF7		0,710
WF8		0,404
WF9		0,662
WF10		0,460
IS		
IS1		0,812
IS2	0,504	0,731
IS3		0,591

Note: N=220

Source: Author's elaborations based on the research data

Table 4 shows the reliability and validity assessment of the measurement model confirms the psychometric robustness of the constructs. Person-Job Fit (PJF) and Work Flexibility (WF) demonstrate excellent internal consistency, with Cronbach's Alpha values of 0,936 and 0,855, respectively, and strong standardized regression weights for all items. However, the Intentions to Stay (IS) scale shows a lower-than-desirable reliability (α = 0,504), and one item (IS3) has a notably weak factor loading (0,591).

The Mediation Effect

After testing the mediation effect using Model 4 in PROCESS by macro, this study examined a comprehensive mediation model to understand the psychological mechanisms linking Person-Job Fit (PJF) to Intentions to Stay (IS) among employees, with Work Flexibility (WF) proposed as a potential mediator. The results as shown as Table 5 revealed a non-significant indirect effect of PJF on IS through WF, with a point estimate of 0,0155 and a 95% bias-corrected bootstrap confidence interval spanning from -0,0028 to 0,0447. The inclusion of zero within this interval indicates that the indirect effect is not statistically significant at the conventional ,05 level, leading to the rejection of Hypothesis 4.

Table 5. Results of the Mediation Effect Test

Indirect effect(s) of PJF on IS	Effect	SE	BootLLCI	BootULCI	p-value
Direct Effect	0,1924	0,0466	-	0,2843	0,0001
Indirect Effect	0,0155		0,0122	0,0447	

Source: Author's elaborations based on the research data

This finding carries substantial theoretical implications for understanding Gen Z's workplace behavior. The non-significant mediation effect suggests that Work Flexibility does not serve as a meaningful psychological mechanism through which Person-Job Fit influences retention intentions among this demographic. Rather than operating through the external reward of flexible work arrangements, the relationship between PJF and IS appears to be more direct and intrinsic in nature. This pattern aligns with emerging research on Gen Z's workplace preferences, indicating that this generation derives satisfaction primarily from meaningful work and personal fulfillment rather than instrumental benefits. The results challenge conventional assumptions about the role of flexibility in employee retention, particularly for

younger workers who may view flexible arrangements as a basic workplace standard rather than a special privilege that would enhance their commitment.
Furthermore, the examination of both direct and indirect effects provides a comprehensive understanding of the relationship dynamics, allowing for a more nuanced interpretation than would be possible through simple correlation analysis. The clear pattern emerging from these results suggests that organizations seeking to retain Gen Z talent should focus on fundamental job design and organizational fit rather than relying on flexible work arrangements as a primary retention strategy.

The Effects

The effects of Person–Job Fit (PJF) on Workforce outcomes (WF) are examined through the regression model summarized in Table 6. This table presents the overall model fit, including key indicators such as the coefficient of determination (R^2), adjusted R^2, and the standard error, which collectively demonstrate how well PJF explains variations in WF.

Table 6. Model Summary for the effect of PJF on WF

R	R-sq	MSE	F	df1	df2	p
,587	,345	55,5617	7,7996	1,000	218	,0057

Source: Author's elaborations based on research data

Hypothesis 1 proposed that Person-Job Fit (PJF) would positively affect Work Flexibility (WF). This hypothesis was strongly supported. The regression analysis revealed a statistically significant positive effect (β = 0,3809, p = ,0057), indicating that for every one-unit increase in Person-Job Fit, Work Flexibility increases by 0,3809 units. This finding provides empirical evidence for a foundational link in our theoretical model, suggesting that employees who perceive a strong alignment between their own skills, values, and personality and the demands of their role are subsequently granted, or perceive themselves to have, greater autonomy and control over their work arrangements.

This relationship can be interpreted through the lens of trust-based performance and managerial discretion. Supervisors and organizations are likely to perceive employees with high PJF as more competent, reliable, and intrinsically motivated. Such employees demonstrate a natural proficiency and commitment to their roles, thereby earning organizational trust. This accrued trust manifests in the form of delegated autonomy, where managers feel confident granting these individuals greater latitude in determining their work schedules, locations, and methods, the core components of Work Flexibility. The significant path from PJF to WF underscores that flexibility is not randomly distributed but is often an earned privilege, contingent upon an employee's demonstrated fit and presumed responsibility.

While the model is statistically significant, it is important to contextualize the explanatory power. The model explains approximately 34,5% of the variance in Work Flexibility (R^2 = ,345). This relatively modest R-squared value indicates that while Person-Job Fit is a significant predictor, it is one of several factors influencing an employee's access to or perception of flexibility. Although this value may be considered moderate to relatively low in predictive modeling, it remains acceptable and meaningful in the context of social and behavioral research, where human attitudes and perceptions are typically influenced by multiple complex factors. This finding indicates that Person–Job Fit is a significant predictor, but it represents only one of several determinants of perceived or actual work flexibility. The remaining 65,5% of variance is likely explained by other relevant variables not included in this model, such as organizational policies, leadership style, industry characteristics, technological readiness, and job design. Therefore, the R^2 value of 34,5% still provides substantive explanatory insight and supports the relevance of the model, while also highlighting opportunities for future research to incorporate additional predictors for a more comprehensive explanation. The confirmation of H1 is crucial it establishes the first leg of the

proposed mediation model (Path a), confirming that the independent variable (X) describing a significant influence on the hypothesized mediator). This successful test provides the necessary precondition for investigating the subsequent indirect effect of PJF on Intentions to Stay through WF.

Tabel 7. Total effect PJF on IS

Predictor	B	SE	t	p	LLCI	ULCI
Constant	5,0221	1,0680	4,7024	,0001	2,9171	7,1271
PJF	,1924	,0466	4,1267	,0001	,1005	,2843
WF	,0407	,0228	1,7881	,0752	0,0042	,0855
Total Effect	,2079	,0460	4,5154	< ,001	,1172	,2986

Source: Author's elaborations based on the research data

Hypothesis 2 (H2) stated that Person-Job Fit (X) would positively affect Intentions to Stay (Y). This hypothesis was supported. The direct effect of PJF on IS was found to be positive and significant (β = 0,1924, p = ,0001). Then, Hypothesis 3 (H3) proposed that Work Flexibility (M) would positively affect Intentions to Stay (Y). This hypothesis was not supported. The direct effect of WF on IS was not statistically significant (β = 0,0407, p = ,0752).

Tabel 8. Indirect effect(s) of IS on WF

	Effect	BootSE	BootLLCI	BootULCI
WF	,0155	,0122	-,0028	,0447

Source: Author's elaborations based on the research data

As a logical consequence of the non-significant effect in Hypothesis 4, this mediation hypothesis was not supported. Table 8 shows the indirect effect of PJF on IS through WF was estimated at 0,0155, confirming that WF is not a significant mediating mechanism through which PJF influences IS. This indicates that the strong effect of PJF on IS is direct and is not meaningfully transmitted via the granting of flexible work arrangements. The value Gen Z derives from a well-fitting job is intrinsic and powerful enough to drive retention on its own, without needing to operate through the external reward of flexibility.

Discussion

The findings of this study provide evidence regarding employee retention dynamics in Indonesia. Although Generation Z represents the largest respondent group, the relationships identified reflect the characteristics of the overall sample. In line with the tested hypotheses, PJF demonstrated a significant direct positive effect on IS, supporting the notion that alignment between individual attributes and job demands is a key driver of commitment. Conversely, WF showed no significant direct effect on IS, nor did it mediate the relationship between PJF and IS. These patterns extend established theories in organizational behavior, providing contextual insights into how young workers in an emerging economy like Indonesia form long-term employment attachments. As Gen Z integrates into the workforce, shaped by digital connectivity, economic uncertainties, and evolving work norms. On this research highlights the necessity for retention approaches that favor intrinsic congruence over structural accommodations, particularly in a post-pandemic landscape where work expectations have fundamentally shifted.

The pronounced direct effect of PJF on IS stands out as the study's most robust insight, affirming its status as a primary mechanism for fostering retention among employees. This alignment underscores the core tenets of person-environment (P-E) fit theory, which argues that compatibility between personal characteristics such as skills, abilities, and values—and job requirements enhances psychological well-

being and organizational attachment (Kristof-Brown et al., 2005). For Indonesian employees, who often seek careers that resonate with their sense of purpose and authenticity, a strong PJF directly addresses these aspirations by creating a perception of meaningful contribution. This generation, entering the job market amid globalization and social media influences, tends to view work as an extension of personal identity, making role congruence a vital anchor for sustained engagement (Gabrielova & Buchko, 2021). When employees feel their competencies and temperament align with their roles, it not only boosts confidence but also cultivates a deeper emotional investment in the organization, reducing the cognitive pull toward alternatives.

For instance, an employee worker whose creative skills match a marketing role may experience heightened competence, fostering relatedness through team contributions that align with communal goals. Locally, research on Indonesian young professionals has similarly highlighted how perceived skill-job matches mitigate dissatisfaction in volatile sectors like technology and services. In Indonesia, where youth face competitive urban job markets and cultural expectations of family support, a well-fitted position provides not just professional stability but also a pathway to personal development. This is especially relevant post-COVID-19, as disruptions have heightened Gen Z's emphasis on resilient, value-aligned careers over transient opportunities. By prioritizing PJF, organizations can preempt turnover triggers, such as role ambiguity or skill underutilization, which are common entry points for disengagement. Ultimately, this finding positions PJF as an enduring driver of IS, encouraging a reevaluation of how firms cultivate early-career alignments to harness the innovative potential of this demographic.

Contextual factors in Indonesia likely contribute to this subdued role. With the rapid expansion of digital infrastructure and corporate policies post-2020, flexible work has become normalized in urban centers, diminishing its novelty as a differentiator. Gen Z, as digital natives immersed in on-demand lifestyles, may view WF as an entitlement rather than an incentive, akin to expecting reliable internet or ergonomic setups. Supporting evidence from meta-analyses indicates that while flexibility positively influences work-life balance, its impact on deeper attitudinal outcomes like commitment is often modest, especially among younger, tech-savvy workers who anticipate such options as standard. In Asian contexts, including Indonesia, cultural emphases on relational harmony and purpose may further temper WF's appeal, as employees prioritize meaningful interactions over isolated autonomy.

The non-significant direct effect of Work Flexibility on Intentions to Stay (H3) and its non-significant mediating role (H4) are perhaps the most intriguing findings. This suggests that for Indonesian Gen Z employees, flexibility may be perceived as a hygiene factor rather than a motivator, as derived from Herzberg's Two-Factor Theory. In the post-pandemic era, flexible work arrangements may have become a baseline expectation. While its absence could cause dissatisfaction and increase turnover intentions, its presence alone is not a decisive factor that actively motivates employees to stay. They may appreciate it, but it does not significantly enhance their commitment beyond what is provided by a fundamental sense of job fit.

Thus, the lack of a significant indirect effect indicates that the influence of PJF on IS does not operate through the mechanism of increased WF. The benefit of being well-suited to one's job does not translate into a stronger intention to stay because it leads to more flexibility. Instead, PJF's impact is more direct and intrinsic. This suggests that organizations cannot rely on offering flexibility as a way to compensate for a poor person-job fit. The primary focus must remain on ensuring employees are well-matched to their roles from the outset. Theoretically, this study clarifies the distinct roles of PJF and WF in the retention of employees, suggesting that WF's importance may lie in preventing dissatisfaction rather than promoting active retention. Practically, this implies that organizations must prioritize accurate recruitment, role design, and onboarding processes to ensure a strong PJF. While offering work flexibility remains essential to meet minimum employee expectations and prevent turnover, it should be viewed as

a complementary policy rather than a primary retention strategy. To truly retain Gen Z talent, companies must foster an environment where employees find genuine meaning and alignment in their work.

CONCLUSION

In conclusion, this study underscores that, although both person–job fit and work flexibility represent valuable organizational attributes, person–job fit emerges as the dominant and direct predictor of retention intentions among employees in Indonesia. Work flexibility, while substantively important, does not significantly mediate this relationship and should be regarded as a necessary baseline condition rather than a primary differentiator in fostering long-term commitment. These findings carry important practical implications for organizations seeking to attract and retain all Generation talent. First, organizations should prioritize person–job fit by refining recruitment and onboarding processes to ensure genuine alignment between candidate attributes and job requirements. This entails transparent communication of job expectations, organizational culture, and values. Second, while flexible work policies remain essential to meet contemporary workplace expectations, they should not be over-relied upon as a standalone retention strategy. Finally, efforts should be directed toward amplifying core drivers of person–job fit, such as providing meaningful work, facilitating skill development, offering regular constructive feedback, and cultivating an organizational culture that resonates with every Gen's social and ethical values.

Several limitations of this study should be acknowledged. The cross-sectional design precludes definitive causal inferences. Although the sample size was adequate, its confinement to a single cultural context may limit generalizability. Additionally, the construct of work flexibility may benefit from further nuance; future studies could distinguish between temporal and spatial flexibility to yield more granular insights. Despite these limitations, this research contributes meaningful evidence on the centrality of person–job fit in sustaining long-term commitment within the modern workforce.

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