



Enhancing Work Productivity: Flexible Working Hour, Workload, and Quality of Work-Life Intervention at PT Mitra Kasih Perkasa

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ABSTRACT

The purpose of this research is to evaluate employee productivity at PT. Mitra Kasih Perkasa. In this research, the independent variables consist of flexible working hours and workload, while the dependent variable is work productivity, and the intervening variable that is considered is quality of work-life. The sampling method used was total sampling, which refers to the census, involving the participation of 70 employees. The data collection process was carried out using a questionnaire which was filled out directly by the respondent. To analyze the data, this research utilized Smart-PLS (Partial Least Squares) software. The results showed that the flexibility of working hours has a positive effect on work productivity. Workload has no effect on work productivity. Flexibility of working hours has a positive effect on the quality of work life. Workload has no effect on the quality of work life. Quality of work life has a positive effect on work productivity. Quality of work life mediates the effect of work hour flexibility on work productivity and does not mediate the effect of workload on the work productivity of employees of PT Mitra Kasih Perkasa.

Keywords: work productivity, workload, flexible working hour, quality of work life

1. INTRODUCTION

Work productivity is a critical factor in supporting the success of the company, especially in the technology industry. The tighter competition in the technology world, the level of work productivity of human resources in technology companies increasingly needs to be managed properly. The level of productivity is one of the benchmarks to support the success of the company. PT Mitra Kasih Perkasa (MKP) is a technology company dedicated to developing digitalization to support the financial technology ecosystem in Indonesia. PT Mitra Kasih Perkasa (MKP) as a technology company seeks to build a 'digital bridge' by introducing a non-cash payment system and purchasing electronic tickets (e-ticketing) with a total processing value of more than 2 trillion with total transaction traffic of more than 500 million by 2023. Indonesia's rapid digitization movement to adopt and innovate to build a digital economy in all sectors including trade, MSMEs, Financial Services, and Tourism makes PT Mitra Kasih Perkasa face a big challenge to be able to keep up with technological developments to survive in competition. This encourages technology companies, especially in the fintech industry, to continue to innovate to develop unique products and services and provide added value to customers. Therefore, good management is needed in managing work productivity to encourage significant company improvement.

Work productivity is the ability to obtain the greatest benefit from the available facilities and infrastructure by producing optimal output and input, according to Simamora Henry (2004) in (Abdul Rachman Saleh, 2018). In research conducted by (Onyekwelu, OC, Monyei, & Nwalia, 2021) and (Shrestha, 2019) stated that productivity refers to the amount of work completed in a particular work environment over time. Employee productivity is influenced by several factors, one of which is the work environment that provides flexibility in working hours (Abdul Rachman Saleh, 2018). Work productivity is one of the main indicators in measuring organizational and individual performance (Guzzo & Katz, 1987).

With significant advances in various forms of technology, the boundaries between work and non-work tend to diminish over time, providing greater opportunities for work flexibility (Lewis, Brannen, & Nilsen, 2009). Flexibility of work through flexibility of working hours is a characteristic of the work environment in technology companies. As a technology company, PT Mitra Kasih Perkasa also implements work flexibility, one of which is by applying flexible working hours. With the implementation of flexible working hours, management emphasizes achieving results with maximum productivity. A survey in 2021 conducted by Gartner Digital Worker Experience showed 43% of respondents felt that flexible working hours helped them achieve higher productivity (Goasduff, 2021).

With such great demands for innovation in the technology industry, there is also a large workload for employees. Workload is one of the factors that affect employee productivity. Workload can be identified as a mental construct that reflects the strain resulting from performing tasks under certain

environmental and operational conditions coupled with an individual's ability to respond to those demands (Omole, 2013). Wickens and Hollands (2000) argue that workload involves environmental demands and a person's ability to cope with those demands (Wickens & Hollands, 2000).

Quality of work-life has been conceptualized as a good work environment such as salary, welfare programs, work schedules, good relationships, and development opportunities for employees (Bhende, Mekoth, Ingalhalli, & Reddy, 2020). A good quality of work life is expected to provide positive outcomes for employees and organizations. The quality of employees' work life has been greatly affected by the revolution in the world of technology. Employees are required to be able to work around the clock and work harder to survive the competition in technological advances (Jha & Kumar, 2016). Quality of work life is an important factor in creating a healthy and productive work environment. Quality of work life affects many components of employee job performance (Nanjundeswaraswamy & Swamy, 2013).

Table 1.1 Research Gap

No	Issue	Author and Year Published	Hasil Penelitian
1.	Effect of Flexibility Working Hours on Employee Productivity	(Onyekwelu, Ezieshi, & Muogbo, 2022), (Barech, 2017), (Bloom, Liang, Roberts, & Ying, 2015)	The Flexibility Working Hours has a Positive effect on productivity
		(Maifanda & Slamet, 2019), (Gajendran & Harrison, 2007)	The Flexibility Working Hours has a no effect on productivity
		(Hill, Ferris, & Mårtinson, 2003)	The Flexibility Working Hours has a negative effect on productivity
2.	Effect of Workload on Employee Productivity	(Brüggen, 2015) (Wibowo, Hasmin Tamsah, Rusli, Yusriadi, & Tahir, 2021)	Workload effect to productivity at a certain level (U-Shape)
		(Jahari, 2019), (Alriani, 2019) (Luturlean, 2018)	Workload have a positive effect on productivity
		(Wibowo, Hasmin Tamsah, Rusli, Yusriadi, & Tahir, 2021), (Bakker, Demerouti, & Schaufeli, 2003), (Podsakoff, MacKenzie, Paine, & Bachrach, 2000)	The Workload variable has no effect on Productivity

The research gap contained in Table 1.1 shows that there are discrepancies or inconsistencies in the findings regarding the effect of working hour flexibility variables and workload on employee productivity. Research on work productivity mediated by quality of work life conducted by Hackman, J.R. & Oldham, G.R (1976) found that quality of work life can be a mediating variable to see the relationship between independent variables with productivity (Hackman & Oldham, 1976). Quality of work life refers to the extent to which employees feel satisfied, engaged, and have a balance between their work and personal lives at work (Demir & Weigel, 2012). Therefore, quality of work life can be further investigated as a mediating variable to explain the effect of working hour flexibility and workload on work productivity.

2. RESEARCH METHODS

2.1 Data Types and Sources

The types and sources of data used in this study are primary data. Primary data is data obtained directly from original sources (not through intermediary sources or previously processed data) and collected specifically to answer research questions in accordance with research objectives (Fuad, 2004). Primary data in this study were obtained directly from the object of research by distributing questionnaires to all employees at PT Mitra Kasih Perkasa and processing the results of filling out the questionnaire / questionnaire for the purpose of this study.

2.2. Research Variables and Operational Definitions

Research variables are defined as an attribute or trait of objects, people or activities that have certain variations that are determined in research to study more deeply and draw conclusions (Sugiyono, 2017). In this study, there are several variables including independent variables or independent variables that function as variables that influence, mediating variables that function to mediate, and dependent variables or dependent variables as variables that are influenced by these two variables. The independent variables in this study are Flexibility of Working Hours (X1) and Workload (X2) while the mediating variable used is Quality of Work Life (Z) and the dependent variable in this study is Work productivity (Y1).

2.3. Operational Definition of Variables

The operational definition of variables is the determination of constructs or properties studied so that a variable can be measured (Sugiyono, 2017). The complete operational definition in this study is in table 2.1 below:

Table 2.1 Operational Definition of Variables

Variable	Definition	Indicator
Productivity (Y)	Work productivity is defined as a measure of work efficiency and effectiveness that reflects the relationship between the inputs used in the production or work process and the outputs produced (Russel, 1995)	1. Quality 2. Quantity 3. Timeliness 4. Resource effectiveness 5. Need for supervision 6. Interpersonal impact
Flexible working hour (X1)	Flexibility of working hours is an indicator or component that shows the extent to which employees are given the freedom to manage their working hours according to the needs of the employee and the organization (Golden, Veiga, & Simsek, 2006).	1. Customizable working hours 2. Remote working 3. Customizable work 4. Flexible work schedule
Workload (X3)	Workload according to Karasek and Theorell (1990) is unbalanced job demands and job control that can cause stress (Karasek & Theorell, 1990).	1. Psychological demands 2. Role ambiguity 3. Concentration 4. Mental work disorder
Quality of work-life (Z)	Quality of work life is the employee's perception of working conditions and work environment that affect satisfaction, well-being and happiness in the context of work (Walton, 1980).	1. Fair compensation 2. Working conditions 3. Opportunities for development 4. Participation in decision-making 5. Fair treatment 6. Good social relations 7. Meaningful work 8. Adequate leisure time

2.4. Population, Sample and Sampling Techniques

Population is a combination of all elements in the form of events, things or people that have similar characteristics that are the center of attention because it is seen as a research universe (Ferdinand A., 2014). A population of good subject groups has the same characteristics (Azwar, 2016). Based on this understanding, the population to be studied in this study are all employees of PT Mitra Kasih Perkasa in the city of Semarang. The sample in research according to Hidayat (2021) is a small part of the population chosen to be taken as the object of research (Hidayat, 2021). The sample is part of the number and characteristics possessed by the population. The sample method used is total sampling or census. Census sampling according to is a research sampling method in which all members of the population are used as samples (Roflin & Liberty, 2021). Thus, each member of the population has the same opportunity to become a research sample, so that the sample representation is expected to represent the characteristics of the population. This total sampling method is used because the population is relatively small (easy to reach). The sample of this study were employees of PT Mitra Kasih Perkasa in Semarang City with a total of 70 respondents.

2.5. Data analysis method

Data analysis is a process of processing and simplifying data into a form that is easier to read and interpret. The data analysis method in this study uses descriptive and quantitative analysis so that data with accurate quantitative processing results can be explained more deeply using descriptive analysis. The measuring instrument or statistical software used in this research is SmartPLS 4.0 (Partial Least Square). SmartPLS has a high tolerance for violations of the normality assumption so that it can be used well on Likert scale data which tends not to be normally distributed. In addition, SmartPLS provides flexibility in model testing and is able to overcome multicollinearity problems.

2.5.1. Technical Analysis

Quantitative analysis is a method of processing and interpreting data using statistical and mathematical approaches to test relationships, identify patterns, and generalize about the wider population (Sugiyono, 2017). Quantitative analysis is data in the form of numbers or processed and analyzed using statistical calculations (Sujalu, Latif, Bakrie, & Milasari, 2021). This method involves collecting numerical data and applying appropriate statistical techniques to answer research questions and achieve analysis objectives. Quantitative analysis in this study will be carried out using Partial Least Square-Structural Equation Modeling (PLS-SEM) to examine the relationship between the variables of work hour flexibility and workload, to work productivity through quality of work life.

2.5.2. Measurement Model Test (Outer Model)

Quantitative analysis in this study was carried out in two stages. The first stage is to evaluate the measurement model or test the research instrument, namely the outer model and the second stage is to evaluate the structural model or model testing stage, namely the inner model.

a. This study uses latent or unobserved variables, namely variables that cannot be measured directly but are formed by observed dimensions or also called indicators. The indicators determined in forming a variable are then observed through a questionnaire in the form of a Likert scale. The indicators in the questionnaire need to be tested for validity (in the form of convergent validity and discriminant validity) and reliability tests.

1) Convergent Validity. The convergent validity of a latent variable is evaluated by outer loading. Outer Loading provides an overview of the magnitude of the correlation between each measurement item or indicator and its construct. The correlation is considered valid if it has an outer loading value > 0.7 (Hair, Sarstedt, Hopkins, & Kuppelweiser, 2014). In addition, the convergent validity test can be seen from the average variance extracted (AVE) value. AVE is the overall average value of the squared charge of a set of indicators (Hair, Sarstedt, Hopkins, & Kuppelweiser, 2014). The AVE value that shows convergent validity shows 0.5 or more. An AVE value of 0.5 or more indicates that the construct can explain 50% or more of the variance of its items according to Wong K.K (2013) in (Furadantin, 2018).

2) Discriminant Validity. Discriminant validity testing shows the extent to which the construct is able to measure what is intended to be measured. In measurements using the SmartPLS 4.0 application, the discriminant validity test uses the Cross loading value, Fornell-larcker criterion and Heterotrait-monotrait ratio (Henseler, Ringle, & Sarstedt, 2015).

b. Reliability Test is the consistency value of a measuring instrument in measuring the same phenomenon. Internal Consistency Reliability measures how capable indicators can measure their latent constructs. According to Cronbach and Meehl (1955) in (Hair, Sarstedt, Hopkins, & Kuppelweiser, 2014) the analysis used to test reliability in this study is Composite Reliability and Cronbach's Alpha. The composite reliability value between 0.6-0.7 is considered to have good reliability, and the Cronbach's alpha value which shows a number above 0.7 is considered to have good reliability (Ghozali & Latan, 2015).

2.5.3. Structural Model Test (Inner Model)

The predictive ability of the model is measured by the coefficient of determination (R^2) and effect size (f^2). The coefficient of determination (R^2) is a way to assess how much the endogenous construct (dependent variable) can be explained by the exogenous construct (independent variable). In other words, the coefficient of determination is a measure of the accuracy of the model prediction. A good coefficient of determination (R^2) value is between 0-1 with 1 representing complete predictive accuracy. The coefficient of determination (R^2) value is at 0.75; 0.5; and 0.25 indicating that the model is strong, moderate and weak. F-square is used to assess the magnitude of influence between variables. An f-square value of 0.02 as small, 0.15 as medium, and a value of 0.35 as large. Values less than 0.02 can be ignored or considered to have no effect (Sarstedt, Ringle, & Hair, 2017).

2.5.4. Hypothesis Testing (Resampling Bootstrapping)

Hypothesis testing in this study was carried out using resampling techniques with the Bootstrapping method in SmartPLS Ver 4. The bootstrapping procedure produces a P value and original sample in the Path Coefficient output for each relationship path used in testing the hypothesis. The P value is used to see the significance of the relationship between variables. Hypothesis research is accepted if the p-value is less than 0.05 or 5% and less than 0.1 or 10%. The significance levels used in this study are 5% and 10%.

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Characteristics

Table 3.1

Identitas Responden berdasarkan Jenis Kelamin

No	Gender	Amount	Percentage
1	Male	50	71 %
2	Female	20	29 %
Total		70	100 %

Source: Primary data processed, 2024

Table 3.1 shows that of the 70 employees of PT Mitra Kasih Perkasa who are respondents in this study, most are male with a total of 50 people, namely 71% of the total respondents. Meanwhile, there are 20 people of female gender, namely 29% of the total respondents. This is related to the type of company studied is a technology or IT company that is more in demand by men.

Table 3.2

Respondent Identity by Age

No	Age	Amount	Percentage
1	21 – 23 years old	10	914 %
2	24 – 26 years old	20	29 %
3	27 – 29 years old	16	23 %
4	30 – 32 years old	14	20 %
5	33 – 35 years old	3	4 %
6	36 – 38 years old	5	7 %
7	39 – 41 years old	2	2 %
Total		70	100 %

Source: Primary data processed, 2024

Table 4.2 shows that of the 70 employees at PT Mitra Kasih Perkasa, most are 24-26 years old with a percentage of 29% or 20 people, the second largest age group is 27-29 years old with 16 people, which is 23% of the total employees and the next largest age group is 30-32 years old with 14 people, which is 20% of the total employees. This shows that the employees of PT Mitra Kasih Perkasa have a productive age and a mature age, so that with a productive and mature age they will be able to maintain their work productivity and support more optimal performance.

Tabel 3.3

Respondent Identity by Work Period

No	Work Period	Amount	Percentage
1	2-8 month	9	13%
2	9-15 month	9	13%
3	16-22 month	13	19%
4	23-29 month	14	20%
5	30-36 month	8	11%
6	37-42 month	6	9%
7	43-49 month	3	4%

8	50-54 month	8	11%
Total		70	100 %

Source: Primary data processed, 2024

Table 3.3 shows that most of the work period is at 23-29 months of service with a total of 14 people, namely 20% of the total employees. While the second highest is in the 16–22-month work period group, namely 13 employees or 19% of the total employees. This also shows that most of the employees who work at PT Mitra Kasih Perkasa are new employees who have less than 2 years of service, namely 45 people, namely 64% of the total respondents.

Tabel 3.4

Respondent Identity by Marital Status

No	Marital Status	Amount	Persentase
1	Single	50	71%
2	Marriage	20	29%
Total		70	100 %

The data shows that most of the employees of PT Mitra Kasih Perkasa are single, this shows that most employees have the possibility to focus more on work and optimize work productivity. Marital status is important data to consider to discuss the quality of work-life variables that can affect work productivity.

3.1.2 Validity test

	Beban Kerja	Fleksibilitas Jam Kerja	Kualitas Kehidupan Kerja	Produktivitas Kerja
FWH 1		0.926		
FWH 2		0.870		
FWH 3		0.864		
FWH 4		0.945		
PROD 1				0.821
PROD 2				0.852
PROD 3				0.810
PROD 4				0.856
PROD 5				0.512
PROD 6				0.617
QWL 1			0.618	
QWL 2			0.763	
QWL 3			0.821	
QWL 4			0.764	
QWL 5			0.860	
QWL 6			0.884	
QWL 7			0.801	
QWL 8			0.501	
WL 1	0.827			
WL 2	0.866			
WL 3	0.857			
WL 4	0.787			

Fig. 1. Validity Test Results Before Item Elimination

Source: Primary data processed, 2024

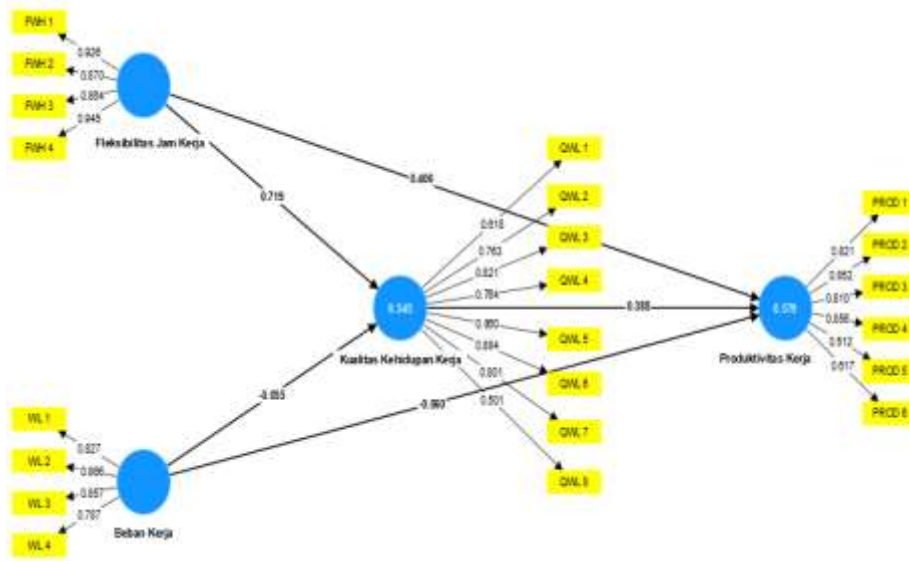


Fig. 2. Model Validity Test Results Before Item Elimination

Source: Primary data processed, 2024

Figure 1 shows the outer loading value before item elimination. Eliminated items show an outer loading number below 0.7 which is found in the Quality of Work Life variable with items QWL 1 (outer loading value 0.618) and QWL 8 (outer loading value 0.501), as well as work productivity variables on PROD 5 (outer loading value 0.512) and PROD 6 (outer loading value 0.617)., see the following figure:

	Beban Kerja	Fleksibilitas Jam Kerja	Kualitas Kehidupan Kerja	Produktivitas Kerja
FWH 1		0.926		
FWH 2		0.871		
FWH 3		0.865		
FWH 4		0.944		
PROD 1				0.860
PROD 2				0.896
PROD 3				0.859
PROD 4				0.842
QWL 2			0.725	
QWL 3			0.829	
QWL 4			0.799	
QWL 5			0.880	
QWL 6			0.902	
QWL 7			0.824	
WL 1	0.820			
WL 2	0.861			
WL 3	0.851			
WL 4	0.799			

Fig. 3. Validity Test Results after Item Elimination

Source: Primary data processed, 2024

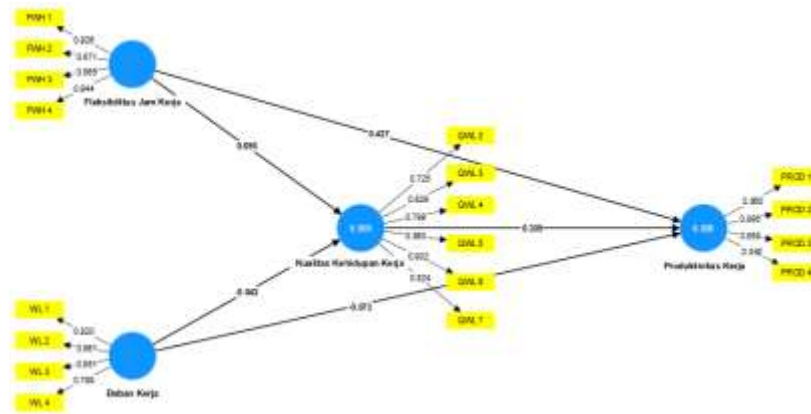


Fig. 4. Validity Test Results after Item Elimination

Source: Primary data processed, 2024

In Figures 3 and 4 shows the model after the item elimination process with a loading factor of less than 0.70. Thus, it can be concluded that the data model to be processed has fulfilled the validity test of the outer loading value.

3.1.3 Reliability Test

	Beban Kerja	Fleksibilitas Jam Kerja	Kualitas Kehidupan Kerja	Produktivitas Kerja
FWR 1	-0.290	0.926	0.621	0.560
FWR 2	-0.207	0.871	0.637	0.578
FWR 3	-0.308	0.865	0.620	0.682
FWR 4	-0.302	0.944	0.679	0.581
PROD 1	-0.239	0.585	0.530	0.860
PROD 2	-0.299	0.609	0.563	0.896
PROD 3	-0.232	0.530	0.469	0.859
PROD 4	-0.207	0.579	0.605	0.842
OWL 2	-0.262	0.620	0.725	0.462
OWL 3	-0.113	0.540	0.829	0.522
OWL 4	-0.221	0.480	0.799	0.478
OWL 5	-0.209	0.590	0.880	0.586
OWL 6	-0.216	0.710	0.902	0.556
OWL 7	-0.253	0.554	0.824	0.516
WL 1	0.820	-0.237	-0.168	-0.236
WL 2	0.861	-0.254	-0.189	-0.186
WL 3	0.851	-0.305	-0.182	-0.182
WL 4	0.799	-0.237	-0.278	-0.298

Fig. 5. Cross Loading Value

Source: Primary data processed, 2024

All variables have met discriminant validity with cross loading values because each variable is highly correlated only with the variable it measures while having a low correlation with other variables. This can be seen in the working hour flexibility variable (FWH 1-4) which is highly correlated with the working hour flexibility variable and low correlated with other variables.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Beban Kerja	0.857	0.881	0.901	0.654
Fleksibilitas Jam Kerja	0.923	0.924	0.946	0.814
Kualitas Kehidupan Kerja	0.907	0.913	0.929	0.686
Produktivitas Kerja	0.887	0.890	0.922	0.748

Fig. 6 Average Variance Extracted & Composite Reliability

Source: Primary data processed, 2024

The level of convergent validity of the work productivity variable shows an AVE value of 0.748 > 0.50, which means that it meets the requirements of good convergent validity. This shows that the overall variation of measurement items contained by the work productivity variable reaches 74.8%. The level of reliability of the variable is also acceptable, which is indicated by the Cronbach Alpha and Composite Reliability values above 0.70 (reliable), this also shows that the internal consistency is met.

3.1.4 Koefisien Determination

The coefficient of determination (R²) is a way to assess how much the endogenous construct (dependent variable) can be explained by the exogenous construct (independent variable) or measure the size of the accuracy of the model prediction. A good coefficient of determination (R²) value is between 0-1 with 1 representing complete predictive accuracy. The coefficient of determination (R²) value is at 0.75; 0.5; and 0.25 indicating that the model is strong, moderate and weak according to (Sarstedt, Ringle, & Hair, 2017). The results of the R-square coefficient of determination are as follows:

	R-square	R-square adjusted
Kualitas Kehidupan Kerja	0.505	0.490
Produktivitas Kerja	0.500	0.477

Fig. 7. Results of the R-square Determination Coefficient

Source: Primary data processed, 2024

Based on Fig 7 above, it can be concluded that the amount of Adjusted R-square on the Quality of Work Life variable is 0.490 and Work Productivity is 0.477. This means that 49% of the variation in the quality of employee work life can be explained by the two independent variables, namely flexibility of working hours (X1) and workload (X2) the rest is influenced by other variables outside the model. The work productivity variable of 47.7% can be explained by the variation of the independent variables, namely Flexibility of monkey hours (X1) and Workload (X2) the rest is influenced by other variables outside the model. The results of the F-square coefficient of determination are as follows:

	f-square
Beban Kerja → Kualitas Kehidupan Kerja	0.003
Beban Kerja → Produktivitas Kerja	0.009
Fleksibilitas Jam Kerja → Kualitas Kehidupan Kerja	0.886
Fleksibilitas Jam Kerja → Produktivitas Kerja	0.175
Kualitas Kehidupan Kerja → Produktivitas Kerja	0.094

Fig. 8. Results of the F-square Determination Coefficient

Source: Primary data processed, 2024

Based on figure 8, the results of the coefficient of determination Effect Size (F Square) in the large category, namely > 0.35, is the effect of flexibility of working hours (X1) on the quality of work life (Z). The result of the coefficient of determination in the medium category, namely F Square between 0.15-0.35, is the effect of flexibility of working hours (X1) on work productivity (Y). The result of the coefficient of determination in the small category, namely F Square in the range of 0.02 - 0.15, is the effect of quality of work life (Z) on work productivity (Z) with an F Square value of 0.094. While the negligible effect with the value of F Square < 0.02 is on the effect of workload (X2) on the quality of work life (Z) and the effect of workload (X2) on work productivity (Y).

3.1.5. Hypothesis testing

Hypothesis testing in this study was carried out by looking at the direct effect on each variable. If the path coefficient value is positive, then the effect of a variable on is unidirectional or has a positive effect. If the value of an exogenous variable increases or increases, the value of the endogenous variable also increases or increases. On the other hand, if the path coefficient value is negative, then the effect of a variable on is in the opposite direction. The probability value or significance value can be seen in the original sample, t-statistics, and P-values. These values can be seen from the bootstrapping results. . In hypothesis testing, it can be said to be significant when the T-statistics value is greater than 1.96, whereas if the T-statistics value is less than 1.96, it is considered insignificant (Ghozali, 2016). The significance levels used in this study are 5% and 10%. The following is a picture of the bootstrap model test.

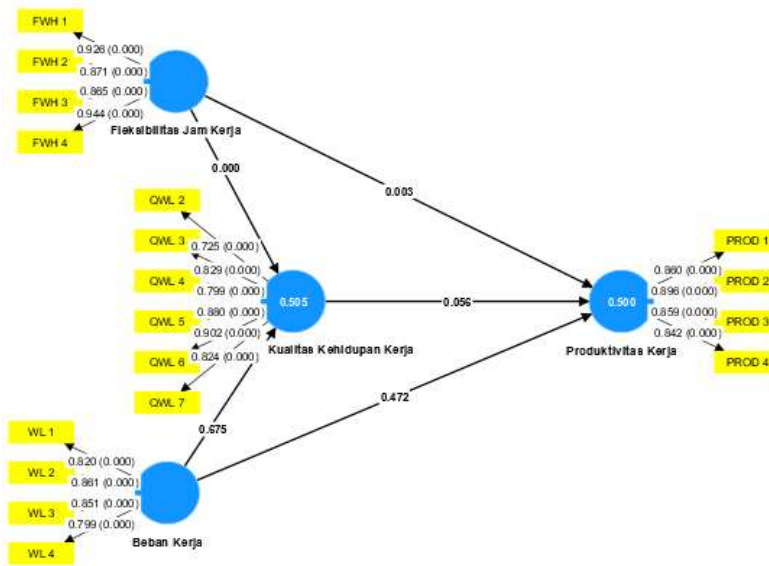


Fig. 9. Model Bootstrapping

Source: Primary data processed, 2024

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O /STDEV)	P values
BEBAN KERJA → KUALITAS KEHIDUPAN KERJA	-0.042	-0.068	0.100	0.419	0.675
BEBAN KERJA → PRODUKTIVITAS KERJA	-0.073	-0.102	0.101	0.719	0.472
FLEKSIBILITAS JAM KERJA → KUALITAS KEHIDUPAN KERJA	0.696	0.675	0.111	6.269	0.000
FLEKSIBILITAS JAM KERJA → PRODUKTIVITAS KERJA	0.427	0.467	0.145	2.952	0.003
KUALITAS KEHIDUPAN KERJA → PRODUKTIVITAS KERJA	0.309	0.268	0.162	1.909	0.059

Fig. 10. Hypothesis testing result

Source: Primary data processed, 2024

- Hypothesis I: The effect of flexibility working hours (X1) on work productivity (Y). Based on the hypothesis test results in figure 10, the original sample value is positive 0.427. In addition, the t-statistic value is 2.952 which is greater than the critical value of 1.96 with a P value of 0.003 < 0.05. So it can be concluded that the flexibility of working hours has a significant positive effect on work productivity. With a path coefficient value of 0.427, and a P-value of 0.003. So that the first hypothesis can be accepted, namely the flexibility of working hours (X1) has a positive effect on work productivity (Y).
- Hypothesis II: Effect of workload (X2) on work productivity (Y). Based on the hypothesis test results in figure 10, the original sample value is negative at - 0.073. In addition, the t-statistic value is 0.719 which is smaller than the critical value of 1.96 with a P-value of 0.472 > 0.05. So it can be concluded that Workload (X2) has a negative and insignificant effect on work productivity. So that the second hypothesis is rejected, namely workload (X2) has no effect on work productivity (Y).
- Hypothesis III: The effect of flexibility working hour (X1) on quality of work-life (Z). Based on the hypothesis test results in figure 10, there is a positive original sample value of 0.696. In addition, the t-statistic value is 6.269 which is greater than the critical value of 1.96 with a P-Value of 0.000 < 0.05. So it can be concluded that the flexibility of working hours (X1) has a positive and significant effect on the quality of work life (Z). So that the third hypothesis can be accepted, namely the flexibility of working hours (X1) has a positive effect on the quality of work life (Z).
- Hypothesis IV: The effect of Workload (X2) on quality of work-life (Z). Based on the hypothesis test results in table 4.17, there is a negative original sample value of -0.042. In addition, the t-statistic value is 0.419 which is smaller than the critical value of 1.96 with a P-Value of 0.675 > 0.05. So it can be concluded that workload (X2) has a negative and insignificant effect on the quality of work life (Z). So the fourth hypothesis is rejected, namely workload (X2) has no effect on the quality of work life (Z).
- Hypothesis V: The effect of quality of work-life (Z) on work productivity (Y) Based on the hypothesis test results in table 4.17, there is a positive original sample value of 0.309. The t-statistic value is 1.909 which is smaller than the critical value of 1.96 with a P-value of 0.059 which is > 0.05 and < 0.10. So it can be concluded that Quality of Work Life (Z) has no effect on work productivity (Y) at the 5% significance level but is still accepted at the 10% significance level. So that the fifth hypothesis is accepted, namely the quality of work life (Z) has an effect on work productivity (Y) at the 10% significance level.

3.1.6. Intervening Testing

	Original Sample	Sample Mean	Standard Deviation	T Statistic	P value
Workload→Quality of Work-life→ Work Productivity	-0,013	-0,016	0,031	0,420	0,675
Flexibility working hour→Quality of Work-life→ Work Productivity	0,215	0,203	0,122	1,759	0,079

Table 3.5. Intervening Testing

Source: Primary data processed, 2024

Based on Table 3.5 there is a test of the mediation of the influence of Work Hour Flexibility (X1) and Workload (X2) on Work Productivity (Y) through Quality of Work-life (Z).

Hypothesis VI: Quality of Work-life (Z) plays a role in mediating the impact of Working Hour flexibility(X1) on Work productivity(Y). The influence on Work Hours flexibility (Y1) through Quality of Work-life (Z) is found in the original sample estimate LS is positive at 0.215, with T-statistics 1.759 <1.96 and P Values 0.079 > 0.05 and P Value 0.079<0.10. The result of P-value shows that the role of mediation is not significant on alpha but 0.05 is significant in alpha 0.10.

Hypothesis VII: Quality of Work-life (Z) plays a role in mediating the influence of the workload (X2) on the productivity of work (Y). The impact of the labor load (X2), on the Productivity (Y) through the Quality of Work-life (Z), is found on the original sample estimate LS is negative of 0.013 with a statistical t-value of 0.420 < 1.96 and P Values of 0.675 > 0.05 is insignificant. That means that the variable quality of working life does not play a role in mediating the influence of the workload on labour productivity, so the seventh hypothesis is rejected.

3.1 Discussion

The results of the first hypothesis (H1) showed that flexibility of working hours had a positive impact on productivity. It shows that the productivity of work will increase when employees have high flexibility of work. In its sense, flexibility of working hours is the freedom given to employees to arrange and adjust their schedules or hours of work. According to the Attachment Theory presented by Jhon Bowlby (1969), emotional support in a relationship is crucial in providing constructive feedback (Bowlby, 1969). In this case, the emotional backing given by a company to employees to build an environment that supports convenience of work with flexibility of working hours results in a positive reciprocity in the level of productivity of work.

The result of the second hypothesis (H2) indicates that the workload (X2) has no effect on the productivity of work. (Y). A workload can be identified as a mental construction that reflects the tension resulting from performing tasks under certain environmental and operational conditions plus the individual's ability to respond to such demands. (Omole, 2013). Wickens and Hollands (2000) argued that the workload involves environmental demands and a person's ability to cope with such demands. (Wickens & Hollands, 2000). In addition, the result on the Effect Size determination coefficient (f-square) shows that the influence of the workload on the level of work productivity can be ignored or has no effect on the dependent variable at the value of 0,009. Though the employees feel that the workload they're under tends to be moderate, the employees are trying to control their work. This causes the workload to have no effect on their productivity levels. Karasek and Theorell (1990) emphasized the importance of a balance between job demands and job control so that it does not cause stress but instead can increase work motivation in the face of high workloads. (Karasek & Theorell, 1990). In these situations, Attachment Theory can help understand how a workload accompanied by adequate support can maintain a good level of work productivity. It is important for companies to provide emotional support and ensure that employees feel supported when faced with heavy workloads.

The result of the third hypothesis (H3) stated that the flexibility of working hours has a positive impact on the quality of working life. The results of these hypotheses explain that the higher the flexible working hours applied, the higher quality of work life perceived by the employees. By granting authority to regulate working hours, the employees are able to a good quality of working life. A good quality of working life is expressed by the satisfaction of employees' needs with regard to activities, resources and results related to their participation in the workplace. (Sirgy, Efraty, Seigel, & Lee, 2001). A high quality of working life includes a positive feeling about the working environment and a good balance between working life and personal values.

The result of the fourth hypothesis (H4) indicates that the workload has no influence on the quality of working life. Based on the indicator of the variable of workload to quality of work life, there is a workload indicator that dominantly does not influence the working life quality, i.e. the mental disorder of work with the lowest index value. In other words, employees have the ability to balance the workload they take with their abilities so that they do not cause mental disturbance in work, i.e. loss of interest in work. It also appears in some statements of the respondent's answers to the open questionnaire questions.

The result of the fifth hypothesis (H5), which states that the quality of working life has a positive impact on labour productivity. That means if employees have a high level of quality of work life, then it has an impact in increasing work productivity. Quality of Work-Life has been conceptualized as a good working environment such as salaries, welfare programmes, work schedules, good relationships, and development opportunities for employees. (Bhende, Mekoth, Ingalhalli, & Reddy, 2020). The relationship between quality of working life and productivity of work is complex and can involve many factors.

Research on the impact of quality of work life carried out by J.H Diogo et al. (2014) explains that the quality of the working life can not be separated from quality of human life and thus influence productiveness. Quality of working life includes job security factors, career development opportunities, fair salaries, relationships with colleagues, and a balance between work and personal life. Employees are satisfied with a supportive working environment. A good quality of working life has an impact on improving the productivity of employee. The results of this study are in line with previous research that showed that the quality of working life has an impact on increasing work productivity. (Horst, Broday, Bondarick, Serpe, & Pilatti, 2014).

The result of the sixth hypothesis (H6) in this study suggests that the quality of working life can mediate the influence of flexibility of working hours on productivity of work. On the hypothetical direct influence shows that there is a positive effect of flexibility of hours of work on productive work, and the variable quality of work life plays a role in reinforcing the indirect influence that occurs between the two variables. From the answer to the open question, the main factor in the quality of working life that affects the level of productivity of employees is the social support of the working environment and the support of leaders.

The result of the seventh hypothesis (H7) in this study indicates that the quality of working life has no influence in mediating the influence of the workload on the productivity of work. This is in line with the results of the analysis of the direct influence of the workload on the level of insignificant labour productivity. The variable quality of working life seems to have no influence on either strengthening or weakening the indirect influence between labor burden and labor productivity. This is possible because the various types of work make each individual and his work have a unique character and a different level of workload. Quality of work-life is a multi-dimensional construction, consisting of interrelated factors, including job satisfaction, employment involvement, work safety, productivity, health, safety, competence development, professional skills, balance between work life and employee non-working life (Kulkarni, 2013), besides this multidimensional design needs to be considered during the job design process. (Nanjundeswaraswamy & Swamy, 2013).

4. Conclusion

1. The analysis results show that flexibility in working hours has a positive impact on work productivity. This indicates that the better the perceived flexibility in working hours by employees, the higher the work productivity of employees.
2. The analysis results show that workload does not affect work productivity. This indicates that high or low workloads do not affect the level of work productivity.
3. The analysis results show that work schedule flexibility has a positive impact on the quality of work life. This indicates that the higher the work schedule flexibility, the higher the quality of work life increases.
4. The analysis results show that workload does not affect the quality of work life. This indicates that both high and low workloads do not have an impact on the quality of work life.
5. The analysis results show that the quality of work life has a positive influence. This indicates that good quality of work life has an impact on improving work productivity.
6. The analysis results show that the quality of work life plays a role in mediating the influence of work hour flexibility on the level of work productivity. This means that the quality of work life strengthens the indirect influence of work hour flexibility on work productivity.
7. The analysis results show that the quality of work life does not play a role in mediating the influence of workload on work productivity. This means that the quality of work life does not affect strengthening or weakening the indirect influence of workload on work productivity.

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