



The effect of flexible working and job satisfaction on employee productivity at STIE GICI Depok

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ABSTRACT

This study aims to analyze the influence of flexible working and job satisfaction on employee productivity at STIE GICI. The research method used is a quantitative approach with data collection techniques through questionnaires to employees. The research sample used saturated sampling techniques, so that the entire population was used as respondents. Data analysis was carried out using multiple linear regression with the help of SPSS. The results of the study showed that partially flexible working had a positive and significant effect on employee productivity with a t-count value of 8.496 and a significance of 0.000. Job satisfaction also has a positive and significant effect on employee productivity with a t-count value of 4.351 and a significance of 0.000. Simultaneously, both variables had a significant effect on productivity with an F-calculated value of 49.872. The determination coefficient value of 54.4% shows that flexible working and job satisfaction can explain employee productivity.

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1. INTRODUCTION

The development of the world of work in the digital era and post-COVID-19 pandemic has encouraged organizations to be more adaptive in managing human resources. This change is marked by the increasing implementation of flexible working arrangements (FWA), such as remote working, hybrid working, and flexible working hours. This system is considered a strategic solution in improving work efficiency while answering the demands of employee work-life balance. Recent research shows that work flexibility is becoming an ever-growing and relevant global trend in various sectors of the organization (Çivilidağ & Durmaz, 2024).

Flexible working not only provides convenience in managing time and workplace, but also plays an important role in improving work-life balance. Research by (Indradewa & Prasetyo, 2023) shows that flexible working arrangements have a positive influence on work-life balance and employee job satisfaction. In addition, the latest study also confirms that work flexibility can improve employee well-being and encourage job satisfaction through stress reduction and increased work autonomy (Purnamasari et al., 2025).

Job satisfaction is one of the important factors that affect employee productivity in an organization. Recent empirical research shows that job satisfaction has a significant influence on employee performance and productivity. That job satisfaction plays a role as a variable that directly improves employee performance, as well as being an important mediator in the relationship between the work environment and productivity (Suparman, 2024).

On the other hand, flexible working has also been shown to have a direct relationship with employee productivity. Some recent research shows that flexible working arrangements have a positive and significant effect on employee performance and productivity, especially when supported by an effective management system. In fact, a 2025 study confirms that work flexibility combined with good internal communication can optimally improve organizational performance (Fadhilah & Eryandra, 2025).

However, not all flexible working implementations have a positive impact. Recent research shows that the effectiveness of flexible working is highly dependent on supporting factors such as leadership, communication, and supervision systems. If not managed properly, work flexibility can actually cause problems such as decreased work coordination and workload imbalance (Makridis & Schloetzer, 2026).

In the context of educational institutions such as STIE GICI, employee productivity is an important factor in supporting the quality of educational services and organizational operations. Therefore, it is important to empirically examine how flexible working and job satisfaction affect employee productivity. This research is expected to provide scientific contributions as well as practical recommendations for more effective human resource management.

2. RESEARCH METHODOLOGY

Types of research

The type of research used in this study is quantitative research with a causal associative approach. According to (Sugiyono, 2020), quantitative research is used to research a specific population or sample with the aim of testing a hypothesis that has been established using statistical analysis.

Data Analysis Unit

- a. Population, is a generalized region consisting of objects or subjects that have certain characteristics that are set by researchers to study and then draw conclusions. According to Sugiyono, the population is not only in the form of people, but can also be in the form of objects and other natural objects. In this study, the population used was all employees who work at STIE GICI. This population includes all permanent and contract employees involved in campus operational activities. The total population in this study is 83 employees.
- b. Sample, a sample is a part of the number and characteristics possessed by a population. According to Sugiyono, the samples are part of the population taken for research and are expected to represent the entire population. The sampling technique in this study uses a saturated sampling technique (census), which is a sample determination technique if all members of the population are used as research samples. This technique is used because the population is relatively small, allowing all members of the population to be used as respondents. Thus, the number of samples in this study is all employees of STIE GICI, which is 83 employees.

3. RESULTS AND DISCUSSION

Next steps to be taken after know various response on respondents is perform data quality tests. This test done for know whether various statement items or indicators used is valid or no as well as reliable or no. This is important because one of them condition that a data can hypothesis testing was carried out is must be valid and reliable. Below This served the results of the data quality test are in the form of a validity test and a reliability test.

- a. Data Quality Test, based on the results of the validity and reliability test, all statement items in this study have met the criteria of validity ($r > 0.30$) and reliability (Cronbach's Alpha > 0.60). Thus, the research instrument is declared feasible and can be used for further data analysis.
- b. Classic Assumption Test, the classical assumption test was performed to perform multiple linear regression analysis. The classical tests carried out in this study include the normality test, the multicollinearity test and the heteroscedasticity test.
 1. Normality Test, the normality test aims to test whether in the regression model, the disruptive or residual variable has a normal distribution or not. This test can be performed with a histogram approach. Using the Smirnov Kolmogorov analysis, the residual data is

said to be normally distributed when the value of Asymp Sig (2-tailed) > real level ($\alpha = n\%$). The normality test in this study uses a histogram approach, the results are as seen in the image below.

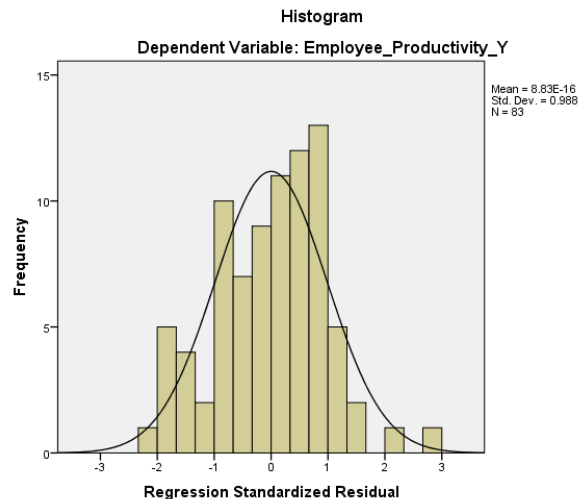


Figure 1. Normality Test Results

In the SPSS output, look at *the Histogram diagram*: if it forms a normal curve, the residuals are declared normal and the normality assumption is met.

Table 1. One-sample kolmogorov-smirnov test

		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.43261144
	Absolute	.091
Most Extreme Differences	Positive	.065
	Negative	-.091
Kolmogorov-Smirnov Z		.828
Asymp. Sig. (2-tailed)		.499

a. Test distribution is Normal.

b. Calculated from data.

Based on table 1 of the output above, it is known that the significant value of Asymp. Sig. (2-tailed) of 0.499 > 0.05, then in accordance with the basis of decision-making with the Kolmogorov-smirnov normity test above, it can be inferred that the data is normally distributed, thus the assumption or normality requirement in the regression model has been met.

- a) Multicollinearity Test, the multicollinearity test aims to see whether there is a correlation between the free variable or not. Multicollinearity is carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF). It is said that multicollinearity does not occur if the tolerance value is > 0.1 or VIF < 10. Below are the results of the multicollinearity test by looking at the Tolerance and Variance Inflation Factor (VIF).

Table 2. Multicollinearity test results (tolerance and VIF)

VARIABLES	COLLINEARITY STATISTICS			
	TOLERANCE		VIF	
	RESULTS	CONCLUSION	RESULTS	CONCLUSION
Flexible_Working_X1	.989	> 0,1	1.011	< 10
Job_Satisfaction_X2	.989	> 0,1	1.011	< 10

The data above indicate that all independent variables have tolerance values greater than 0.1 and VIF values lower than 10, suggesting that no multicollinearity problem exists in the regression model.

- b) Heteroscedasticity Test, the heteroscedasticity test aims to test whether in the regression model there is variance disparity from one residual observation to another. If the variance from the residual of one observation to another observation is fixed, then it is called homoscedasticity and if it is different it is called heteroscedasticity. The heteroscedasticity test can be performed with a graphical approach. Below, the author presents the results of the heteroscedasticity test using a graph approach.

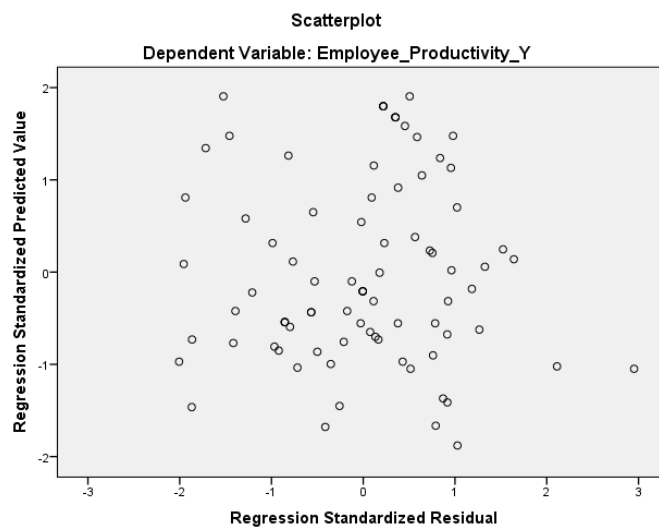


Figure 2. Heteroscedasticity test results with approach chart

The Scatterplot graph above shows that the randomly scattered points do not form a definite pattern and are scattered both above and below the zero on the Y axis.

2. Hypothesis Test Results, hypothesis testing aims to answer the formulation of the problem as well as the temporary conjecture of the answer to the formulation of the problem contained in the hypothesis. Some of the things included in this hypothesis test include regression equations, t test (Partial Test), F test (Simultaneous Test) and determination coefficient (R²).
- a) Multiple Linear Regression Equation, multiple linear regression equations are a statistical method used to analyze the relationship between one dependent variable (Y) and two or more independent variables. The results of calculation and data processing using the statistical program for social science (SPSS), the coefficients table as seen in table 3 is obtained, below.

Table 3 . Multiple regression test results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.331	3.128			1.065	.290	
1Flexible_Working_X1	.617	.073	.637	8.496	.000	.989	1.011
Job_Satisfaction_X2	.291	.067	.326	4.351	.000	.989	1.011

a. Dependent Variable: Employee Productivity (Y)

Looking at the value of the unstandardized Beta coefficients above, the multiple linear regression equation resulting from this study can be determined as follows: $Y = 6.331 + 0.617X_1 + 0.291X_2$ Which means that: a) The constant is 5,331 which means that if the variables of flexible working and job satisfaction are considered zero, then the variable of employee productivity is only

6,331; b) The regression coefficient of the flexible working variable, is 0.617, which means that if the co-flexible working variable increases by one unit while the work satisfaction variable is assumed to be fixed, employee productivity will increase by 0.617; c) The regression coefficient of the work satisfaction variable is assumed to be 0.291, which means that if the work satisfaction variable is assumed to increase by one unit while the flexible working variable is assumed to be fixed, employee productivity will increase by 0.291.

- b) F Test Results (Simultaneous Test), this t-test aims to see the influence of independent variables on their dependent variables partially or individually. The results of this study's t-test can be seen in the coefficients table 3 above, namely by looking at the t-value and sig. For more details, please see a copy of the table below.

Table 4. F test results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	604.998	2	302.499	49.872	.000 ^p
1Residual	485.243	80	6.066		
Total	1090.241	82			

a. Dependent Variable: Employee Productivity (Y)
b. Predictors: (Constant), Job Satisfaction (X2), Flexible Working (X1)

Table 4. The above shows that the value of F_{cal} processed using SPSS is 49.872 While the value of F_{table} seen in the table of values for the distribution F is 3.191. Thus, it can be said that the value of F_{cal} = 49.872 > of F_{table} = 3.110 This means that independent variables consisting of flexible working variables and job satisfaction have a significant effect on the productivity of employees of STIE GICI, Depok.

- c) Coefficient of Determination (R²), after the independent variable is declared to have an effect on employee productivity, to see how much of an influence it can be seen in the table of the summary model calculation results using the statistical program for social science (SPSS), as seen below.

Table 4. Coefficient of determination

Model Summary ^p				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.544	2.463

a. Predictors: (Constant), Job Satisfaction (X2), Flexible Working (X1)
b. Dependent Variable: Employee Productivity (Y)

The table above shows that the value of the Adjusted R Square is 0.544 or 54.4%. This means that the independent variables of flexible working and job satisfaction together affect the productivity variables of STIE GICI, Depok, employees by 54.4%. While the remaining 45.6% was influenced by other variables that were not included in this study, such as motivation, leadership, etc.

- d) t-Test Results (Partial Test), this t-test aims to examine the effect of the independent variable on the dependent variable, either partially or individually. The results of this study's t-test can be seen in the *coefficients table* 4.12 above, by examining the t-value and sig. For further clarification, see the copy of the table below.

Table 5. Results of the t-Test (Partial Test)

VARIABLES	T		sig. Results	CONCLUSION
	t- count	t- table		
Flexible_Working_X1	8,496	1.98969	.000 < 0.05	Influential Significant
Job_Satisfaction_X2	4,351	1.98969	.000 > 0.05	Influential Significant

Source: Research Results, 2026 (Data processed)

In order to determine the H₀ or H₁ that is rejected or accepted, the t_{cal} value above can be compared with the t_{table} value at a significance level of 5% (0.05). The t_{table} value at the significance level of 5% (=0.05) is 2.00856. By comparing t_{cal} and t_{table}, the following conclusions

can be drawn: a) Partially flexible working has a positive and significant effect on the productivity of STIE GICI, Depok employees, because the calculation (8,496) > the table (1.98969) and the significance value is below 0.05; b) Partially, job satisfaction has a positive and significant effect on the productivity of employees of STIE GICI, Depok, because the calculation (4,351) < the table (1.98969) and the significance value is below 0.05

Discussion

a. The Effect of Flexible Working on Employee Productivity

In this study, partial testing through the t-test showed that flexible working has a positive and significant influence on employee productivity at STIE GICI. Based on the results of the calculations, a t-calculation value of 8.496 was obtained, greater than the t-table of 1.98969 at a significance level of 5% ($\alpha = 0.05$). In addition, the significance value of 0.000 is smaller than 0.05. Thus, the test decision is to reject H_0 and accept H_1 , which means that flexible working partially has a significant effect on employee productivity. The results of this study are in line with Indradewa's (2023) research which states that flexible working arrangements have a positive effect on employee performance through improving work-life balance. In addition, research published in *Frontiers in Psychology* (2024) also shows that work flexibility can increase employee productivity because it provides comfort, autonomy, and efficiency at work. These findings show that flexibility in time management and workplace has a positive impact on productivity, as employees can work more effectively, reduce stress levels, and increase focus on getting work done. Thus, flexible working is one of the important factors in increasing employee productivity in the organizational environment.

b. The Effect of Job Satisfaction on Employee Productivity

Partial testing of job satisfaction variables showed that job satisfaction also had a positive and significant effect on employee productivity at STIE GICI. This is shown by a t-calculated value of 4.351 which is greater than the t-table of 1.98969, as well as a significance value of 0.000 which is smaller than 0.05. Based on these results, the test decision was to reject H_0 and accept H_1 , so it can be stated that job satisfaction partially has a significant effect on employee productivity. These results are in line with research by Panda et al. (2025) which states that job satisfaction has a positive and significant relationship with employee performance. Another study published through ScienceDirect (2024) also found that job satisfaction plays an important role in increasing productivity because satisfied employees tend to have higher motivation and commitment to work. Thus, the results of this study emphasize that job satisfaction is an important factor in increasing productivity. Employees who feel satisfied with their salary, work environment, working relationships, and career development opportunities will be more motivated to work optimally and achieve the targets set by the organization.

c. The Effect of Flexible Working and Job Satisfaction on Employee Productivity

Based on the results of the F test obtained through data processing using SPSS, it is known that the F-calculation value of 49.872 is greater than the F-table of 3.110 at a significance level of 5% ($\alpha = 0.05$), and the significance value of 0.000 is smaller than 0.05. These results show that the regression model used is feasible and significant. Thus, it can be concluded that H_0 is rejected and H_1 is accepted, which means that flexible working and job satisfaction simultaneously have a significant effect on employee productivity at STIE GICI. These findings confirm that employee productivity is not only influenced by one factor, but a combination of work flexibility and employee job satisfaction level. The results of this study are in line with the research of Hariyanto et al. (2024) which stated that flexible working and job satisfaction together have a significant effect on employee performance. Thus, it can be concluded that the implementation of good flexible working and increasing job satisfaction will simultaneously create a productive work environment, improve individual and team performance, and support the achievement of organizational goals optimally.

Practical Implications of Research

The results of the study show that flexible working and job satisfaction simultaneously have a significant effect on the productivity of STIE GICI employees. These findings provide practical

implications that management needs to implement flexible work policies while increasing employee job satisfaction. Work flexibility can be realized through more adaptive working hours, flexibility in task management, and the implementation of a hybrid work system according to organizational needs. In addition, increasing job satisfaction can be done through the provision of a comfortable work environment, fair compensation, career development opportunities, and harmonious working relationships. The combination of these two factors has been proven to be able to create more conducive working conditions so as to encourage continuous increase in employee productivity. Thus, organizations that want to increase the productivity of their employees need to pay attention to aspects of work flexibility and job satisfaction at the same time, not just focusing on one factor.

4. CONCLUSION

Based on the results of the research and discussion regarding the influence of flexible working and job satisfaction on employee productivity at STIE GICI, it can be concluded that flexible working has a positive and significant effect on employee productivity. This indicates that the higher the level of work flexibility provided, both in terms of time, place, and work methods, the higher the employee productivity will be. In addition, flexible working has proven to be the most dominant variable influencing employee productivity. Job satisfaction also has a positive and significant effect on employee productivity. Employees who have a high level of job satisfaction, including satisfaction with compensation, work environment, work relationships, and career development opportunities, tend to have better work motivation, which ultimately increases productivity. Furthermore, flexible working and job satisfaction simultaneously have a significant effect on employee productivity. This shows that the combination of work flexibility and job satisfaction is able to create optimal working conditions that encourage an overall increase in employee productivity.

Further research is recommended to develop a more comprehensive model by including leadership variables, organizational culture, work-life balance, work motivation, and employee engagement as factors that affect employee productivity. These variables can be tested as independent, mediated, or moderation variables to gain a deeper understanding of the factors that determine employee productivity. In addition, subsequent research can be conducted in different industry sectors and use a larger sample number so that the results of the study have a higher level of generalization. The longitudinal approach can also be used to see changes in employee productivity in the long term as a result of the implementation of flexible working and increased job satisfaction.

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