

The Influence of Work Flexibility and Job Satisfaction on Employee Performance

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Abstract

This research aims to determine the effect of work flexibility and job satisfaction on employee performance in Karawang. This research uses the method of distributing questionnaires directly to respondents who are employees in the city of Karawang. This type of research is quantitative. The data processed is primary data obtained from the results of distributing questionnaires using simple random sampling techniques. From distributing the questionnaire, a sample of 75 respondents was obtained. Data analysis was carried out using the Smart PLS (Partial Least Square) program 3. Analysis research results, indicators in research that are valid. The work flexibility variable has a significant influence on job satisfaction. The job satisfaction variable is not significant on employee performance. This information can help a company identify employees.

Keywords: Work Flexibility, Job Satisfaction, Employee Performance.

Introduction

Human Resources (HR) is one of the important assets. All of the organization's main activities are carried out by the company's employees or workforce. Quality human resources will improve the company's performance to be optimal. In modern economic times like now, the role of HR is needed, especially in online transportation companies which are now in the public spotlight, applications provided by online transportation companies are currently very popular because of the many services provided, such as package delivery, passenger pickup, and online food ordering. Job satisfaction has an impact on employee performance within the company, because when employees have a lot of positive things and pleasure in their work, it will make employees work better and will really care about work. This is something that companies need to pay attention to in order to create professional employees in their work (McShane & Glinow, 2010).

Work flexibility has a considerable impact on employees' lives, especially on female employees. Many people work long hours, as a result employees face conflicts between family

and work, employee time with family is reduced due to long, inflexible, and uncomfortable working hours (Nuraini, 2017).

Work flexibility is the choice of place and time to work, whether formal or informal, which facilitates employees in the policy of how long (time flexibility), when (timing flexibility), and where (place flexibility) employees work. Flexibility means that employees have freedom of time to operate. This flexibility generally has positive benefits where alternative work schedules for employees' quality of life outside of work are well documented. Providing work flexibility has benefits for both the organization and the members of the organization. For organizations, providing work flexibility can attract, acquire, and retain high quality organizational members within their organization (Casper & Harris, 2008).

Job satisfaction is the emotional condition of an employee whether pleasant or not so that employees view their work. Job satisfaction is defined as the emotional state of employees that occurs or does not occur at the intersection of the expected return value according to expectations by the employee concerned. A person's achievement according to the desired expectations will have an impact on physical and mental enthusiasm. This will greatly affect the performance of what is done. Previous research conducted by Muttaqiyathun (2018), job satisfaction has a significant negative effect on performance. Another case with the results of research conducted by Wirasto (2019) and Achmad Sudiro (Ekhsan et al., 2020), stating that job satisfaction has a significant positive effect on performance.

Actual work flexibility is an indispensable, employee-perceived control over their work schedule (Grandgirard et al., 2002) and satisfaction with the work schedule may be important factors influencing the impact of work on family and other areas of life (Kelly & Moen, 2007). Findings reported by Staines and Pleck (1984) and Kinnunen and Mauno (1998) suggest a positive effect of schedule fluctuations on family outcomes. Lack of schedule control was found to have a significant negative relationship with lack of work-life balance and balance between home and work. In the JD-R model, schedule control and schedule satisfaction are the personal resources that enable employees meet organizational expectations, expressive or self-send expectations, and expectations to successfully meet family role demands. In addition, Bandura (1997) believes that "beliefs about control are a key component of self-knowledge, which predicts positive outcomes regardless of the enactment of those beliefs. This suggests a direct effect of perceived schedule control on work-family conflict" (Kelly & Moen, 2007). Once success is enacted, self-confidence will increase thereby increasing satisfaction.

That the greater the work flexibility provided by the organization, the greater the employee loyalty. The results obtained by researchers are in line with the results of research conducted by several previous researchers. stated that employees are satisfied with the FWA policy, so this satisfaction results in employees thinking that the company pays special attention to their welfare.

Job satisfaction is an emotional attitude that is pleasant and loves his job. The Job Satisfaction variable in this study uses indicators according to Luthans (2006), namely: Work itself, Salary / perceived fair reward, Promotion opportunities, Supervision, Coworkers, Working conditions.

This means that the higher the work flexibility applied by the company, the more employee job satisfaction will increase. This is due to the flexible working hours system given to employees so that it provides employee job satisfaction. This is in accordance with Robbins' (2008) statement that the benefits of flexible working hours can increase employee job satisfaction. This research is in line with research conducted by Dewa (2020) which states that work flexibility has a positive influence on job satisfaction of employees of courses and training institutions.

Method

The type of research conducted is research with a quantitative approach. The population in this study were employees of PT Manufaktur in Karawang. There are 3 variables, namely work flexibility, job satisfaction, and employee performance. Based on the method, this research uses survey research methods. This survey method is research that can be conducted on large or small populations, but the data studied is data derived from research samples. The data collection technique in this survey method is by making a questionnaire in this study referring to employees of PT Manufaktur Karawang. By distributing this questionnaire, 75 respondents were obtained from employees. In this study using an attitude scale with five alternative answers, namely "Strongly Agree" (SS), "Agree" (S), "Neutral" (N), "Disagree" (TS), "Strongly Disagree" (STS). The sampling technique uses saturated sampling. Based on the research objectives, the method used in this study using quantitative data and in terms of calculations used tools using Smart PLS (Partial Least Square) 3.

Result and Discussion

Found that work motivation and work discipline simultaneously have a significant effect on employee performance. The study also cited previous research conducted by Mathis and Jackson (2010) on the importance of attendance and discipline in measuring employee performance. This article provides valuable insights for employers and employees on how to improve performance in the workplace. It does not explicitly address any of the issues or problems associated with the research. However, it should be noted that the study was conducted on a relatively small sample size from a single company. This may limit the generalizability of the findings to other companies or industries. In addition, this study only focuses on the impact of motivation and work discipline on employee performance and does not consider other potential factors that may affect performance, such as job satisfaction or organizational culture. Despite these limitations, this study provides valuable insights into the importance of motivation and work discipline in improving employee performance.

Work flexibility has a positive influence on employee performance and job satisfaction has a positive influence on employee performance. In addition, compensation has a positive influence on job satisfaction. Work flexibility can improve employee performance because it provides freedom in managing work time and allows employees to balance work and personal life. Meanwhile, job satisfaction can improve employee performance because employees who are satisfied with their jobs tend to be more motivated and committed to achieving company goals. Partial least square (PLS) was used to test the hypothesis in this study using SmartPLS 3.0. The results showed that work flexibility has a positive influence on employee performance and job satisfaction has a positive influence on employee performance. In addition, compensation has a positive influence on job satisfaction.

Work schedule flexibility is an aspect of organizational flexibility that can help employees to handle their work and family responsibilities, therefore they can be considered as work-family benefits also called family-friendly policies. This kind of policy and practice creates a sense of security for employees that their organization cares about their well-being, needs and non-work related issues (Suzan, 2006). The results showed that flexibility working has a positive relationship with performance (Kelliher & Anderson, 2008) And also research by Altindag and Siller (Altindag & Siller, 2014) shows flexible working has an influence on Employee Performance. The hypothesis that can be put forward is as follows: H3 :Flexibility has a positive influence on employee performance.

Job satisfaction is a classic theory in human resource management. The literature on job satisfaction has emerged since the growth of the industrial era in the 1930s, but it is still needed today. Achieving job satisfaction is very important for both individuals and organizations. Job satisfaction is an attitude (action-cognition), a feeling of pleasure (expression-affection), or a gap between what has been obtained and what has been obtained. In addition, for employees, job satisfaction is also the attitude of each individual regarding the work they do every day. The positive attitude shown at work will illustrate the level of job satisfaction. Employees who work with a happy and comfortable attitude at work will contribute optimal performance and vice versa. Job satisfaction is influenced by the external and internal environment of the individual. Efforts to understand each other are important, namely how the organization understands the needs, wants and expectations of its employees, and how employees understand the common goals between themselves and the organization. Communication is important as a means to increase understanding between employees and organizations. The development of communication and information technology in the digital era facilitates communication to increase understanding between employees and organizations, thus indirectly having the potential to increase employee job satisfaction.

R Square

The significance of the relationship can be obtained by conducting the Bootstrapping test. The value generated from the Bootstrapping test is in the form of a t-count value which will then be compared with the t-table value.

Table 1. R Square

	R Square	R Square Adjusted
Job Satisfaction	0,490	0,476

Based on the test results shown in the table, the R Square value for the job satisfaction variable is 0.490. The R Square value indicates how well the regression model explains the variation in the dependent variable. R Square value of 0.490 shows that the independent variables used in the model are able to explain 49% of the variance in the job satisfaction variable. The Adjusted R Square value is 0.476.

This value is the adjusted R Square value based on the number of independent variables used in the model. From the Adjusted R Square value of 0.476, it can be interpreted that the independent variables are able to explain 47.6% of the variance in job satisfaction.

In other words, 47.6% of the variance in job satisfaction can be explained by the independent variables in the model. The remaining 52.4% is explained by other factors outside this research model. Overall, the R Square value which is close to 0.5 can be said that the regression model is good enough to explain the dependent variable job satisfaction based on the independent variables. However, there is still a large part of the variance in job satisfaction that is explained by other variables outside the model.

Path Coefficients Test

Table 2. Path Coefficients

	Original Sample (O)	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
FK -> KK1	0,487	0,487	0,090	5,402	0,000
KK2 - >KK1	0,368	0,368	0,118	3,123	0,002

Based on the results of hypothesis testing in the table, it can be concluded that the effect of work flexibility and employee performance on job satisfaction is significant. This is evidenced by the P Values for the effect of work flexibility of 0.000 and the effect of employee performance of 0.002, both of which are smaller than the significance value of 0.05. In addition, the T Statistics value for the effect of work flexibility and employee performance is 5.402 and 3.123, respectively, which is greater than the T table value of 1.96. Thus, the null hypothesis stating that there is no significant effect of independent variables on job satisfaction is rejected. Conversely, the alternative hypothesis stating that there is a significant effect of work flexibility

and employee performance on job satisfaction is accepted. In conclusion, work flexibility and employee performance are proven to significantly influence the increase in employee job satisfaction.

In this study, there are three variables that are the object of research, namely the variables of work flexibility, job satisfaction, and employee performance. This study used 75 employees as respondents. Work flexibility variables and employee performance both have a positive and significant effect on job satisfaction. This is evidenced by the positive original sample value, which is 0.487 for the effect of work flexibility and 0.368 for the effect of employee performance. This positive value indicates a positive relationship direction. In addition, the T Statistics value is greater than 1.96 and the P Values value is smaller than 0.05 for both variables. Thus, both effects are statistically significant. The R square value which is close to 0.5 indicates that the regression model is good enough in predicting the dependent variable of job satisfaction based on the independent variables. However, there is still some variance in job satisfaction explained by other factors outside this model. Overall, it can be said that work flexibility and employee performance play a significant role in increasing job satisfaction.

Conclusion

This study was conducted to analyze the effect of work flexibility and job satisfaction on employee performance in Karawang. The research method is quantitative with data collection using a questionnaire to 75 employee respondents. The results of the analysis show that work flexibility has a positive and significant effect on job satisfaction. Similarly, employee performance has a positive and significant effect on job satisfaction. However, job satisfaction does not have a significant effect on employee performance. The R-square value of the regression model is 0.476, which means that the independent variables explain 47.6% of the variance in job satisfaction. In conclusion, work flexibility and employee performance are proven to play an important role in increasing employee job satisfaction. However, there are still other factors outside the study that affect job satisfaction by 52.4%. Overall, the regression model is good enough to be used for the variables in this study.

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