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The Effect Job Insecurity, Work Flexibility, and Cyberloafing Behavior on Employee Performance (Case Study of Generation Z in Solo)

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Abstract: This study digs into how job insecurity, work flexibility, and cyberloafing shape employee performance among Generation Z workers in Solo. The research took a quantitative approach, gathering data from 110 participants who completed questionnaires distributed via Google Forms. Purposive sampling was used to select participants, and their responses were measured using a five-point Likert scale. Data analysis was handled through SPSS, which included running validity and reliability tests, checking classical assumptions, and testing hypotheses with multiple linear regression analysis. What emerged from the findings is that job insecurity doesn't really move the needle on employee performance, but work flexibility clearly does it has a strong positive impact. Cyberloafing behavior, meanwhile, doesn't seem to matter much either way. The takeaway here is that offering Generation Z employees flexible work arrangements can genuinely boost their performance, while concerns about job insecurity and cyberloafing behavior turn out to be less influential than one might expect.

Keywords: Job Insecurity, Work Flexibility, Cyberloafing Behavior, Employee Performance

INTRODUCTION

Human resources are a crucial element for any company or organization. Achieving company goals is possible thanks to the presence of human resources as the primary actors. Human resources encompass not only the number of employees, but also their quality, capabilities, and well-being. Good human resources management can be seen in employee performance. Optimal performance can increase business competitiveness in the market and drive increased company productivity. However, various factors in modern working conditions also influence performance.

In a world where technology continues to advance, workers often feel anxious about the future of their jobs, a phenomenon known as job insecurity. Technological advancements can exacerbate this uncertainty. As machines and software take over tasks previously performed by humans, workers often feel threatened by losing their jobs. They may feel that their skills are no longer relevant or that companies will reduce their workforce to save costs

by using technology. Even if jobs aren't completely replaced, technology can change the tasks required in a job, which can lead to uncertainty about what is expected of workers. According to Neysyah et al., (2023) feeling confused or anxious due to changing environmental conditions is the feeling of employees experiencing job insecurity.

Technological developments also influence the way people work. One emerging aspect is the concept of work flexibility. In practice, employees can freely decide when and where they work, as long as the results of their work align with the company's expectations. Work flexibility is possible because technology allows remote access to company systems and facilitates online communication. While work flexibility may seem beneficial to employees' lives, it also has consequences that need to be considered. For example, with technology enabling constant connection to work, employees may feel pressured to be constantly active and responsive, even when they should be taking breaks. According to Surbakti et al., (2023) the definition, work flexibility is the ability of employees to choose the time, place and way of contributing to their work.

Cyberloafing is another problem caused by technological advancements in the workplace. Examples include unproductive internet browsing, opening applications that are irrelevant to work, or perhaps playing online games during work hours. The availability of modern technology such as smartphones and fast internet access has expanded opportunities for individuals to engage in cyberloafing. Cyberloafing is defined as the activity of individuals using internet access during work hours, not to help complete their work, but rather for their own personal needs (Hurriyati, 2017).

The results of earlier studies on the impact of this variables have been conflicting. Aslami (2019) and Neysyah et al., (2023) found no discernible impact. Research on cyberloafing and work flexibility has similar contradictions. Given that Generation Z workers are renowned for their technological adaptability and preference for flexible work arrangements, these contradictory findings point to a research gap that requires more study.

Jenis Kelamin.	Penduduk Bekerja Menurut Jenis Kelamin dan Kelompok Umur (jiwa)			
	15–24 tahun	25–54 tahun	55+ tahun	Jumlah
	2023	2023	2023	2023
Laki-laki	18.634	105.263	33.628	157.525
Perempuan	14.689	80.515	25.777	120.981
Jumlah	33.323	185.778	59.405	278.506

Source: BPS Surakarta

Figure 1. Population data, 2023

From the data shown by the Surakarta City Statistics Agency in 2023, there are 33,323 workers between the ages of 15 and 24 in the area, 14,689 women and 18,634 men. This age is included in the Generation Z category which is now starting to be active in the world of work. People born between 1997 and 2012 are people who are included in Generation Z, growing up along with the rapid advancement of digital technology (Eksani & Kuswinarno, 2024). Generation Z grew up with digital technology, are very active on social media, like flexibility in work, but are also easily distracted at work. In addition, many of Generation Z still do not have permanent jobs, such as contracts, internships, and freelancers which may give rise to feelings of insecurity about work. Technological advances have also given rise to a trend of work flexibility, such as working remotely, hybrid, or having flexible working hours. However, new challenges arise due to technological advances, namely conducting personal matters with internet access while working or what can be called cyberloafing behavior.

METHOD

This study applies quantitative methods to investigate the effect between independent variables and dependent variables. Sugiyono (2013: 7) quantitative research explanations are based on numerical data, which are then analyzed statistically. An overview of the research variables will be presented through descriptive analysis. SPSS Statistics 26 will be used for data processing.

RESULTS AND DISCUSSION

Respondent characteristics are general descriptions of the individuals participating in a study. In this context, these characteristics include basic information such as gender and age. This data is obtained by completing a distributed questionnaire.

Characteristics of Respondents

1. Respondent Characteristics Based on Gender

Table 1. Respondent Characteristics Based on Gender

NO	Gender	Number of people)	Percentage (%)
1	Man	67	60.9%
2	Woman	43	39.1%
	Amount	110	100%

Source: Processed Primary Data, 2024

Table 1 shows the gender of respondents, where the majority (60.9%) were male, with a total of 67 respondents.

2. Respondent Characteristics Based on Age

Table 2. Respondent Characteristics Based on Age

NO	Age	Number of people)	Percentage (%)
1	<19	2	1.8%
2	19-22	29	26.4 %
3	23 -27	79	71.8 %
	Amount	110	100%

Source: Processed Primary Data, 2024

Table 2 shows the ages of the respondents, where the majority (71.8%) are in the 23-27 year age group, while the under 19 year age group only represents 1.8% and the 19-22 year age group is 26.4% of the total of 110 people.

Validity Test

Table 3. Validity Test Results

VARIABLES	INDICATOR	r_{count}	r_{table}	INFORMATION
JOB INSECURITY	X1.1	0.829	0.187	VALID
	X1.2	0.815	0.187	VALID
	X1.3	0.707	0.187	VALID
	X1.4	0.802	0.187	VALID
	X1.5	0.763	0.187	VALID
WORK FLEXIBILITY	X2.1	0.860	0.187	VALID
	X2.2	0.792	0.187	VALID
	X2.3	0.844	0.187	VALID
	X2.4	0.865	0.187	VALID
	X2.5	0.823	0.187	VALID
CYBERLOAFING BEHAVIOR	X3.1	0.753	0.187	VALID
	X3.2	0.781	0.187	VALID
	X3.3	0.832	0.187	VALID
	X3.4	0.768	0.187	VALID
	X3.5	0.823	0.187	VALID
	X3.6	0.743	0.187	VALID
EMPLOYEE PERFORMANCE	Y1	0.865	0.187	VALID
	Y2	0.788	0.187	VALID
	Y3	0.790	0.187	VALID
	Y4	0.865	0.187	VALID
	Y5	0.824	0.187	VALID
	Y6	0.859	0.187	VALID

Source: Processed Primary Data, 2024

Table 3 shows the calculated r value Each question exceeded the table r value for all variables. This condition proves that the research instrument is correct.

Reliability Test

Reliability testing was conducted to analyze the level of consistency of the questionnaire instrument in measuring each research variable. A questionnaire instrument can be considered reliable if it demonstrates adequate stability and consistency in measurement. Data reliability was determined by analyzing the data processing results, specifically by examining the Cronbach's Alpha value, which must be above 0.6.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Sig. 0,6	Result
Job Insecurity (X1)	0,843	0,6	Reliable
Work Flexibility (X2)	0,893	0,6	Reliable
Cyberloafing Behavior (X3)	0,874	0,6	Reliable
Employee Performance (Y)	0,911	0,6	Reliable

Source: Processed Primary Data, 2024

The values for each variable after data processing all exceeded 0.6, as shown in Table 4. This means the instrument met the criteria and was consistent when applied repeatedly under the same conditions.

Normality Test

Table 5. Normality Test Results

		Unstandardized Residual
N		110
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.97860384
Most Extreme Differences	Absolute	.041
	Positive	.037
	Negative	-.041
Test Statistic		.041
Asymp. Sig. (2-tailed)		.200[c,d]

Source: Processed Primary Data, 2024

The results of data processing listed in Table 5 show that the significance value is 0.200 > 0.05, which means that the data distribution is normal.

Multicollinearity Test

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Job Insecurity (X1)	0,963	1,039	No Multicollinearity
Work Flexibility (X2)	0,951	1,052	No Multicollinearity
Cyberloafing Behavior (X3)	0,941	1,062	No Multicollinearity

Source: Processed Primary Data, 2024

Obtaining tolerance and VIF values from the data in Table 6, it can be seen that the three independent variables (X1, X2, and X3) show tolerance values that exceed 0.10 and VIF values that do not exceed 10. Thus, the processed data has passed the multicollinearity test.

Heteroscedasticity Test

The heteroscedasticity testing method used was the Spearman Rho method using SPSS Statistics 26 software. The decision-making criteria were based on the significance value (2-tailed) of the test. The requirement for data to avoid heteroscedasticity is to check the significance value, which must be above 0.05.

Table 7. Heteroscedasticity Test Results

			Job Insecurity	Fleksibilitas Kerja	Perilaku Cyberloafing	Unstandardized Residual
Spearman's rho	Job Insecurity	Correlation Coefficient	1.000	.128	-.199*	.049
		Sig. (2-tailed)	.	.184	.037	.611
		N	110	110	110	110
	Fleksibilitas Kerja	Correlation Coefficient	.128	1.000	.177	.121
		Sig. (2-tailed)	.184	.	.064	.209
		N	110	110	110	110
	Perilaku Cyberloafing	Correlation Coefficient	-.199*	.177	1.000	-.043
		Sig. (2-tailed)	.037	.064	.	.654
		N	110	110	110	110
	Unstandardized Residual	Correlation Coefficient	.049	.121	-.043	1.000
		Sig. (2-tailed)	.611	.209	.654	.
		N	110	110	110	110

Source: Processed Primary Data, 2024

Table 7 shows that the 2-tailed significance values for variables X1, X2, and X3 are all above 0.05. This means that the regression model does not contain heteroscedasticity issues.

Multiple Regression Analysis

Table 8. Multiple Regression Analysis Test Results

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	11.116	2.495		4.454	.000
	Job Insecurity	.047	.094	.039	.494	.622
	Fleksibilitas Kerja	.660	.087	.602	7.546	.000
	Perilaku Cyberloafing	-.058	.077	-.061	-.763	.447

Source: Processed Primary Data, 2024

According to the data processing results shown in Table 8, then the regression equation is:

$$y = 11.116 + 0{,}047X_1 + 0{,}660X_2 - 0{,}058X_3 + e$$

The following is the interpretation for the regression model above:

a. the value of the constant is 11.116. This mean that if all independent variables are 0, then employee performance will be 11.116
b. job insecurity don't seems to make such of a dent
c. work flexibility significantly boosts employee performance in positive way

d. The value of the cyberloafing behavior is -0.058. This means that employees who cyberloaf more do worse work.

Coefficient of Determination Test (R^2)

Table 9. Results of the Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600[a]	.359	.341	4.03451

Source: Processed Primary Data, 2024

Table 9 shows an R^2 value of 0.359, meaning these three independent variables account for 35.9% of what drives employee performance, while 64.1% is owned by other variables not studied.

F test

Table 10. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	968.280	3	322.760	19.829	.000[b]
	Residual	1725.392	106	16.277		
	Total	2693.673	109			

Source: Processed Primary Data, 2024

When combined, these three independent variables do have a significant effect on employee performance, as shown by Table 10, which show a significance value of 0.000. So even though some variables might not pack much punch individually, collectively they offer valuable insight into what shapes performance outcomes among Gen Z employees.

Discussion

1. The Impact of Job Insecurity on Employee Performance

Employee performance is unaffected by job insecurity, according to the study's findings. The computed t-value (0.494) < t table (1.981) and the sig. 0.622 > 0.05 support this conclusion. This could be due to other factors that make employees feel less anxious about the risk of losing their jobs. This lines up with what Al Amin & Pancasasti (2021) discovered that job insecurity lost its bite when employees felt they were fairly compensated and well-supported by management. When workers trust their own abilities and feel confident they can adapt their careers as needed, worries about losing their job don't shake them as much.

2. The Impact of Work Flexibility on Employee Performance

Employee performance showed a significant positive correlation with work flexibility (0.000 < 0.05, with a t value of 7.546 exceeding the t table value of 1.981). This because workers can modify their work schedules to fit their personal lives and productivity levels. There are similar findings from Findriyani & Parmin (2021) who revealed that flexible working hours provide employees, especially those with families, with the opportunity to balance professional and personal obligations. This encourages greater work responsibility, positively impacting their performance.

3. The Impact of Cyberloafing Behavior on Employee Performance

According to the study's findings, employee performance is unaffected by cyberloafing. A calculated t value (-0.763) < t table (1.981) and a sig. 0.447 > 0.05 support this conclusion. This may be due to the duration of cyberloafing being within reasonable limits, thus not significantly affecting performance. Other studies have also found similar results, concluding that employee performance is unaffected by cyberloafing behavior (Pasaribu et al., 2024). Pasaribu et al., (2024) explains that personal internet use during work hours can serve as a brief respite or relaxation session that doesn't always impair an employee's productivity.

CONCLUSION

1. Employee performance is not impacted by job insecurity. In other words, Gen Z workers don't necessarily perform worse when they're worried about their job security; rather, they appear to be more adaptable to changing circumstances.
2. Employee performance is positiv significantly impacted by work flexibility. This demonstrates that workers are more likely to be content, driven, and productive when they have flexibility, such as work from anywhere. Additionally, this flexibility aligns with the independence and seamless integration of technology into work that Generation Z desires.
3. Cyberloafing behavior doesn't have a notable impact on employee performance. Spending a little time online for personal reasons might actually help employees unwind and stave off burnout, as long as it stays reasonable and doesn't get in the way of getting actual work done

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