

# THE INFLUENCE OF FLEXIBLE WORKING ARRANGEMENT ON JOB SATISFACTION AND ITS IMPACT ON PRODUCTIVE BEHAVIOR IN EMPLOYEES IN INDONESIAN E-COMMERCE COMPANIES

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## Abstract

The problem studied in this research is the productive behavior of E-Commerce employees in DKI Jakarta who are currently working with a flexible work system arrangement which turns out to be experiencing a number of challenges. Based on pre-research results, it is known that the productive behavior of E-Commerce employees in Indonesia is relatively low. The visible impact of unproductive work behavior is that it causes individual stress levels to increase, leading to burnout. This research aims to find out the influence of Flexible Working Arrangement on job satisfaction and its impact on productive behavior among E-Commerce employees in Jakarta. The sampling technique is convenience and snowball sampling technique with sample calculation results of 368 respondents. Then verification analysis and factor analysis were carried out using SEM (Structural Equation Modeling) using Amos version 24.0.0 software which aims to obtain an appropriate structural model. The research results show that Flexible Working Arrangement has a positive and significant influence on job satisfaction, job satisfaction has a positive and significant influence on productive behavior, and job satisfaction is proven to partially mediate (partial mediation) the influence of Flexible Working Arrangement on productive behavior.

**Keywords:** E-Commerce, Flexible Working Arrangement, Job Satisfaction, Productive Behavior.

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The Covid-19 pandemic has had a very significant impact on the global economy, especially in shifting business patterns. Restrictions on access to community mobility and the implementation of Community Activity Restrictions (PPKM) are implemented by the Government in an effort to prevent the spread of the Covid-19 virus. One of them is the remote work regulations which apply to all agencies without exception. This rule has been implemented in Indonesia since March 2020.

E-Commerce is one of the companies in DKI Jakarta that enforces remote work regulations. E-Commerce is a company that provides services for sellers to be able to sell their products online in the form of an application system that guarantees a sense of security for sellers and buyers. E-Commerce growth in Indonesia reached 78 percent, the highest in the world, this shows that electronic commerce businesses have good economic value. The e-commerce in Indonesia that is most visited by people is Shopee, Tokopedia, Blibli, Lazada, and JD ID. The remote work policy implemented by E-Commerce Companies is considered to provide a great opportunity to explore oneself and provide freedom or flexibility in working.

The remote work policy at E-Commerce Companies has apparently experienced a number of challenges, especially regarding employee productive behavior. Based on pre-research results, the productive behavior of E-Commerce employees in Indonesia is relatively low. 65.8 percent agreed that work was carried out beyond the stipulated working hours, namely 8 hours for 5 working days. The visible impact of unproductive work behavior is that it causes individual stress levels to increase, leading to burnout. This was also conveyed by Triyono in goodstat.id that working hours that are too high will actually be counterproductive to effectiveness.

Employee productive behavior is influenced by various factors, one of which is job satisfaction (Arfian et al, 2016). From the results of pre-research on 36 employees in E-Commerce, it was stated that 38.9 percent were very satisfied, 44.4 percent were satisfied, and 16.7 percent were less satisfied with the work they were doing. It can be concluded that job satisfaction for E-Commerce employees in Indonesia is still relatively low. In addition, communication with coworkers was identified as a challenge for employees during flexible work arrangements. 52.5 percent said that flexible work arrangements made it difficult for employees to collaborate well and became an obstacle to work, resulting in conflict.

Every company must pay attention to employee satisfaction because it is related to a person's attitude/behavior at work. Employees who are satisfied with their work will work well and have a sense of responsibility, which will have a positive impact on the company's performance. Job dissatisfaction will have a negative impact on employee health, both physical and mental attitudes. Employee productive behavior will tend to decrease, resulting in neglect of rights and obligations (Locke, 1976).

Flexible Working Arrangement (FWA) or better known as flexible working arrangements should be the most effective solution, especially during Covid-19, in increasing employee job satisfaction. This work system emphasizes that the organization's priority lies in its efforts to become and remain flexible in terms of time and place of implementation. Based on pre-research results, the form of FWA implemented by the five largest E-Commerce in Indonesia tends to be hybrid or a combination of working from home and working from the office with working time arrangements set according to work standards, namely 8 hours for 5 working days.

The challenge of the FWA policy for E-Commerce Companies is the implementation of new work patterns so that employees need to pay attention to their work arrangements which can affect job satisfaction and productive behavior. In this regard, this research aims to determine the effect of flexible working arrangements on job satisfaction and its impact on productive behavior among employees in Indonesian e-commerce companies.

## LITERATURE STUDY

### Flexible Working Arrangement

Albion (2004) explains that Flexible Working Arrangement is a variation in the work system that allows employees to work flexibly. This includes working shift arrangements, duration of working time, start and finish time of work, compression of working hours, leave, and also certain permits due to obstacles. Aziz-Ur-Rehman et al (2019) said that Flexible Working Arrangement providing challenges for leadership, organizations must ensure that work is carried out flexibly, both in time and place when employees carry out their duties and responsibilities. Then, his research concluded that flexible work arrangements were a strong predictor of minimizing the occurrence of problems/conflicts between work and family, as well as increasing employee job satisfaction. Then, Caillier (2018) concluded that flexible work arrangements can reduce turnover and work transfers. Furthermore, according to Wojcak, Bajzikovab, Sajjalikova & Polakova (2016) stated that flexibility has benefits for companies/organizations so that their goals are achieved and for employees it can increase job satisfaction resulting from achieving a balance between work and personal life.

### **Since Job satisfaction**

Job satisfaction is defined as an attitude variable according to Spector (1997), namely to find out whether people like their job or not. Meanwhile, according to Aziz-Ur-Rehman et al (2019) job satisfaction is a combination of emotions and a person's positive attitude towards their work.

Job satisfaction is understood as an attitude. Another conception, guided by humanist and social assumptions, links satisfaction to corporate social responsibility, in other words, job satisfaction is a way to monitor how much an organization can improve the health and well-being of its workers (Siqueira, 2008). Siqueira provides evidence that the concept of satisfaction is related to affectivity, and that it is the affective relationship between the person and his work, in terms of how much the professional has a pleasant experience in the work context. Arfian et al (2016) stated that job satisfaction can increase work morale and productivity, this can be seen from various research results that state job satisfaction. Then, Arfian concluded that work performance, discipline and morale are a direct influence of job satisfaction on a person's emotions and behavior.

### **Productive Behavior**

Behavior is defined by Gibson et al (2000) as a function of every interaction between an individual and the surrounding environment. Furthermore, Appelbaum et al (2007) stated that the workplace is a place for diversity or various types of individual behavior that can influence someone who works in the organization. Workplace behavior can be relevant to carrying out duties and responsibilities, also including interactions with colleagues within an organization. Gilmore (1974) focuses on positive and productive behavior, namely on personality in the ability to display productive behavior, while Kadiyono (2011) focuses more on actualizing potential in the environment, namely with co-workers. Dale Timpe (1989) explains that one of the characteristics of productive behavior is demonstrated by high motivation at work, namely as a driving factor in exerting positive energy. The concept of productive behavior according to Gilmore (1974) is a constructive, imaginative, creative action from individuals in an organization that can make a real and significant contribution to the work environment in which they are located. So it can be concluded that every person who has productive behavior will provide added value that is beneficial to himself and the surrounding environment. Apart from that, it is said that productive behavior can increase productivity, so that individuals who work in a company who have productive behavior are company assets that must be maintained. so that it will support the achievement of organizational productivity.

## **RESEARCH METHODOLOGY**

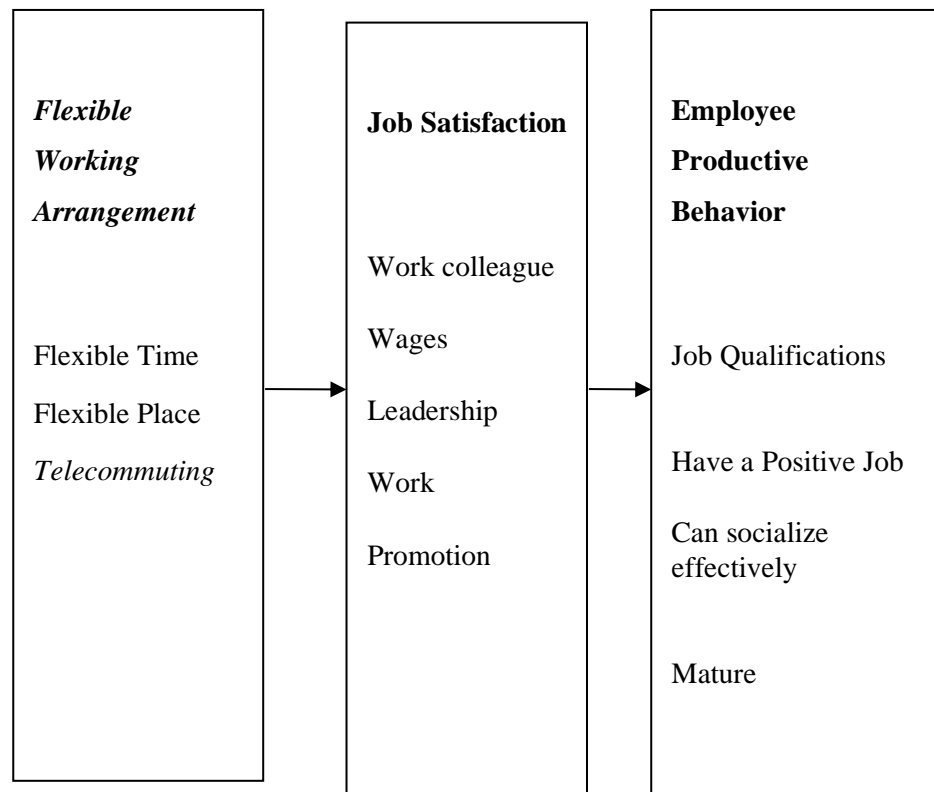
This research uses a descriptive and verification approach using an explanatory survey. All data and information comes from E-Commerce employee respondents who work in Jakarta. The author succeeded in collecting 368 respondents from the top 5 Indonesian E-Commerce namely Shopee, Tokopedia, Blibli, JD ID, Lazada using convenience sampling and snowball sampling techniques and determined the sample size based on Hair et al's theory, namely five times, a maximum of 10 times total indicators. The author chose eight for the reason that it aims to produce the right value—not too small or too large.

The questionnaire distributed had 46 questions consisting of 18 questions for Flexible Working Arrangement (FWA), 12 questions for job satisfaction, and 16 questions for productive behavior. Data obtained through questionnaire collection is then used in processing and analysis. (the total number of question items x 8), then:  $46 \times 8 = 368$  respondents

The purpose of this research is to determine the influence relationship between variables, namely Flexible Working Arrangement, job satisfaction, and productive behavior through verification analysis and factor analysis using SEM (Structural Equation Modeling) and Amos software version 24.0.0 which aims to obtain a model structurally correct.

1. Hypothesis 1: There is a positive influence of Flexible Working Arrangement on job satisfaction.
2. Hypothesis 2: There is a positive influence of job satisfaction on employee productive behavior.
3. Hypothesis 3: There is a positive influence of Flexible Working Arrangement on employee productive behavior which is mediated by job satisfaction.

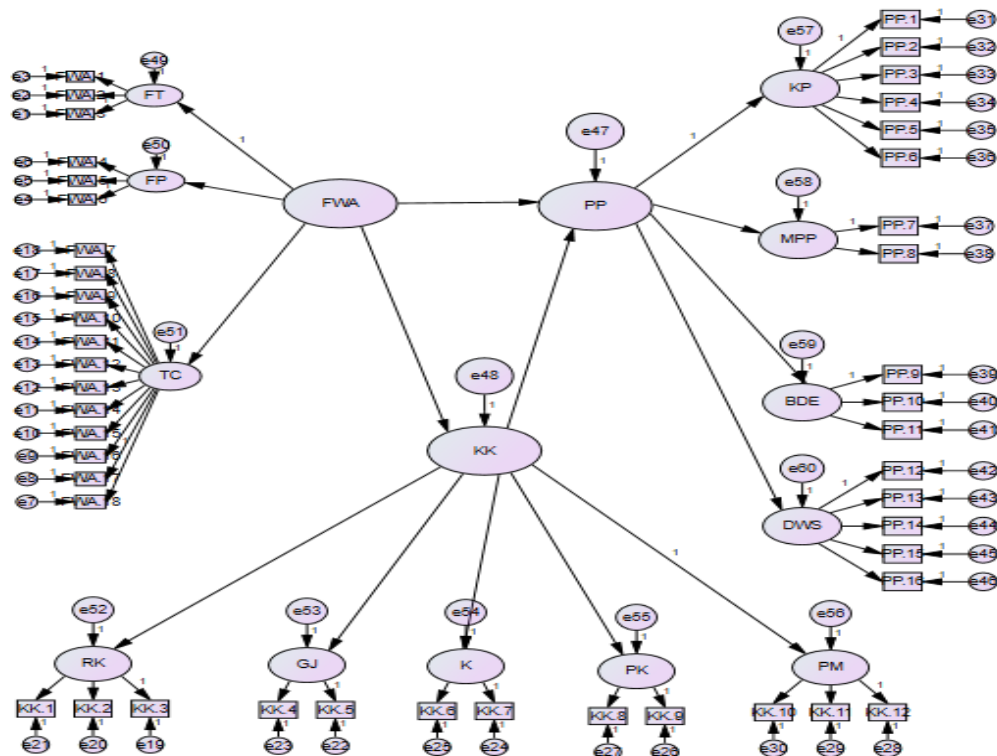
**Figure 1.**  
Research Paradigm



**RESULT AND DISCUSSION**

The following is a conceptual diagram of the SEM model, which is presented in Figure 2 and 3 below:

**Figure 2.**  
SEM Model  
Conceptual  
Diagram



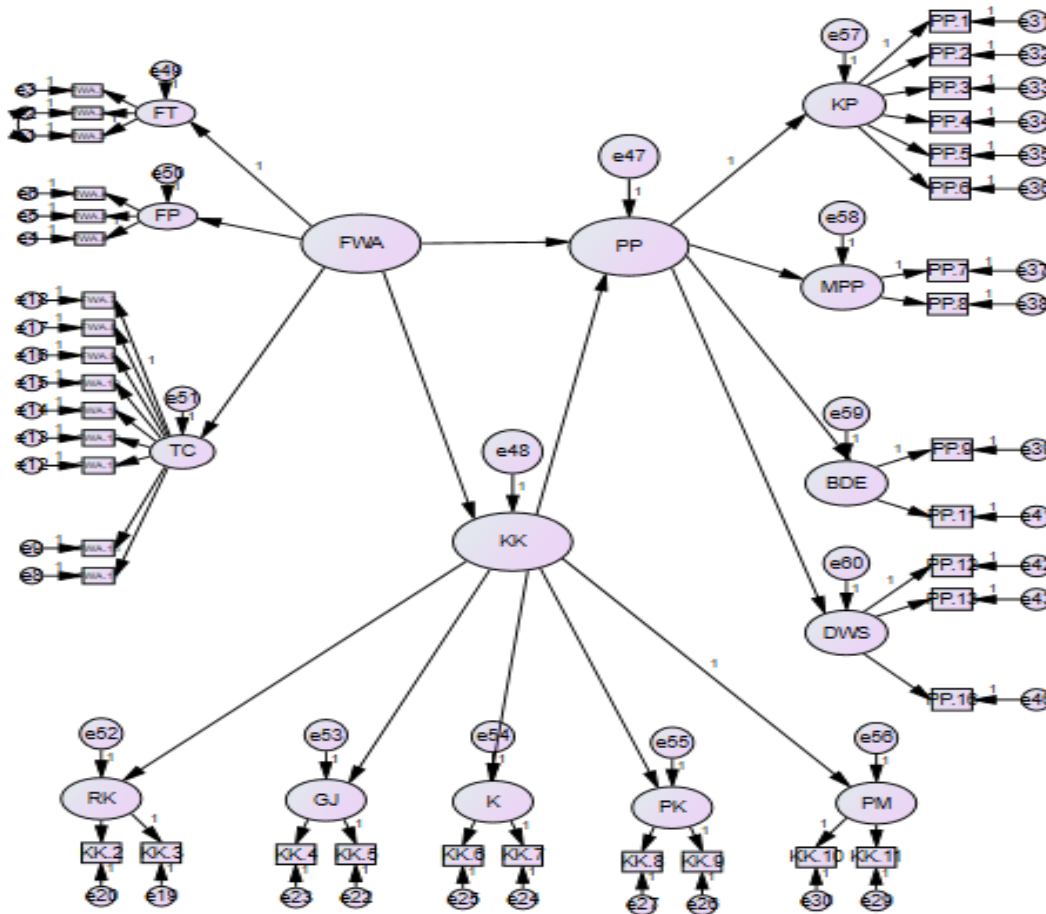


Figure 3. Conceptual Diagram of the Modified SEM Model

Based on Figure 2 and 3 above, the results of the validity test and reliability test can be seen. The validity test is obtained from the loading factor value; provided the outer loading value is  $>0.5$ , the instrument is said to be valid or meets the minimum permitted standards (Hair Jr. et al., 2014). When the validity test was carried out, it was discovered that there were loading factor values below 0.5, so indicators were eliminated for values below 0.5 in order to obtain valid values so that the model could be used for analysis. The indicators removed from the Flexible Work Arrangements variable are FWA 12, FWA 14, FWA 15, and FWA 18. Meanwhile, for the satisfaction variable, the indicators removed are KK.1 and KK.5. The last indicators of the productive behavior variables that were removed were PP.10, PP.14, PP.15, and PP.16. So it can be concluded that each item of the construct contained in the Flexible Work Arrangements, job satisfaction, and productive behavior variables has formed its own latent variable. After elimination, the path diagram model is then retested. The results obtained on figure 3 from the retest processing of the previously modified model had a loading factor value of  $>0.5$ . This value is as expected, namely valid and meets minimum standards.

### Variable Description Analysis

The characteristics of respondents based on gender obtained from the research results were 40% men and 60% women, then the final educational background classification was 49% D4/S1, 24% Masters, 20% D1-D3, and 7% high school.

Based on table 1, it can be seen that there are 3 dimensions to the Flexible Working Arrangement variable, namely Flexible Time (FT), Flexible Place (FP), and Telecommuting (TC) which consists of 18 statements that can represent each dimension. If summed up as a whole, the dimension with the highest average value is Flexible Time. Based on the findings, it was found that employees have their own productive working hours to be able to work at that time so that they can increase productivity. Apart from that, there are also findings which state that flexible working hours can increase a sense of responsibility towards work and have a good impact on mental health. The smallest average value in the Telecommuting dimension with a value of 55.92% is the main job which causes other additional work to be neglected or multitasking difficulties caused by the adjustment stage to the new work environment. This happens because employees' focus is divided between personal activities, an unstable internet network, and a workplace that is not conducive

**Table 1.**  
Recapitulation  
Results of FWA  
Variable  
Questionnaire Data  
Processing

No	Dimensions	Total Score	Average	Category
1	<i>Flexible Time</i>	1527	82.97	High
2	<i>Flexible Place</i>	1469	79.84	High
3	<i>Telecommuting</i>	1401	76.15	High
<b>Average</b>			<b>79.65</b>	High

It can be seen in table 2 which explains the job satisfaction of E-Commerce employees in the city of Jakarta with the average for each dimension in the high category. The highest average value of the 5 satisfaction variables is in the dimension of satisfaction with work with an average score of 83.56. So it can be said that employees understand their work well and have an interest in the tasks given by the company, including the flexible work system.

**Table 2.**  
Multicollinearity  
Test

No	Dimensions	Total Score	Average	Category
1	Work colleague	1508	81.99	High
2	Wages	1407	76.49	High
3	Leadership	1438	78.15	High
4	Work	1537	83.56	High
5	Promotion	1437	78.13	High
<b>Average</b>			<b>79.67</b>	High

If you look at the smallest average value for the satisfaction variable, it is the promotion dimension with a score of 78.13. In terms of value, it is indeed high, but it was found that there are still employees who imply that they do not have the same opportunities in terms of promotion, both in terms of frequency and waiting time for opportunities to be promoted

**Table 3.**  
Model Estimation

No	Dimensions	Total Score	Average	Category
1	Job Qualifications	1500.8	81.57	High
2	Have a Positive Job	1561	84.84	Very high
3	Can socialize effectively	1505.3	81.81	High
4	Mature	1500.6	81.55	High
<b>Average</b>			<b>82.44</b>	High

Productive behavior is an action from an individual in an organization or company that can make a real and significant contribution to the work environment. The results of the analysis of productive behavior of E-Commerce employees can be seen in table 3.

It can be seen that there are 4 dimensions of productive behavior, namely job qualifications, having a positive job, being able to socialize effectively, and being mature. The positive work dimension has an average score of 84.84% and is in the very high category, this is related to how employees feel proud to be part of the company and are able to divide their time at work well. If employees have a high sense of belonging to the company and feel proud to be part of the company, then employees will have a sense of responsibility for their work and provide the best results for the company. The next dimension, namely being able to socialize effectively, has an average score of 81.81%, this score is in the high category. In this dimension, employees are open to discussing with colleagues and are not shy about expressing opinions. Employees are also willing to accept suggestions and criticism in order to work better. Apart from that, employees are also responsible for their work in accordance with the standards set by the company

## Outer & Inner Model Evaluation

### Validity Test

Variable	Construct		Estimate	Criteria
FWA.3	→	FT	,613	Valid
FWA.2	→	FT	,559	Valid
FWA.1	→	FT	,645	Valid
FWA.6	→	F.P	,607	Valid
FWA.5	→	F.P	,698	Valid
FWA.4	→	F.P	,642	Valid
FWA.17	→	T.C	,632	Valid
FWA.16	→	T.C	,668	Valid
FWA.13	→	T.C	,645	Valid
FWA.12	→	T.C	,524	Valid
FWA.11	→	T.C	,705	Valid
FWA.10	→	T.C	,593	Valid
FWA.9	→	T.C	,677	Valid
FWA.8	→	T.C	,548	Valid
FWA.7	→	T.C	,552	Valid
KK.3	→	R.K	,693	Valid
KK.2	→	R.K	,572	Valid
KK.5	→	G.J	,504	Valid
KK.4	→	G.J	,808	Valid
KK.7	→	K	,720	Valid
KK.6	→	K	,706	Valid
KK.9	→	PK	,731	Valid
KK.8	→	PK	,575	Valid
KK.11	→	PM	,652	Valid
KK.10	→	PM	,632	Valid
PP.1	→	KP	,573	Valid
PP.2	→	KP	,534	Valid
PP.3	→	KP	,691	Valid
PP.4	→	KP	,694	Valid
PP.5	→	KP	,619	Valid
PP.6	→	KP	,561	Valid
PP.7	→	MPP	,733	Valid
PP.8	→	MPP	,628	Valid
PP.9	→	BDE	,720	Valid
PP.11	→	BDE	,735	Valid
PP.12	→	DWS	,641	Valid
PP.13	→	DWS	,589	Valid
PP.16	→	DWS	,544	Valid

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**Table 4.**  
Validity Test Results – Loading Factor Value

Based on table 4 above, it can be seen that the entire construct of the latent variable is declared valid. The results obtained from the retest processing of the previously modified model were a loading factor value of >0.5. This value is as expected, namely valid and meets the minimum standards so that all statements contained in the questionnaire meet the requirements to reflect the variables in the research.

The next stage is the reliability test, the instrument can be said to be reliable if the construct reliability (CR) value is  $>0.7$  and the average variance extracted (AVE) value is  $>0.5$  (Ghozali, 2013).

**Table 5.**  
Reliability Test  
Results

Variable	Construct Reliability (CR)	CR Cut Of Value	Average Variance Extracted (AVE)	Cut Of Value AVE	Criteria
<i>Flexible Working Arrangement</i>	0.935	<b>0.7</b>	0.502	<b>0.5</b>	Reliable
Job satisfaction	0.920	<b>0.7</b>	0.539	<b>0.5</b>	Reliable
Productive Behavior	0.931	<b>0.7</b>	0.513	<b>0.5</b>	Reliable

Based on the results of calculating the construct reliability (CR) value and average variance extracted (AVE) value for the Flexible Working Arrangement variable, job satisfaction and productive behavior have met the predetermined standards/ cut of value, so it can be concluded that these research variables are reliable.

#### Goodness of Fit Model Test

The model fit test or Goodness of fit (GoF) is carried out before testing the hypothesis. The following are the Gof values:

**Table 6.**  
Goodness of Fit

No	GoF Measures	Cut off Value	Mark	Criteria
<b>Absolute fit indices</b>				
1	<i>CMIN/Df</i>	$1.00 \leq \text{CMIN}/\text{df} < 3$	1,670	Fit
2	<i>Goodness of fit Index (GFI)</i>	$\geq 0.80$	0.868	Fit
3	<i>Root Mean Square (RMR)</i>	$\leq 0.05$	0.029	Fit
4	<i>Root Mean Square Error of Approximation (RMSEA)</i>	$0.05 \leq \text{RMSEA} \leq 0.08$	0.043	Fit
5	<i>Adjusted Goodness of fit Index (AGFI)</i>	$\geq 0.80$	0.850	Fit
<b>Incremental Fit Indices</b>				
6	<i>Normal Fit Index (NFI)</i>	$\geq 0.80$	0.832	Fit
7	<i>Tucker-Lewis Index (TLI)</i>	$\geq 0.90$	0.918	Fit
8	<i>Comparative Fit Index (CFI)</i>	$\geq 0.80$	0.924	Fit
9	<i>Incremental Fit Index (IFI)</i>	$\geq 0.90$	0.925	Fit
<b>Parsimony Fit Indices</b>				
10	<i>Parsimony Fit Measures (PNFI)</i>	0.60 – 1.00	0.768	Fit
11	<i>Parsimony Goodness of Fit Index (PGFI)</i>	0.50 – 1.00	0.761	Fit

Based on table 6 above, it can be concluded that the overall model is declared fit because it meets the minimum standard values that have been determined so that it can be accepted and continued at the next stage, namely model structural testing / hypothesis testing



## Hypothesis Testing

Researchers use the SEM technique which functions to detect direct and indirect causal relationships with the variables that have been observed. The test criteria used are H0 rejected if the CR value is  $> 1.65$  and the p-value is 0.05 (Hair Jr. et al., 2014). The following is the conclusion of the research hypothesis:

1. Flexible Working Arrangement on job satisfaction has a positive influence of 0.821 with a significance level of 0.000. A statistically supported hypothesis means that every 1 increase in Flexible Working Arrangement has an effect of 0.821, which means this value can significantly increase job satisfaction and the direction is positive.
2. Job satisfaction on productive behavior has a positive influence of 0.671. A statistically supported hypothesis means that every 1 increase in Job Satisfaction has an effect of 0.671, which means this value can significantly increase job satisfaction and the direction is positive.
3. Flexible Working Arrangement has a correlation coefficient value of 0.592 towards productive behavior through job satisfaction with a significance level of 0.02. The role of job satisfaction in this case partially mediates the influence between Flexible Working Arrangement and productive behavior, the hypothesis is supported statistically.

Based on the results of the analysis regarding the description of the three variables, namely Flexible Working Arrangement, job satisfaction and productive behavior in E-Commerce employees a high average score was obtained. The results of this analysis can be interpreted as meaning that employees are able to balance the FWA work system so that they are starting to get used to the new work environment. Interestingly, there are differences between the pre-survey results and the survey results regarding communication between employees. From the pre-survey results, employees have difficulty communicating with colleagues due to distance and time. However, after conducting surveys and research, the results were obtained, namely that employees were able to communicate with each other well even though they were in different places. However, this must be strengthened by the company because distance can cause conflict due to poor communication between employees. Apart from that, when work is carried out outside the company, at least employees must be ensured that they work in a place that has ergonomic supporting facilities. This is directly related to employee health so that they do not get tired easily and maintain their health. Because when fatigue occurs, work is easily neglected which causes stress. In the satisfaction variable, it is hoped that the company can provide equal opportunities for all employees to be promoted and express opinions. Furthermore, in the productive behavior variable, there are still those who cannot work quickly. This is because it is difficult to minimize external distractions.

## CONCLUSION

E-Commerce is a company based on electronic technology which is currently growing and developing in Indonesia because it makes buying and selling transactions easy for the Indonesian people in the progress of the economy. Currently, employees who work in E-Commerce (especially DKI Jakarta) have implemented a flexible work system starting from the onset of Covid 19. These companies are Shopee, Tokopedia, Blibli, Lazada, and JD ID. The flexible work system is expected to have a positive impact on employees. This research shows that work flexibility in E-Commerce is in the "high" category or it can be said that the flexible work system can be followed well by employees. However, several indicators in the Telecommuting dimension are still in the "quite high" category, namely difficulty multitasking during meetings or routine training provided by the company, so employees often ignore these additional tasks. Apart from that, workplaces that are not ergonomic are also included in the "high enough" category, this makes it difficult for employees to focus and get tired easily. Another variable, namely employee job satisfaction, is in the "high" category, which means that job satisfaction in an E-Commerce company is said to be good in terms of interacting with co-workers, salary earned, leadership, work and promotions. Although attention must still be paid to employee bounding, so that employee interaction and communication can be maintained well. This is because a flexible work system requires good communication in order to create a good work environment. Likewise, the productive behavior of E-Commerce employees is in the "high" or good category, meaning that employees are able to work productively as seen from how employees work responsibly, work on time and are proud to be part of the company.

In this research, it is possible to add other variables, this is because in the SEM modeling process one of the factors in the Flexible Work Arrangements, job satisfaction and productive behavior variables was eliminated. Therefore, it is necessary to carry out further analysis in the modeling. This allows other variables to intervene in realizing productive behavior.

Apart from that, to date we have not found any other research that examines the variables Flexible Work Arrangements, job satisfaction, and productive behavior simultaneously. Most of the variables studied are the same as flexible work systems, namely job satisfaction, work life balance, and productivity, especially in Indonesia. So it can provide an opportunity for other researchers to examine coverage in other companies that implement flexible work systems, such as in the government sphere.

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