

Workplace Flexibility as a Predictor of Work Engagement: A Generation Z Perspective

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Abstract

Generation Z, in scientific literature most defined as individuals born between 1995 and 2012, represents a cohort entering the labor market with distinct values and expectations toward work. As digital natives, they are accustomed to technology, rapid access to information and flexible ways of working. Research indicates that Generation Z places strong emphasis on autonomy, work-life balance, continuous learning and meaningful work, making flexibility a particularly important factor in shaping their work experiences.

Workplace flexibility has become one of the key themes in discussions about the future of work, as organizations respond to rapid technological change and evolving employee expectations. This study examines workplace flexibility through four key dimensions: temporal, functional, workspace, and operational while focusing on Generation Z as a distinct and emerging workforce group with different expectations.

Temporal flexibility refers to when work is performed, for instance, the ability to choose start and end times or adjust schedules. Functional flexibility describes what work employees can do, task variety, role mobility and skill adaptability. Workspace flexibility refers to where work takes place and remote, hybrid arrangements. Operational flexibility focuses on how work is organized.

This study positions flexibility as an important work aspect that can enhance engagement. A quantitative research approach is used to examine the relationship between the four dimensions of flexibility and employee engagement. This research contributes to an understanding of workplace flexibility and its role in shaping engagement among Generation Z employees.

Keywords: workplace flexibility; work engagement; generation Z; future of work