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**THE EFFECT OF WORK FLEXIBILITY ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AS MEDIATION IN A LOGISTICS COMPANY**

By

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**Abstra ct**

*This study was conducted to explore the effect of work flexibility on employee performance with job satisfaction as mediation. This research is expected to contribute positively to the science of organizational management and company management. This study used a survey method with questionnaires as a data collection tool, which was distributed online and offline to mechanical and driver employees of logistics service companies in the city and regency of Tangerang. The study will be conducted in January 2023. The data was processed using the Path Analysis method which used regression 2 times. Respondent selection using purposive sampling method. The results showed that there was a significant relationship between Job Flexibility and employee performance, both directly and through mediating variables of job satisfaction. This can be seen from the correlation coefficient of 0.732 which means that the Independent Variables of Work Flexibility and Job Satisfaction have a strong relationship with the dependent variable of Employee Performance .*

**Keywords:** *Work Flexibility, Employee Performance, Job Satisfaction*

**PENDAHULUAN**

In the era of globalization and rapid technological developments, logistics companies face big challenges in maintaining their competitive advantage. Work flexibility is a variable that has an impact and can affect employee performance and job satisfaction (Putri, 2021) . Work flexibility is a company's ability to offer variations in work schedules, work methods, and working conditions that can be adapted according to individual and company needs (Sitalaksmi & Officialatini, 2017) . In the logistics industry which often operates under tight timelines and various complex challenges, work flexibility can be a determining factor in achieving high efficiency and quality.

Although work flexibility has been researched in various industries, it is important to understand how the concept operates in a unique logistics environment. The logistics industry often faces specific challenges such as

tight timelines, on time delivery, and rapid changes in demand.

The study reveals that workplace flexibility, such as working at home, and schedule flexibility, generally benefit both individuals and businesses worldwide, despite cultural differences. Workplace flexibility reduces conflict between work life and personal/family life, allows workers to work longer hours, and increases job satisfaction. In addition, workplace flexibility also benefits businesses in terms of productivity and efficiency.

The results of Davidescu et al., (2020) stated that the relationship between work flexibility and job satisfaction is positive. This also proves the existence of a policy regarding work flexibility provided by the company in the form of free working hours and meeting times that can be held at any time. Companies can offer their employees work flexibility, namely



the ability to organize and manage the duration of working time and work location. Flexible working hours do not reduce working time and provide various benefits for employees and companies and if managed properly will provide convenience in planning and carrying out work (Amritha et al., 2017).

The concept of work flexibility includes not only time flexibility, but also the extent to which employees can decide how and where they work, which has a direct impact on various aspects of work and life, such as emotional exhaustion, work-family balance, etc. (Tremblay & Genin, 2008). In addition to having a positive impact, of course, work flexibility has a negative impact on workers, their families and society as a whole. Work flexibility accommodates workers by: enabling them to allocate resources between work and non-work domains according to them. For example, workers who have access to flexible work schedules may ease some of the chronic time pressures and conflicts caused by their non-work responsibilities. Workers seek flexibility to address their personal and family needs, including childcare, parental care, schooling and health care.

Previous research conducted by Azar et al., (2018), Davidescu et al., (2020) showed a positive effect of work flexibility on job satisfaction. This also proves that with a policy regarding work flexibility provided by the company in the form of free working hours and meeting times that can be held at any time. Finally, it can be concluded that the high level of meetings held by the company can affect the job satisfaction of banking employees

In order to improve employee performance, the Company can take various steps that focus on increasing employee job satisfaction. This can be done by paying attention to psychological needs, balance between work and life loads and material needs (Saina et al., 2016). The results of Ranaweera and Dharmasiri's research (2016) show that Millennial Workers prioritize work-life balance

and prefer flexible work in terms of time and work location. Meanwhile, according to research conducted by Vyas & Shrivastava (2017) states that work-life balance is a condition where employees have a balanced time between doing the work they are responsible for and their personal lives. With this balance, employees can still have time to relax and carry out personal and family activities, complete work and communicate well with colleagues.

The results of Azmi & Ansori's research (2020) show the same results, namely that organizational commitment in paying attention to the interests of employees has a positive impact on employee performance. Meanwhile the results of Jayanti's research (2016), stated that the effect of organizational commitment on work performance has an insignificant relationship. To increase value to consumers, reduce costs, and function effectively, organizations usually set performance goals for individual employees and the organization as a whole (Fidyah & Setiawati, 2020; Inuwa, 2016; Kiruja & Mukuru, 2018). Thus, performance relates to the efficacy, quality, and efficiency of a task for an employee. According to Pradhan (2016), employee performance is more likely to be improved when they are allowed to participate in decision making and contribute to implementing changes that affect them. Employee performance is viewed as an ongoing process, and it is based on quality of work, cost-effectiveness, timeliness, and responsiveness to one's assignments. (Oparanman & Nwaeke, 2015; Rashki et al., 2014).

The organization in this study lies in the importance of analyzing the influence of work flexibility which can impact employee performance, especially in the logistics business which requires strictly unscheduled working hours. So the authors are interested in conducting a study on the variables above in the logistics industry business in Tangerang with very tight business competition



The urgency in this research lies in the importance of analyzing the influence of work flexibility which can have an impact on employee performance, especially in the logistics business which requires working hours that are not strictly scheduled. So the authors are interested in conducting a study on the variables above in the logistics industry in Tangerang with very tight business competition.

Exploration regarding the influence of work flexibility which has an impact on job satisfaction has been carried out by previous researchers in Romania, however, the difference is that this research employs logistics company employees who are located and domiciled in the Tangerang area.

The purpose of this research is to explore the effect of the variable Job Flexibility as an independent variable on Employee Performance by mediating Job Satisfaction in Logistics companies. This research is expected to contribute to the theory/scientific management of organizations and besides that it can also be a source of consideration for companies in determining company policies so that they have positive managerial implications for the management of non-profit organizations

## RESEARCH METHODS

Data collection was carried out through a survey method with a questionnaire as an instrument to obtain the data. The process of distributing the questionnaires was distributed online and offline to employees of the mechanical section and drivers of logistics service companies in the city and district of Tangerang. The research was conducted in January 2023. The method used was the path analysis method with 2 regressions. The scale used for measurement is a Likert scale with a value of 1 – 5 (1 = completely disagree and 5 = completely agree). The research model adopts the research model of Davidescu, and Casuneanu (2017) for the work flexibility variable where there are 5 questions, while for

the job satisfaction variable using the Sari & Riyanto research model, (2020) there are also 5 questions. For employee performance variables, the research model used by Cristescu, Stănilă, and Andreica (2013) uses 5 questions. This operational variable can be seen in Appendix 2 and for a list of questions in Appendix 3. The method of selecting respondents was by purposive sampling method, the criteria for respondents were employees who had experienced flexible working hours for at least 1 year, worked in the mechanics and drivers of logistics service companies in the city and district of tangerang. Determination of a minimum working period of 1 year is based on the assumption that 1 year is considered sufficient to assess the factors of Work Flexibility and Employee Performance. The data collection process began by distributing questionnaires as a *pre-test* to 30 respondents.

The data obtained from *the pre test* is processed and analyzed by testing the validity and reliability using SPSS. Its validity can be determined through the Corrected Item-Total Correlation value (Now, 2003) . The questions contained in the questionnaire are considered valid if the Corrected Item-Total Correlation value is above 0.30. Conversely, question items are considered invalid if the Corrected Item-Total Correlation value is less than or equal to 0.30 (Malhotra, 1993) . To perform the reliability test using Cronbach's Alpha as a test tool. The reliability of the questions in the questionnaire is getting better if the Cronbach's Alpha value is close to 1 (Hair et al., 2014). Based on the results of the validity and reliability tests, it resulted that all Job Flexibility Variables and Job Satisfaction variables were declared valid. Meanwhile, on the Employee Performance variable, out of 7 questions, only 5 questions were valid. From the results of *the pre test* , it can be concluded that out of 17 questions, 15 questions could be used as questionnaires for this study. According to Hair et al. (2014) the number of samples used



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 in a study was at least 5 times the number of questions, therefore the number of samples in this study were 75 respondents .

## RESULTS AND DISCUSSION

Respondents in this study were mechanics and logistics drivers, a company in Tangerang. The data obtained and feasible to be processed were 75 questionnaires which were distributed to the company's employees. The characteristics of the respondents are as follows, as much as 54% are male, while the remaining 47% are female, this shows that the logistics industry is more dominated by men because it requires extra staff to distribute goods or letters. The age of the majority of respondents was 22 years to 35 years of 78.67%, this shows that the work performed by employees in the logistics industry requires more physical abilities so that more employees are young. As many as 49% of respondents with an undergraduate degree is the largest number, this means that those who work in the logistics industry already have a bachelor's degree. Employee status as much as 54% shows that employees need certainty about their future, so they risk more time but also need certainty about the future. Working period of 1 to 10 years as much as 76% shows higher morale at work.

To validate a measurement scale, a question instrument is needed that is appropriate and can measure correctly. Its validity can be determined through the Corrected Item-Total Correlation value (Now, 2003) . The questions contained in the questionnaire are considered valid if the Corrected Item-Total Correlation value is above 0.30. Conversely, question items are considered invalid if the Corrected Item-Total Correlation value is less than or equal to 0.30 (Malhotra, 1993) . The SPSS calculation results (attached) show that the Corrected Item-Total Correlation of all operational variables is above 0.30, which means that the measurement scale used is valid. To measure the reliability is done

by looking at Cronbach's Alpha value, which is known as the alpha coefficient. The range of alpha coefficient values is between 0 to 1. A value of 0 means unreliable while a value of 1 is perfect reliability. According to several experts such as Manning & Munro (2006), Gregory (2000), and Nunally (1978), the value of the alpha coefficient is determined as follows: 0 indicates no reliability, >0.70 indicates acceptable reliability, >0.80 indicates good reliability, and >0.90 indicates very good reliability. A value of 1 indicates perfect reliability (Budiastuti & Bandur, 2014) . All measuring instruments in the questionnaire were declared reliable because the Cronbach's alpha value was above 0.5, which ranged from 0.709 to 0.881, the data of which can be seen in the attachment (reliability test table). To make predictions or predict the relationship of one variable or more than one independent variable to the dependent variable, multiple linear regression can be used. According to Munawaroh et al (2015) that the intervening variable or also called the mediating variable is a variable that lies between the independent variable and the dependent variable. With this mediating variable, the influence of the independent variable on the dependent variable does not affect it directly, but through the mediating variable first.

To analyze mediating variables, you can use the method developed by Baron and Kenny (1986) which is called the causal step method, as well as the method developed by Sobel, namely the Product of Coefficient method (Suliyanto, 2011). Munawaroh et al., (2015) stated that the steps of the Causal Step Method include: first, making a regression between the independent variable (X), which in this study is work flexibility and the dependent variable (Y), namely employee performance. From data processing using SPSS, it is known that the Employee Performance variable is affected by the Job Flexibility variable with an R<sup>2</sup> value at 0.536 which indicates that 53.6% of the variation in the Employee Performance variable can be





caused by the Work Flexibility variable. The remaining 45.4% is influenced by other variables that are not in this study. Second, carrying out the process of regression of the independent variable (X) in this study is Work Flexibility with the mediating variable (M), namely the Job Satisfaction Variable. The SPSS results show that the Job Flexibility variable influences the Job Satisfaction variable with an R2 value of 0.627 which indicates that the Job Flexibility variable can explain 62.7% of the variation in the mediating variable in this case the Job Satisfaction variable. The remaining 47.3% can be explained by variables not examined in this study

Third, make a regression equation between the independent variable (X), namely the variable work flexibility and the dependent variable (Y) in this case Employee Performance by including the Mediation Variable (M) Job Satisfaction. The results of data processing show that the Employee Performance variable is jointly influenced by the Job Flexibility and Job Satisfaction variables with an R2 value of 0.633 which means that 63.3% of the employee performance variance can be explained by the Job Flexibility variable and the Job Satisfaction variable. While 36.7%, the rest is explained by other variables. Finally, from this analysis, 2 possible conclusions can be obtained, namely that the intervening variable has a complete or partial mediating effect. This method provides a systematic framework for examining the role of the mediating variable, namely the variable job satisfaction associated with the relationship between the independent variables, namely work flexibility and employee performance as the dependent variable. Calculations with the Sobel calculator show the statistical results of the Sobel test of 3.73063999. These results indicate that there is a significant relationship between the independent variable work flexibility and the dependent variable employee performance with the job satisfaction variable as the mediating variable. This indicates that changes in the independent variable Work

flexibility either directly or through the mediating variable Job Satisfaction significantly impact the dependent variable Employee Performance.

Table 11 Test

Uji Hipotesis	Hubungan Variable	Signifikansi	T Hitung	T Tabel
Hipotesis 1	Pengaruh Variabel Fleksibilitas kerja (X) terhadap Variabel Kepuasan kerja (M)	0,000	8,459	1,6660
Hipotesis 2	Pengaruh Variabel Kepuasan kerja (M) terhadap Variabel Kinerja Karyawan (Y)	0,000	3,946	1,6660
Hipotesis 3	Pengaruh Variabel Fleksibilitas kerja (X) terhadap Variabel Kinerja Karyawan (Y)	0,001	3,359	1,6660

The t test is used in conducting evaluations to measure the size of the dependent variable affected by one independent variable with the condition or assumption that the other independent variables remain constant. According to Ghozali (2017), if the significance level of the test is 0.05 then the basis of the hypothesis is accepted or rejected based on the following conditions. If the significance value obtained is less than 0.05, it can be concluded that partially the dependent variable is considered to be influenced by the independent variable. Conversely, if the significance value obtained is greater than 0.05, it can be concluded that the dependent variable is considered partially unaffected by the independent variable. In this case, the significance level of 0.05 is used as a limit in concluding that there is a significant influence between the independent variables on the dependent variable.

Based on the T test table, the results show that the significance value of all regressions is less than 0.05, which means that the T count > T table means that it can be concluded that all regressions are acceptable. In the first regression, the variable of work flexibility as an independent variable has an influence on the variable of job satisfaction. The second regression of job satisfaction variables affects the dependent variable of employee performance and the third regression



of work flexibility affects the dependent variable of employee performance.

The results of the data analysis show that there is a direct effect of the independent variable Work Flexibility on the mediating variable employee satisfaction. This can be seen from the significance of the P value of 0.000 or less than the P table of 0.050. There is a direct influence of the mediating variable job satisfaction on the dependent variable employee performance. This can be seen from the significance of the P value of 0.000 or less than the P table of 0.050. Work Flexibility Variables directly affect employee performance variables. This can be seen from the significance of the P value of 0.000 or less than the P table of 0.050.

In testing the three hypotheses proposed, all of them produce a positive and significant effect. First, a positive relationship was found between Job Flexibility and employee job satisfaction. This means that the higher the level of work flexibility provided, the higher the level of job satisfaction felt by employees. Second, there is a positive relationship between Job Satisfaction and Employee Performance. In other words, the higher the perceived level of job satisfaction, the higher the employee's performance. Third, Work Flexibility also has a positive influence on employee performance. These results indicate that the higher the level of work flexibility provided, the better the performance shown by employees.

Work flexibility has a positive effect on job satisfaction, besides that work flexibility also has a positive effect on employee performance. Based on these findings it can be concluded that increasing work flexibility will have an impact on increasing employee performance and job satisfaction. These findings provide important input for companies in increasing Work Flexibility. By providing adequate work flexibility, companies can create a conducive work environment, where employees feel valued and have the freedom to

carry out their duties. This can have a positive impact on employee performance and increase overall job satisfaction.

## DISCUSSION

From the findings of this study can be known there is a positive influence of Job Flexibility on job satisfaction . This shows that the high value of Work Flexibility will have an impact on the high level of Job Satisfaction. The results showing the effect of work flexibility on job satisfaction are in line with the results of previous research by Azar et al., (2018) Davidescu et al., (2020) , Rawashdeh et al., (2016) , Khurram et al., (2018) Legesse Bekele & Mohammed, (2020) increased use of flexible work arrangements (flexible time schedules and compressed work weeks) can increase job satisfaction. The results showing the positive influence exerted by work flexibility on job satisfaction can be followed up by various companies to implement work flexibility so that employee performance increases.

In addition, it also shows a significant positive effect of Job Satisfaction on Employee Performance. This means that the higher the value of job satisfaction, the higher the level of employee performance. in line with the research of Prasetyo & Marlina, (2019) , Edgar et al., (2015) , Purnama, (2013) , Hardy et al., (2010) , Nurlina, (2022) Egenius et al., (2020) , which states that employee performance is significantly influenced by job satisfaction. Of course there are other factors that affect the increase in employee performance due to this increase in job satisfaction, such as leadership factors, awards from the company for increased performance, corporate culture and other factors. The results of this study can be used as a basis for further research to explore these various variables.

From the results of this study it can be concluded that there is a significant positive influence of work flexibility on employee performance. This means that the higher the



value of Work Flexibility, the higher the level of Employee Performance. This result is in line with previous research which showed that there is an effect of work flexibility. In light of future work challenges, actual human resource management (HRM) needs to be redesigned, including long-term development, regeneration, and renewal of human resources, passing from consuming to developing human resources by incorporating the concept of sustainability. Thus, sustainable HRM is seen as an extension of strategic human resources, presenting a new approach to human resource management. The labor market is constantly changing, atypical work acquiring a significant relevance, especially in these current times of coronavirus crisis restrictions. In Romania, promoting the law of teleworking transformed labor flexibility into a topic of interest, and became an increasingly vital requirement for employment and a motivating factor for Romanian employees. In such a context, this paper aims to investigate the link between employee development and worktime and workspace flexibility as relevant characteristics of sustainable HRM, job satisfaction and job performance among Romanian employees in order to identify how to redesign HRM in the face of "future work" challenges. Additionally, the paper aims to examine the impact of different types of flexibility-contractual, functional, working time, and workspace flexibility-in order to highlight the relevance of employee development and employee flexibility as important aspects of sustainable HRM in increasing the overall level of employee job satisfaction. In order to make this possible, an "employee flexibility composite indicator," which takes into account different types of flexibility, has been developed using feedback from Romanian employees, which was gathered by a national representative survey using multiple correspondence analysis. Furthermore, the impact of both individual and employee flexibility on overall level of job satisfaction

has been quantified using binary logistic regression models. Within the research, there is a particular focus on the impact of new types of workspaces (flex office, co-working, total home office, partial home office, CW, HOT, HOP) on job performance, job satisfaction, organizational performance, professional growth and development, social and professional relationships, and personal professional performance as well as on the overall level of work motivation. The empirical results revealed that these new types of workspaces are highly appreciated by employees, generating a growing interest among them. Partial home working, the mix between working from home and Employee performance has taken a classic problem in becoming a concern of the company. As technology evolving making an increase in employee attention to flexible working arrangement as well. Decrease in performance has become a concern if flexible working arrangement is applied, now grow into one of the factor that might resulted in an increase of performance as well as an increase in work life balance of employee. This study was conducted to determine the effect of flexible work arrangements on employee performance with work life balance as a mediating variable. This type of research used in this study is a quantitative approach. Data collection methods in this study used questionnaire data collection techniques with 100 respondents, and the scale used to collect data from each variable using a Likert scale. The sampling method is done by the snowball sampling technique. The data analysis technique used is a simple linear regression analysis and multiple tests to test mediation variables. The results showed a positive effect on each variable, i.e. flexible work arrangements affecting work-life balance, with a large regression coefficient of +0.541. Then flexible work arrangements affect employee performance, with a regression coefficient of +0.388, then the work-life balance variable influences employee



performance with a regression coefficient of +0.391. Then the results also showed that the work-life balance variable proved to be a variable that mediated the effect of flexible work arrangements on employee performance with a result of 3,045". Based on these findings it can be used as a basis for companies to make changes in employee work management by implementing work flexibility in company activities taking into account the type of work and the company's line of business.

In addition to the direct relationship between the independent variables, namely work flexibility and job satisfaction on the dependent variable of employee performance, this study also proves that job satisfaction moderates work flexibility in having a positive impact on employee performance. This means that the existence of work flexibility will improve employee performance through increased job satisfaction.

Based on the description above which states that work flexibility has a positive effect on job satisfaction, job satisfaction has a positive effect on employee performance, work flexibility has a positive effect on employee performance, besides that it has been proven that job satisfaction moderates work flexibility to improve employee performance. These results can be implemented in the world of work by implementing employee work flexibility .

## CONCLUSION

From the tests conducted, conclusions can be drawn there is a direct influence of Work Flexibility on Employee Performance. In addition, there is also a direct influence of employee performance on employee satisfaction. Then the results of data processing also show that there is a direct effect of work flexibility on employee satisfaction. The managerial implications in this study based on the results of data processing show that by implementing work flexibility by increasing employee skills to be able to work flexibly through *training* and *coaching*, logistics

companies can improve the performance of their employees . besides that it is also necessary to pay attention to employee satisfaction by creating a supportive work environment. Implementation of work flexibility for employees can also increase employee satisfaction. Increasing employee performance will ultimately improve company performance. Suggestions for future researchers are to add other variables such as compensation (Zikrilla & Harahap, 2023) in the logistics industry, or try to research other industries such as Digital Startups (Pradipta & Martdianty, 2023) . Then for the logistics industry based on the findings of this study it is expected to pay more attention to the ability of employees to work flexibly and employee satisfaction both in terms of setting working hours and fairness in their welfare because this greatly influences the improvement of employee performance which in turn can develop organizational performance .

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