


# Investigation on the Effect of Work Flexibility Policy on Job Satisfaction and Performance of Millennial Generation Employees in Start-UP Companies in DKI Jakarta

Andi Heru Susanto<sup>1</sup> Budi S. Kramadibrata<sup>2</sup>

Universitas Media Nusantara Citra

<b>Article Info</b>	<b>Abstract</b>
<b>Article history:</b> Received : 08 November 2023 Published : 10 November 2023	This study aims to determine the effect of job flexibility policies on job satisfaction and millennial generation employee performance in start-up companies in DKI Jakarta. This research uses a quantitative approach with survey methods. The population of the study, namely start-ups in DKI Jakarta, amounted to 1256. The sampling technique used is multistage random sampling. The determination of the final sample size to be used as respondents refers to the Generic Formula, and a total sample of 294 employees is obtained. The data analysis used is multiple regression analysis. The results of data analysis show that there is a positive and significant influence of work flexibility on the performance of millennial generation employees in start-up companies in DKI Jakarta by 62.6%. Affected by the positive and significant influence of job satisfaction on the performance of millennial generation employees in start-up companies in DKI Jakarta by 42.3%. There is a simultaneous influence (together) between the implementation of work flexibility and job satisfaction on the performance of millennial generation employees in start-up companies in DKI Jakarta by 62.6%.
<b>Keywords:</b> <i>Flexibility, Satisfaction, Performance, Start-Up</i>	
<b>Info Artikel</b>	<b>Abstrak</b>
<b>Article history:</b> Diterima : 08 November 2023 Publis : 10 November 2023	Penelitian ini bertujuan untuk mengetahui pengaruh kebijakan fleksibilitas kerja terhadap kepuasan kerja dan kinerja karyawan generasi milenial pada perusahaan start-up di DKI Jakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan metode metode survey. Populasi penelitian yaitu start-up di DKI Jakarta berjumlah 1256. Teknik pengambilan sampel yang digunakan adalah multistage random sampling. Penentuan ukuran sampel akhir yang akan dijadikan responden merujuk pada Formula Generik, dan diperoleh total sampel sebesar 294 karyawan. Analisis data yang digunakan adalah analisis regresi berganda. Hasil analisis data menunjukkan bahwa terdapat pengaruh positif dan signifikan fleksibilitas kerja terhadap kinerja karyawan generasi milenial pada perusahaan start-up di DKI Jakarta sebesar 62,6%. Terpengaruh pengaruh positif dan signifikan kepuasan kerja terhadap kinerja karyawan generasi milenial pada perusahaan start-up di DKI Jakarta sebesar 42,3%. Terdapat pengaruh yang simultan (bersama-sama) antara pelaksanaan fleksibilitas kerja dan kepuasan kerja terhadap kinerja karyawan generasi milenial pada perusahaan start-up di DKI Jakarta sebesar 62,6%.
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**Corresponding Author:**  
Andi Heru Susanto,  
Budi S. Kramadibrata  
Universitas Media Nusantara Citra  
Email: [andi.heru@mncu.ac.id](mailto:andi.heru@mncu.ac.id)

## 1. INTRODUCTION

The current era of the industrial revolution has resulted in the labor market continuing to change (Kresna et al., 2020). Overcoming these conditions, the concept of sustainable Human Resources (HR) management becomes a more appropriate approach with long-term goals and results, as well as increasing company profitability (Davidescu et al., 2020). One generational group that is often analyzed in the workplace is the Millennial generation, which is currently the largest generation in the workforce (Darby & Morrell, 2019). It is estimated that Millennials will make up more than 75% of this demographic by 2025 (Gabriel et al., 2020).

One of the main components of sustainable HR development is flexible work (Davidescu et al., 2020). Work flexibility is workers' control over when and where they work. This has increased substantially in most industrialized countries (Chung & van der Lippe, 2020). It cannot be denied that today's companies are mostly staffed by the millennial generation who enjoy work flexibility and are very close to technology. (WOLOR et al., 2020). Survey results by Deloitte show that the majority of millennials want the opportunity to work from home and/or have flexible hours (Chung & van der Lippe, 2020).

Sustainable HR practices are largely influenced by the level of performance and job satisfaction. Therefore, in-depth knowledge of these factors is essential in redefining HR management according to requirements. Work flexibility provides employees with a balance between their professional and personal lives, leading to job satisfaction and high performance. Job satisfaction is an important factor in attracting and retaining skilled labor (Stamolampros et al., 2019). Satisfied employees tend to speak well of the organization and are more sensitive to helping coworkers complete tasks (VIZANO et al., 2021). If millennials are satisfied with their jobs, they will be more loyal, more reluctant to leave their positions and this will undoubtedly influence company performance (Anugrah Putri et al., 2020). Conversely, employees with a low level of satisfaction can provide lower service quality (McPhail et al., 2015).

The main problem currently occurring is that most start-up companies in DKI Jakarta have not fully implemented work flexibility policies in terms of time and place. This is because the company considers that when employees do not work from the office, it will be difficult to control employees at work which can have an impact on the results achieved. Apart from that, the wage system implemented still adheres to a Provincial Minimum Wage (UMP) based salary system, where one of the wage indicators is the presence of employees at the company according to predetermined working hours. This is certainly not in line with the work characteristics of the millennial generation which prioritizes flexibility and work comfort. Millennial employees assume that work in start-up companies is the type of work that can be done anytime and anywhere because it is based on skills and the availability of internet services.

To overcome the problems above, the Human Resource Development (HRD) department must be able to design policies, not only oriented towards company goals. However, you must also be able to consider employees, especially the millennial generation. Where one of the characteristics of work is that it requires work flexibility to complete the work. HRD can consider a wage system that is oriented towards achieving employee performance, so that company goals will still be achieved even if employees do not work directly in the office. In order to be able to design this system, HRD certainly needs a strong basis, how big is the impact of implementing work flexibility on the results achieved? (WOLOR et al., 2020).

## 2. RESEARCH METHOD

This research uses a quantitative approach with a survey method to determine the influence of exogenous variables on endogenous variables. The population in this research is all millennial employees who work at start-up companies in DKI Jakarta. Based on data <https://www.startupranking.com/> The total number of start-ups in DKI Jakarta is 1256. The sampling technique used is multistage random sampling which is a complex form of cluster random sampling. Determining the final sample size that will be used as respondents refers to the Generic Formula determination sample size (Djauhari, 2020) at 95% confidence level. The variables in this research are:

1. Work flexibility is a form of freedom given to employees over when and where they work. Indicators for measuring work flexibility are contract flexibility, time flexibility, functional flexibility and work space flexibility.

2. Job satisfaction is an important criterion that cannot be overstated, representing a combination of psychological, physiological, and environmental states that determine an employee's satisfaction with his job, emotional stability, and conscientiousness. The measurement dimensions of job satisfaction are intrinsic satisfaction and extrinsic satisfaction (Ayça, 2019)
3. Employee performance is the individual achievement of an employee which refers to the results achieved in terms of quality and quantity when carrying out assigned tasks. Measurement of employee performance variables refers to quality, quantity, timeliness, effectiveness, independence, work commitment (Desiana, 2018).

The main instrument in the research is a questionnaire using a Likert Scale (5 answer choices). Supporting data to strengthen research findings, interviews were conducted with representative respondents. The research instrument developed was validated for content and construct to obtain a good level of validity. Content validity is carried out by measurement experts and management experts and the level of content validity is calculated using the Aiken Index. Construct validity was tested using *Confirmatory Factor Analysis (CFA) Second Order*. Standard loading factor used is 0.5 with a t-value of 1.96. To determine the consistency and reliability of the instrument, an instrument reliability test was carried out using the Cronbach Alpha test with a minimum reliable standard of 0.6. Data analysis consists of (1) descriptive analysis and (2) inferential analysis, namely multiple regression analysis.

### 3. RESEARCH RESULTS AND DISCUSSION (12 Pt)

#### Descriptive Statistical Analysis

##### Work Flexibility Variable (X1)

The results of descriptive statistical analysis of the questionnaire results for the work flexibility variable (X2) are presented in Table 1 below.

**Table 1.** Descriptive Statistics (X1)

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
X1	294	73	116	93.36	10,646	113,330
Valid N (listwise)	294					

Source: SPSS analysis results (2023)

Based on Table 1 above, it can be seen that of the 294 respondents who provided responses based on the questionnaire regarding work flexibility, the maximum score obtained was 116, the minimum score obtained was 73 with an average of 93.36, a standard deviation of 10.399, and a variance of 113.330.

##### Job Satisfaction Variable (X2)

The results of descriptive statistical analysis of the results of the job satisfaction variable questionnaire (X2) are presented in Table 2 below:

**Table 2** Descriptive Statistics (X2)

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
X2	294	94	131	117,734	10.0687	101.38
Valid N (listwise)	294					

Source: SPSS analysis results (2023)

Based on Table 2 above, it can be seen that of the 294 respondents who provided responses based on the questionnaire regarding job satisfaction, the maximum score obtained was 131, the minimum score obtained was 94 with an average of 117.734, a standard deviation of 10.0687, and a variance of 101.38.

**Millennial Generation Employee Performance Variables (Y)**

The results of descriptive statistical analysis of the performance of millennial generation (Y) employees are presented in Table 3 below:

**Table 3. Descriptive Statistics(Y)**

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Y	294	69	95	82.8191	5,834	34,042
Valid N (listwise)	294					

Source: SPSS analysis results (2023)

Based on Table 3 above, it can be seen that of the 94 respondents who provided responses based on the questionnaire regarding job satisfaction, the maximum score obtained was 95, the minimum score obtained was 69 with an average of 82.8191, a standard deviation of 5.834, and a variance of 34.042.

**Analysis Prerequisite Test**

**Data Normality Test**

Normality testing was carried out on each variable with values carried out using the Kolmogorofsmirnov Test assisted by the SPSS program.  $\alpha = 0,05$  Based on the results of the normality analysis of the data in each treatment group, the normality test results were obtained which are presented in Table 4 below:

**Table 4. Tests of Normality**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	Df	Sig.
X1	0.074	294	<b>0.200*</b>	0.981	294	0.205
X2	0.079	294	<b>0.186*</b>	0.963	294	0.010
Y	0.072	294	<b>0.200*</b>	0.984	294	0.329

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

Based on Table 4 above, it is known that the p-value (sig) from the analysis using SPSS for each variable as a whole obtained a sig value.  $>0.05$ , namely at  $X1 = 0.200 > 0.05$ ,  $X2 = 0.186 > 0.05$ , and at  $X3 = 0.200 > 0.05$  as seen from the sig value column  $>Kolmogorov-Smirnova$ . Thus,  $H_0$  is accepted and  $H_1$  is rejected. This means that all data obtained in the treatment group has a normal distribution.

**Data Homogeneity Test**

The data homogeneity test is carried out to determine that the data for each variable comes from a population that has the same variance. Data homogeneity testing uses the Levene's test (Levene's test of Homogeneity of Variance) with the help of SPSS. The results of the homogeneity of variance test for each pair of independent variables and dependent variables are as follows:

**Test the homogeneity of the work flexibility variable (X1) on the performance of millennial generation employees (Y).**

The results of the data homogeneity test on the implementation of work flexibility on the performance of millennial generation employees using SPSS are presented in Table 5 below:

Based on Table 5, it can be seen that the results of testing the homogeneity of work flexibility variance on the performance of millennial generation employees obtained P-value (sig) = 0.076. Because the significance value is greater than 0.05, it means that the variance of the work flexibility variable on the performance of millennial generation employees is homogeneous.

The results of the homogeneity test of job satisfaction data on the performance of millennial generation employees using SPSS are presented in Table 6 below.

**Table 6 Levene's Test X2 on Y**

Dependent Variable: Y

Levene Statistics	df1	df2	Sig.
1,449	425	459	0.083

a. Design: Intercept + X2

Based on Table 6, it can be seen that the results of testing the homogeneity of variance of the job satisfaction variable on the performance of millennial generation employees obtained P-value

**Table 5. Levene's Test X1 on Y**

Dependent Variable: Y

Levene Statistics	df1	df2	Sig.
1,570	427	458	0.076

a. Design: Intercept + X1

(sig) = 0.083. Because the significance value is greater than 0.05, it means that the variance of the job satisfaction variable on the performance of millennial generation employees is homogeneous.

**Hypothesis test**

*Effect of Implementing Work Flexibility Activities (X1) on Employee Performance (Y)*

Hypothesis testing between the work flexibility variable (X1) on the performance of millennial generation employees (Y) was carried out using a simple linear regression test using SPSS 18. Based on the results of simple linear regression analysis using SPSS 18, the following were obtained:

**Table 7. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1982,542	1	1982,542	154,129	0,000b
	Residual	1183,383	292	12,863		
	Total	3165,926	293			

a. Dependent Variable: performance of millennial generation employees

b. Predictors: (Constant), work flexibility

Based on Table 7 above, it can be seen that the calculated F value obtained is 154.129 and the probability value (sig) = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05. Thus, based on the test criteria above, then H1 is accepted and H0 is rejected. This means that there is an influence of the implementation of work flexibility on the performance of millennial generation employees at start-up companies in DKI Jakarta and the regression model obtained from the results of this analysis can be used to predict the performance of millennial generation employees who are influenced by the implementation of work flexibility.

**Table 8. Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.791a	0.626	0.622	3.58648

- a. Predictors: (Constant), work flexibility
- b. Dependent Variable: employee performance

Based on Table 8 above, it can be concluded that:

- a) The R value obtained was 0.791. This shows that the relationship (correlation) between the implementation of work flexibility and the performance of millennial generation employees, if consulted on the R value interpretation table, is included in the strong and positive category. The positive meaning is that the relationship between the variable implementing work flexibility (X) and the performance of millennial generation employees (Y) is in the same direction. This means that the better the implementation of work flexibility, the greater the employee performance at start-up companies in DKI Jakarta will increase. Conversely, the worse (smaller) the implementation of work flexibility, the lower the employee performance in start-up companies in DKI Jakarta.
- b) The R-Square value obtained was 0.626 or 62.6%. Thus, the contribution made by the implementation of work flexibility (X) to the performance of millennial generation (Y) employees is 62.6% and the remaining 37.4% is influenced by other factors.

**Table 9. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	42,327	3,282		12,895	0,000	35,808	48,847
	Work fleck	0.434	0.035	0.791	12,415	0,000	0.364	0.503

- a. Dependent Variable: Work fleck

Based on Table 9 above, it can be seen that:

- a) The value of a = 42.327 and b = 0.434. Thus, the regression equation model obtained to predict the performance of millennial generation employees which is influenced by the implementation of work flexibility is  $\hat{Y} = 42,327 + 0,434X$ , where Y is the performance of millennial generation employees and X is the implementation of work flexibility. Based on this equation, it can be concluded that if the implementation of work flexibility is (X=0), then it can be estimated that the performance of millennial generation employees will be 42,327, whereas if the implementation of work flexibility has a score of 1 (X=1), then it can be estimated that employee performance The number of students from the millennial generation is 42,761. The regression coefficient value b = 0.434 indicates that the amount

of increase in millennial generation employee performance for each increase in work flexibility implementation score at start-up companies in DKI Jakarta.

- b) Testing the significance of the effect of implementing work flexibility on the performance of millennial generation employees was carried out by comparing the probability values (sig) in the coefficients table. Table 4.13 shows that the calculated t value obtained is 12.415 and the sig value = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05, then there is a significant influence from implementing work flexibility on the performance of millennial generation employees at start-up companies in DKI Jakarta.

*Influence Job Satisfaction (X2) on the Performance of Millennial Generation Employees (Y)*

Hypothesis testing between the job satisfaction variable (X2) on the performance of millennial generation employees (Y) was carried out using a simple linear regression test using SPSS 18. Based on the results of simple linear regression analysis using SPSS 18, the following were obtained:

**Table 10. ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1338,527	1	1338,527	67,388	0,000b
	Residual	1827,398	292	19,863		
	Total	3165,926	293			

- a. Dependent Variable: employee performance
- b. Predictors: (Constant), job satisfaction

Based on Table 10 above, it can be seen that the calculated F value obtained is 67.388 and the probability value (sig) = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05. Thus, based on the test criteria above, then H1 is accepted and H0 is rejected. This means that there is an influence of job satisfaction on the performance of millennial generation employees at start-up companies in DKI Jakarta and the regression model obtained from the results of this analysis can be used to predict the performance of millennial generation employees which is influenced by job satisfaction.

**Table 11. Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.650	0.423	0.417	4,457

- a. Predictors: (Constant), job satisfaction
- b. Dependent Variable: employee performance

Based on Table 4.15 above, it can be concluded that:

- a) The R value obtained is 0.650. This shows that the relationship (correlation) between the implementation of job satisfaction and the performance of millennial generation employees, if consulted on the R value interpretation table, is included in the medium and positive category. The positive meaning is that the relationship between the job satisfaction variable (X2) and the performance of millennial generation employees (Y) is in the same direction. This means that the better job satisfaction, the higher the performance of millennial generation employees will be obtained by students. Vice versa, the worse (lower) the job satisfaction, the lower the employee performance in start-up companies in DKI Jakarta.

**Table 12. Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	40,719	5,149		7,908	0,000	30,493	50,946
1 Job satisfaction	0.377	0.046	0.650	8,209	0,000	0.286	0.468

b) The R-Square value obtained was 0.423 or 42.3%. Thus, the contribution made by job satisfaction (X2) to the performance of millennial generation (Y) employees is 42.3% and the remaining 57.7% is influenced by other factors.

Based on Table 4.16 above, it can be seen that:

- a) The value of a = 40.719 and b = 0.377. Thus, the regression equation model obtained to predict the performance of millennial generation employees which is influenced by job satisfaction is  $\hat{Y} = 40,719 + 0,377X$ , where Y is the performance of millennial generation employees and X is job satisfaction. Based on this equation, it can be concluded that if job satisfaction is (X=0), then it can be estimated that the performance of millennial generation employees is 40,719, whereas if job satisfaction has a score of 1 (X=1), then it can be estimated that the performance of millennial generation employees The results obtained by students were 41,096. The regression coefficient value b = 0.377 indicates that the amount of increase in millennial generation employee performance for each increase in job satisfaction score at start-up companies in DKI Jakarta.
- b) Testing the significance of influence job satisfaction the performance of millennial generation employees is carried out by comparing the probability values (sig) in the coefficient table. Table 4.16 shows that the calculated t value obtained is 8.209 and the sig value = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05, then there is a significant influence of job satisfaction on the performance of millennial generation employees at start-up companies in DKI Jakarta.

*The Effect of Implementing Work Flexibility (X1) and Job Satisfaction (X2) on the Performance of Millennial Generation Employees (Y)*

Hypothesis testing between the implementation variables of work flexibility (X1) and job satisfaction (X2) on the performance of millennial generation employees (Y) was carried out using multiple linear regression tests using SPSS 18. Based on the results of simple linear regression analysis using SPSS 18, the following were obtained:

**Table 13. ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1982,947	2	991,474	76,269	0,000b
	Residual	1182,978	291	13,000		
	Total	3165,926	293			

Based on Table 13 above, it can be seen that the F count value obtained is 76.269 and the probability value (sig) = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05. Thus, based on the test criteria above, then H1 is accepted and H0 is rejected. This means that there is a simultaneous (together) influence between the implementation of work flexibility



and job satisfaction on the performance of millennial generation employees at start-up companies in DKI Jakarta and the regression model obtained from the results of this analysis can be used to predict the performance of millennial generation employees who are influenced by implementation of work flexibility and job satisfaction.

**Table 14. Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	0.791a	0.626	0.618	3,606	0.626	76,269	2	291	0,000

- a. Predictors: (Constant), work flexibility, work satisfaction
- b. Dependent Variable: employee performance

Based on Table 14 above, it can be concluded that the R value obtained is 0.791. This shows that the relationship (correlation) between simultaneously (together) the implementation of work flexibility and job satisfaction with the performance of millennial generation employees, if consulted on the R value interpretation table, is included in the strong and positive category. The R-Square value obtained was 0.626 or 62.6%. Thus, the contribution contributed by the variables implementing work flexibility (X1) and job satisfaction (X2) to the performance of millennial generation (Y) employees is 62.6% and the remaining 37.4% is influenced by other factors.

**Table 15. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	41,878				
1	Employee performance	0.425	0.060	0.776	7,041	0,000	0.305	0.545
	Job satisfaction	0.011	0.064	0.019	0.177	0.860	-0.116	0.138

- a. Dependent Variable: employee performance

Based on Table 4.19 above, it can be seen that the value of a = 41.878 and b1 = 0.425 and b2 = 0.011. Thus, the regression equation model obtained to predict the performance of millennial generation employees which is influenced by the implementation of work flexibility and job satisfaction is  $\hat{Y} = 41,878 + 0,425X_1 + 0,011X_2$ , where Y is the performance of millennial generation employees and X1 is the implementation of work flexibility and X2 is job satisfaction. Based on the regression equation, several things can be analyzed, including:  $\hat{Y} = 41,878 + 0,425X_1 + 0,011X_2$

- a) The employee performance obtained, if there is no implementation of work flexibility and job satisfaction (X1 and X2 = 0), then the employee performance obtained is of.41,878
- b) Multiple regression coefficients and indicates the magnitude of the increase in performance of millennial generation employees. Each increase in respondents' answers for the implementation variables of work flexibility and job satisfaction.0,425 0,011

- c) Multiple regression equation, which is used as a basis for estimating the performance of millennial generation employees which is influenced by the implementation of work flexibility and job satisfaction.  $\hat{Y} = 41,878 + 0,425X_1 + 0,011X_2$

## Discussion

### *The Effect of Work Flexibility on the Performance of Millennial Generation Employees*

Job satisfaction is the level of influence towards a job and its main components and is considered a positive concept that describes work behavior (Li et al., 2019). Based on the results of hypothesis testing, the work flexibility variable (X1) and the performance of millennial generation employees (Y) show that there is a positive and significant influence of implementing work flexibility on the performance of millennial generation employees at start-up companies in DKI Jakarta. This can be seen from the output of the analysis results where the F count value obtained is 154.129 and the probability value (sig) = 0.000 which means the probability value (sig) < 0.05 or 0,000 < 0.05 and The t count value obtained is 12.415 and the sig value = 0.000 which means the probability value (sig) < 0.05 or 0,000 < 0.05. The pattern of relationship between the two variables is shown by the regression equation  $\hat{Y} = 42,327 + 0,434X$ , where Y is the performance of millennial generation employees and X1 is the implementation of work flexibility. Based on this equation, if the implementation of work flexibility is (X=0), then it can be estimated that the performance of millennial generation employees will be 42,327, whereas if the implementation of work flexibility has a score of 1 (X=1), then it can be estimated that the performance of millennial generation employees will be obtained by students was 42,761.

The results of the correlational analysis show that there is a strong and positive relationship between the work flexibility variable (X1) and the performance of millennial generation employees (Y). The positive meaning is that the relationship between the variable implementing work flexibility (X) and the performance of millennial generation employees (Y) is in the same direction. This means that the better the implementation of work flexibility, the greater the performance of millennial generation employees will be obtained by students. The results of a simple correlation analysis also show that between work flexibility and the performance of millennial generation employees, an R value of 0.791 was obtained. The magnitude of the contribution or contribution of work flexibility can be determined by squaring the simple correlation value which is 0.626. Statistically, this value gives the understanding that it is around 62.60%.

The positive influence on job satisfaction is because employees carry out work in a flexible situation so that stress and so on do not occur. Li et al., (2019) revealed that the factors that influence job satisfaction are work stress, working conditions, role conflict, organizational environment and so on. (Li et al., 2019). Apart from that, implementing work flexibility increases one's own motivation in completing work (Kresna et al., 2020) (Chung & van der Lippe, 2020).

### *The Influence of Job Satisfaction on the Performance of Millennial Generation Employees*

The results of hypothesis testing on the job satisfaction variable (X2) on the performance of millennial generation employees (Y) show that there is a significant influence of job satisfaction on the performance of millennial generation employees in start-up companies in DKI Jakarta based on the F count value obtained, namely 67.388 and the probability value (sig) = 0.000 which means the probability value (sig) < 0.05 or 0,000 < 0.05 and The t count value obtained is 8.209 and the sig value = 0.000, which means the probability value (sig) < 0.05 or 0,000 < 0.05. The pattern of relationship between these two variables is shown by the regression equation, where Y is the performance of millennial generation employees

and X is job satisfaction. This equation indicates that if job satisfaction is ( $X=0$ ), then it can be estimated that the employee performance of the millennial generation will be 40,719, whereas if job satisfaction has a score of 1 ( $X=1$ ), then it can be estimated that the employee performance obtained will be 41,096. The regression coefficient value  $b = 0.377$  indicates that the amount of increase in millennial generation employee performance for each increase in job satisfaction score.  $\hat{Y} = 40,719 + 0,377X$

The results of a simple correlation analysis between job satisfaction and the performance of millennial generation employees obtained an R value of 0.650. The large correlation coefficient value means that the relationship between job satisfaction and the performance of millennial generation employees is significant or positive. This means that higher job satisfaction will be followed by increased performance of millennial generation employees. The amount of contribution or contribution to job satisfaction can be determined by squaring the simple correlation value which is 0.423. Statistically, this value gives the understanding that it is around 42.30%.

There is a positive influence between job satisfaction on the performance of millennial generation employees because employees feel satisfied with the organizational situation and the implementation of policies implemented by the company (Puspitasari & Darwin, 2021). Increased employee performance, because they work seriously and are not under any pressure (Hee & Rhung, 2019). Research by Pratama et al., (2022) states that job satisfaction has a positive and significant effect on employee performance (Pratama et al., 2022).

#### *The Influence of Job Flexibility and Job Satisfaction on the Performance of Millennial Generation Employees*

Based on the results of hypothesis testing carried out using SPSS-assisted multiple regression testing, it can be concluded that there is a simultaneous (together) influence between the implementation of work flexibility and job satisfaction on performance employee millennial generation in start-up companies in DKI Jakarta. This is based on the analysis results obtained the F count value obtained is 76.269 and the probability value (sig) = 0.000. This means the probability value (sig) < 0.05 or 0,000 < 0.05. The relationship pattern between the three variables is expressed by the regression equation is  $\hat{Y} = 41,878 + 0,425X_1 + 0,011X_2$ , where Y is the performance of millennial generation employees and X1 is the implementation of work flexibility and X2 is job satisfaction. Based on the regression equation, it can be predicted employee performance obtained, if there is no implementation of work flexibility and job satisfaction ( $X_1$  and  $X_2 = 0$ ), then the learning outcomes obtained by students are 41,878. Multiple regression coefficients and indicates the magnitude of the increase in performance of millennial generation employees. 0,425 0,011

The results of multiple correlation analysis were obtained The R value is 0.791 which shows that the relationship (correlation) between the implementation of work flexibility and job satisfaction simultaneously (together) with the performance of millennial generation employees, if consulted on the R value interpretation table, is included in the strong and positive category. The R-Square value obtained was 0.626 or 62.6%. Meanwhile, the contribution made by the variables work flexibility (X1) and job satisfaction (X2) to the performance of millennial generation (Y) employees is 62.6% and the remaining 37.4% is influenced by other factors.

#### **4. CONCLUSION**

Based on the results of data analysis, several things can be concluded, namely (1) there is a positive and significant influence of work flexibility on the performance of millennial generation

employees in start-up companies in DKI Jakarta amounting to 62.6, (2) there is a positive and significant influence of job satisfaction on performance. Millennial generation employees at start-up companies in DKI Jakarta amounted to 42.3%, and (3) there is a simultaneous (together) influence between the implementation of work flexibility and job satisfaction on the performance of millennial generation employees at start-up companies in DKI Jakarta amounting to 62.6%.

## 5. Suggestion

Based on the conclusions obtained, it can be recommended to start-up companies that consideration of work flexibility needs to be carefully considered, so that it can increase employee satisfaction and performance.

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