



WORK FLEXIBILITY AND SATISFACTION: KEY PREDICTORS OF PRODUCTIVITY IN THE WORKPLACE

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ABSTRACT

Introduction: This study explores the influence of Flexible Working Arrangements (FWA) and Job Satisfaction on employee productivity. As workplaces evolve and adapt to post-pandemic conditions, organizations are increasingly implementing flexible work systems to improve efficiency and effectiveness. FWA provides employees the flexibility to manage their work hours and locations, while job satisfaction reflects their contentment with roles, compensation, opportunities for growth, supervision, and workplace relationships. Understanding the impact of these factors is essential for enhancing organizational performance through human resource strategies that prioritize employee well-being and autonomy.

Methods: The research adopts a quantitative approach, using a descriptive associative method. The study involves 36 employees, with a saturation sampling technique where the entire population is used as the sample. Data were collected through structured questionnaires and analyzed using multiple linear regression with the assistance of SPSS version 22.

Results: Findings show that both Flexible Working Arrangements and Job Satisfaction significantly have a positive and simultaneous influence on employee productivity, both partially and simultaneously. Flexibility in work schedules and locations contributes to improved performance, while job satisfaction arising from positive work conditions and relationships further enhances productivity. These results suggest that adopting flexible work models and fostering job satisfaction are key strategies to improve employee output productivity. Organizations aiming to remain adaptive and competitive should consider these aspects in designing modern and responsive work policies.

INTRODUCTION

The advancement of digital technology, globalization, and intricate work dynamics compel firms to pursue flexible and efficient work models. A prevalent strategy being embraced is the Flexible Working Arrangement (FWA), a work arrangement that affords employees flexibility in managing their time, location, and work methods. Multiple sectors, including the automotive industry, believe that this flexibility enhances work-life balance, job happiness, and staff productivity.

FWA has demonstrated a substantial correlation with productivity and job satisfaction. (Berber et al., 2022) have shown that job satisfaction mediates the beneficial effect of flexible work arrangements on turnover intention, suggesting that effectively executed work flexibility might enhance employee loyalty and performance. (Damayanti & Suwandana, 2021) demonstrated that the concurrent application of flexible work arrangements (FWA) and job satisfaction enhances the productivity of freelance workers in Bali Province, primarily due to the time flexibility that enables them to reconcile professional and personal obligations.

Nonetheless, alternative investigations have yielded inconclusive outcomes. (Ratono et al., 2024) discovered that excessive work flexibility may result in indistinct boundaries between personal life and work, especially in businesses with elevated workloads. The evidence indicates that the efficacy of FWA is significantly affected by the organizational setting, work structure, and existing monitoring mechanisms (Ratono et al., 2024).

Research by (Dunan & Saputri, 2025) concluded that flexible work arrangements (FWA) and job satisfaction significantly enhance productivity among Generation Z employees in the private sector of Lampung. (Witriaryani et al., 2022) highlighted the significance of employee engagement as a mediating element that enhances the correlation between work-life balance, flexible work arrangements (FWA), and job performance.

The data indicate that the relationship among FWA, job happiness, and productivity is not linear nor uniform across all circumstances. Consequently, it is essential to undertake additional empirical research in the automotive industry, especially at dealerships, which have distinct operational constraints like elevated sales targets, swift product turnover, and stringent customer service requirements.

LITERATURE REVIEW

Work Productivity

Work productivity is a crucial metric of organizational success, demonstrating employees' capacity to generate outputs efficiently and effectively in accordance with established objectives. Productivity is not solely determined by the number of working hours but also by the quality, efficiency, and significance of the work executed. (AS & Suprianto, 2017) assert that production is affected by leadership techniques, motivation, and internal discipline. Structured supervision and explicit performance requirements enhance productivity in manufacturing environments. Additional research clarifies the importance of the organizational environment and psychological variables. (Madjidu et al., 2022) highlighted that company culture, an optimal physical workspace, and employee morale substantially influence employee productivity. (Nabawi, 2023) discovered that a robust work culture and reasonable workloads enable employees to maintain focus and prevent burnout, hence enhancing their output. (Farha et al., 2022) elucidated that flexible working practices indirectly enhance work productivity by promoting satisfaction and alleviating job-related stress. (Lesti Nevira et al., 2023) emphasized that intrinsic motivation and effective communication in the workplace are vital to maintaining consistent and high-quality work output.

(Saifullah, 2020) noted that work-life balance measures, such as flexible work arrangements, might enhance employee performance when they perceive mental and emotional support. From a theoretical perspective, performance theory and Herzberg's motivation-hygiene theory intrinsically link to productivity. These models indicate that both intrinsic satisfaction (achievement, recognition) and extrinsic working conditions (policy, supervision, interpersonal interactions) affect employee performance results. In conclusion, work productivity is not solely a technical or operational issue; it is a multifaceted result shaped by leadership, adaptability, satisfaction, organizational culture, and psychological health.

Flexible Work Arrangement

Flexible Working Arrangement (FWA) denotes a work arrangement that allows employees autonomy in selecting their working hours, location, and methods to improve work-life balance and job performance. (MacHe et al., 2020) assert that FWA aims to mitigate work stress and enhance psychological well-being. (Berber et al., 2022) assert that flexible work arrangements (FWA) have emerged as a strategic method for firms to diminish turnover intentions and enhance job satisfaction. Moreover, (Farha et al., 2022) assert that flexible work arrangements facilitate employees in reconciling personal and professional obligations, potentially enhancing performance outcomes.

In the Indonesian context, (Damayanti & Suwandana, 2021) discovered that independent workers in Bali exhibited enhanced production when offered flexible work arrangements. Furthermore, (Saifullah, 2020) emphasized the significance of Flexible Work Arrangements (FWA) in facilitating work-life balance for Muslim women employed in the fashion sector. The theoretical basis for FWA is consistent with organizational support theory, which asserts that employer-provided flexibility is regarded as support that boosts employee motivation and performance.

Job Satisfaction

Job satisfaction is a psychological condition arising from the evaluation of one's employment or work experiences. (Özpehlivan & Acar, 2016) created a multidimensional scale for job satisfaction and established its applicability across various cultures and organizational contexts. Job satisfaction is acknowledged as a vital mediating variable that connects workplace practices, such as flexible work arrangements, with outcomes including turnover intention and productivity (Pratama S. & Tanuwijaya, 2023).

Research in Indonesia indicates that elements such as organizational justice (Novitasari, 2022), leadership style (AS & Suprianto, 2017), and organizational culture (Nabawi, 2023) substantially affect employee work satisfaction, hence enhancing productivity. This aligns with motivation-hygiene theory, wherein intrinsic and extrinsic factors are crucial in influencing employee satisfaction and work outcomes.

Previous Study and Hypothesis

Previous empirical studies consistently highlight the relationship between FWA, job satisfaction, and productivity. (Dunan & Saputri, 2025) found that both FWA and job satisfaction had a significant positive effect on employee productivity.

With the reseach results above, the conceptual framework is as follows:

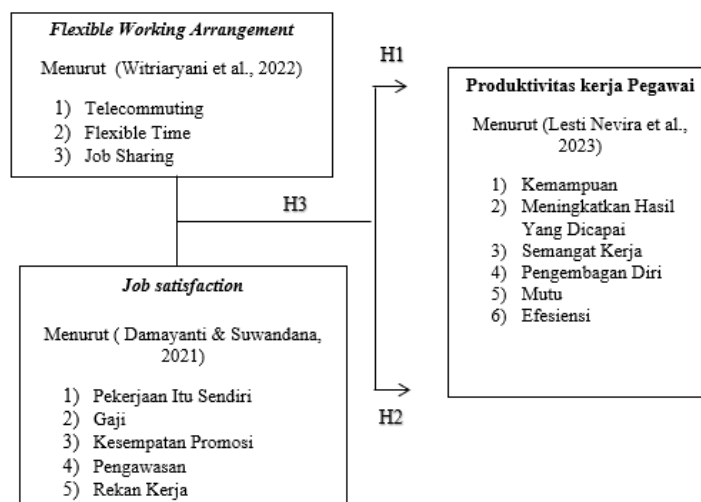


Figure 1 The Research Paradigms
Source: Data Processed

- H1: The Impact of Flexible Working Arrangements on Work Productivity
- H2: Job Satisfaction Influences Work Productivity
- H3: The Impact of Flexible Working Arrangements and Job Satisfaction on Productivity

RESEARCH METHODS

This study employs a quantitative methodology to evaluate the influence of Flexible Working Arrangements (FWA) and Job Satisfaction on employee productivity. The research used a descriptive verification approach, concentrating on the correlation between independent variables (FWA and job satisfaction) and the dependent variable (job productivity). The employed methodology integrates a library approach with survey techniques, prioritizing the utilization of books and field data via structured questions. The research sample consists of all 36 sales personnel, who were selected using a total sampling technique (census/saturation sampling) due to the limited population size. All employees constitute the research sample. The data acquired from this research will be subsequently analyzed by statistical processing methods. The researcher will employ SPSS 22 to examine the data to ascertain the impact of flexible working arrangements and job satisfaction on work productivity.

RESULT AND ANALYSIS

Validity Test

Validity testing is performed using item analysis, which entails correlating the scores of each item, computed using the SPSS software. The validity of the instrument can be ascertained by examining the findings of the correlation analysis.

- a) If the computed r exceeds the tabulated r at a significance level of 0.05, then the instrument or items exhibit a substantial correlation with the total score (thereby deemed valid).
- b) If the computed r is less than the tabulated r at a significance threshold of 0.05, then the instrument or items are not substantially correlated with the total score (deemed invalid).

Table 1
Validity Test

Variabel	Pernyataan	r hitung	r tabel	Keterangan
Flexible Working Arrangement (X1)	X1	0,585	0,329	Valid
	X2	0,865		Valid
	X3	0,807		Valid
	X4	0,676		Valid
	X5	0,720		Valid
	X6	0,529		Valid
	X7	0,865		Valid
Job Satisfaction (X2)	X1	0,845	0,329	Valid
	X2	0,684		Valid
	X3	0,621		Valid
	X4	0,412		Valid
	X5	0,556		Valid
	X6	0,750		Valid
	X7	0,487		Valid
	X8	0,553		Valid
	X9	0,508		Valid
	X10	0,663		Valid
Produktivitas Kerja (Y)	Y1	0,522	0,329	Valid
	Y2	0,817		Valid
	Y3	0,862		Valid
	Y4	0,595		Valid

Variabel	Pernyataan	r hitung	r tabel	Keterangan
	Y5	0,670		Valid
	Y6	0,438		Valid
	Y7	0,825		Valid
	Y8	0,873		Valid
	Y9	0,643		Valid
	Y10	0,717		Valid

A model is considered genuine if the data validity test reveals a calculated Pearson correlation coefficient exceeding the r table value, which is 0.329 for 36 respondents. The validity is assessed utilizing IBM SPSS Statistics 22. The table above presents the validity test results for all statements within each variable item, exhibiting a calculated r value that exceeds the r table value. This indicator signifies that the research instrument is deemed valid and appropriate for data collection testing.

Reliability Test

This study used the Alpha approach for reliability testing, utilizing the Cronbach's Alpha coefficient. This instrument is deemed dependable if the Cronbach's Alpha value exceeds 0.60.

The Cronbach's Alpha values for each variable surpass 0.6, signifying that the assertions in the flexible working arrangement variable (X1), job satisfaction (X2), and work productivity (Y) are deemed reliable and appropriate for subsequent analysis.

Table 2
Reliability Test

Variabel	Koefisien Alpha Cronbanch's	Hasil/ Dapat dikatakan
Flexible Working Arrangement (X1)	0,843	Reliebel
Job Satisfaction (X2)	0,810	Reliebel
Produktivitas Kerja (Y)	0,883	Reliebel

Normality Test

The Shapiro-Wilk normality test, suitable for samples with fewer than 50 respondents, was employed for the normality assessment. The criterion for determining whether data may be classified as normal is a significance value more than 0.05; if it is above this threshold, the data may be deemed normal.

Table 3
Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Produktivitas Kerja	,133	36	,105	,942	36	,060
Flexible Working Arrangement	,154	36	,030	,941	36	,056
Job Satisfaction	,122	36	,191	,945	36	,075

a. Lilliefors Significance Correction

Indicates that work productivity, flexible working arrangements, and job happiness exhibit a normal distribution, since all three surpass the significance threshold of 0.05: work productivity at sig. 0.6, flexible working arrangements at sig. 0.56, and job satisfaction at sig. 0.75.

Multiple Linear Regression Test

Multiple linear regression tests to measure the hypothesis test functions to determine whether the regression coefficient is significant or not.

Table 4
Multiple Linear Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.498	3,581		-.139	,890
	Flexible Working Arrangement	1,074	,133	,759	8,050	,000
	Job Satisfaction	,278	,124	,212	2,249	,031

a. Dependent Variable: Produktivitas Kerja

According to the aforementioned data results, the multiple linear regression equation can be expressed as follows:

$$Y = -0.498 + 1.074 X1i + 0.278 X2i + e$$

- a) The constant value (α) of the equation is -0.498 , indicating that when both flexible working arrangement ($X1$) and job satisfaction ($X2$) are zero, work productivity (Y) will equal -0.498 .
- b) The regression coefficient for the variable flexible working arrangement ($X1$) is 1.074 and positive, indicating that a 1-point increase in flexible working arrangement ($X1$) will result in a 1.074 increase in work productivity (Y), provided other variables are held constant.
- c) The regression coefficient for job satisfaction ($X2$) is 0.278 , indicating that a one-point improvement in job satisfaction ($X2$) results in a 0.278 increase in work productivity (Y), provided all other variables are held constant.

t-test (partial)

The t-test seeks to evaluate the effect of each independent variable separately on the variance of the dependent variable. The decision criteria for the t-test stipulate that if the computed t exceeds the tabulated t, then the null hypothesis ($H0$) is rejected; conversely, if the calculated t is less than the tabulated t, then $H0$ is accepted. Utilizing a significance threshold of 0.05 and the formula $n - k$, where $df = 36 - 3 = 33$, the t-table value acquired is 2.035. Moreover, if the significance value, or Sig., is less than 0.05, it indicates a significant effect. If the significance value exceeds 0.05, then there is no meaningful effect.

Table 5
t – test (Partial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,498	3,581		-,139	,890
Flexible Working Arrangement	1,074	,133	,759	8,050	,000
Job Satisfaction	,278	,124	,212	2,249	,031

a. Dependent Variable: Produktivitas Kerja

The conclusions drawn from the aforementioned t-test are as follows:

- a) The title of the study is "The Impact of Flexible Working Arrangements on Work Productivity." The computed t-value is 8.050, exceeding the tabulated t-value of 2.035. Consequently, it can be concluded that there is a significant partial effect of the flexible working arrangement variable on work productivity. The flexible working arrangement has a significant impact on work productivity, as evidenced by the rejection of H0 and acceptance of Ha.
- b) The Impact of Job Satisfaction on Work Productivity The computed t-value of 2.249 exceeds the tabulated t-value of 2.035, indicating a significant partial effect of the job satisfaction variable on work productivity. Consequently, H0 is rejected and Ha is accepted, signifying a substantial influence of job satisfaction on work productivity.

F-Test (Simultaneous)

The Simultaneous Test evaluates decisions using the significance value (sig.); if this sig. value is less than 0.05, the independent factors collectively influence the dependent variable.

Table 6
F- Test (Simultaneous)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	499,319	2	249,659	76,689	,000 ^b
	Residual	107,431	33	3,255		
	Total	606,750	35			

a. Dependent Variable: Produktivitas Kerja

b. Predictors: (Constant), Job Satisfaction, Flexible Working Arrangement

The F-test findings indicate a significance value of 0.000, which is less than 0.05. This suggests that the variables flexible working arrangement (X1) and job satisfaction (X2) significantly influence work productivity (Y), leading to the acceptance of Ha and the rejection of H0.

a) The Impact of Flexible Work Arrangements on productivity.

The t-test result indicates a significance value of 0.000, which is less than 0.05, and a t-statistic of 8.050, exceeding the t-table value of 2.035, so demonstrating that Flexible Working Arrangement (FWA) significantly

influences work productivity. This substantiates H1, affirming that FWA positively impacts employee performance. FWA provides liberty in the management of work hours and locations, which is especially beneficial for positions necessitating mobility and client interaction. Flexibility enhances temporal efficiency, allowing employees to organize tasks and react to requests swiftly. These results align with Dunan & Saputri (2025), who characterize FWA as a framework that boosts productivity by enabling employees to manage work volume, location, and timing. Furthermore, Damayanti & Suwandana (2021) assert that flexible work arrangements are most effective when integrated with a results-driven framework and robust self-discipline. Consequently, structured flexibility can enhance job efficiency and productivity, particularly in dynamic, field-oriented professions.

b) The Impact of Job Satisfaction on Work Productivity

The analysis produces a significance value of 0.031, which is less than 0.05, and a t-statistic of 2.249, exceeding the t-table value of 2.035, so confirming H2. This finding indicates that job satisfaction exerts a statistically significant impact on employee productivity. Factors influencing happiness, including equitable remuneration, prospects for growth, managerial assistance, and favorable peer relationships, enhance motivation and job performance. Employees that perceive themselves as respected and supported exhibit greater adaptability, commitment, and efficacy in executing their duties. Dunan & Saputri (2025) assert that job satisfaction is essential for cultivating a psychologically healthy and effective workplace. This outcome emphasizes the necessity for firms to invest in the emotional and professional welfare of their employees to promote sustainable productivity.

c) The Combined Influence of Flexible Work Arrangements and Job Satisfaction on Work Productivity

The F-test indicates a significance value of $0.000 < 0.05$, demonstrating that the interaction between flexible working arrangements and job satisfaction significantly affects productivity; hence, verifying H3. Collectively, these elements establish a synergy between organizational structure and individual drive. The adoption of telecommuting, flexible hours, and job sharing, when bolstered by substantive work, equitable compensation, professional advancement, effective leadership, and collegial support, creates an environment conducive to high performance. These findings correspond with the research of Ratonu et al. (2024) and Krishnan (2024), which highlight that the incorporation of work flexibility and satisfaction strategies enhances employee efficacy and engagement.

CONCLUSION

Flexible working arrangements influence work productivity. Employees with autonomy over their work schedule and location can operate more efficiently, experience greater comfort, and exhibit enhanced motivation to meet performance objectives. Job satisfaction also influences work productivity. Job satisfaction regarding remuneration, supervision, advancement opportunities, and interpersonal interactions among colleagues fosters heightened job excitement and enhances employee performance. Flexible working arrangements and job satisfaction concurrently exert a substantial influence on job productivity. The synergy of a flexible working system and elevated job satisfaction fosters a favorable, adaptive, and productive work environment.

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