

The Influence of Work Flexibility and Work Motivation on Employee Performance with Job Satisfaction as a Mediating Variable

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ABSTRACT

Human Resources (HR) have a high contribution both individually and in groups and HR must be present in an organization, this is because with the presence of HR can provide the most important assets to achieve organizational goals. The purpose of this study is to determine and analyze the effect of work motivation on job satisfaction, analyze the effect of work flexibility on job satisfaction, analyze the effect of work motivation on employee performance, analyze the effect of work flexibility on employee performance, analyze the effect of job satisfaction on employee performance, analyze job satisfaction mediates the effect of work motivation on employee performance and analyze job satisfaction mediates the effect of work flexibility on employee performance. The research method uses a causal analysis method with a quantitative approach. sample used in this study based on the calculation of the Slovin formula is 54 respondents. Data analysis of this study used Partial Least Square (Smart-PLS) version 3.0. The results of the study show that work flexibility has a positive and significant effect on job satisfaction. Work motivation has a positive and significant effect on job satisfaction. Work flexibility has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction has a significant mediating effect on the relationship between work flexibility and employee performance, and job satisfaction has a significant mediating effect on work motivation and employee performance.

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INTRODUCTION

Human Resources (HR) have a high contribution both individually and in groups and HR is mandatory in an organization, this is because the presence of HR can provide the most important assets to achieve organizational goals. Organizations in achieving a goal need to be supported by the presence of HR that has adequate quality and quantity, because HR is the planner and implementer. This is emphasized by (Hasibuan, 2017) stating that HR has an important role in an organization, therefore HR as a planner, determiner of organizational goals without the role of humans no matter how sophisticated the technology owned by the organization then it will be useless if it is not driven by human power (Agaba

et al., 2025; Evandani & Elmi, 2023; Qasim et al., 2022; Wijaya et al., 2022). The success of an organization in managing HR can be measured through the performance of its employees. Performance is thought to be influenced by the work motivation and flexibility of employee work, this is supported by the theory expressed by Priyono (2020) stating that if employees have high work enthusiasm and high work discipline then employee performance increases. This is also supported by the results of empirical research from Muhammad (2017) in this study shows the results that motivation and work discipline have a positive effect on employee performance.

According to Sedarmayanti (2018) revealed that, performance is a translation of achievement which means the work results of a worker, a management process or an organization as a whole, where the work results must be able to be shown concretely and can be measured (compared to predetermined standards). Efforts to improve employee performance, including by paying attention to work stress and workload. Stress can have a negative impact on the psychological and biological conditions of employees. Stress is a dynamic condition where an individual is faced with opportunities, limitations or demands in accordance with the expectations of the results he wants to achieve in important and uncertain conditions. The influence of sources of work stress on employee performance shows that individual stress has the most dominant influence.

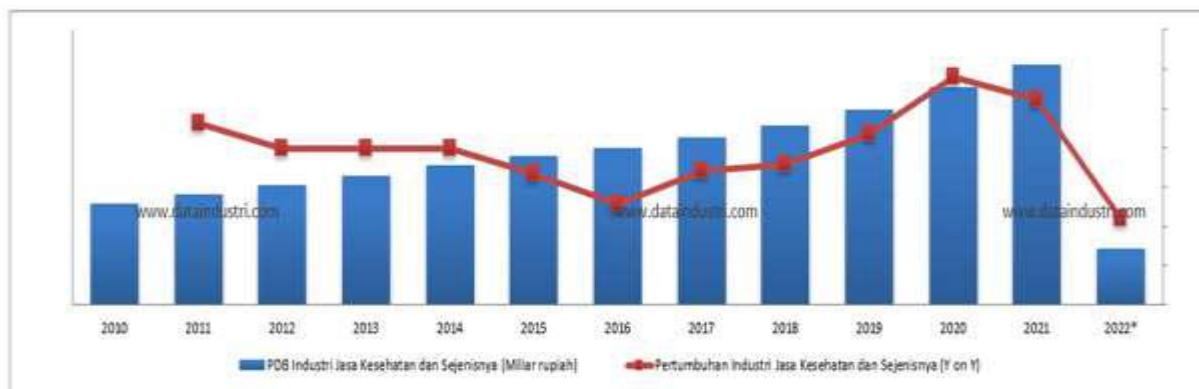


Figure 1. Development of the Medical Device Industry from 2010-2022

Source: Industry Research Data

The diagram above shows that the development of the Medical Devices industry has consistently increased from year to year, and this increase was particularly significant in 2021 due to the COVID-19 pandemic experienced by the Indonesian people. Then, in 2022, there was a very significant decline due to a lack of orders for the Medical Devices industry following the COVID-19 outbreak that occurred over the past three years. The diagram above shows that the medical device industry in Indonesia is indeed growing, but in the companies studied, several phenomena occurred, including poor employee performance in carrying out their work, the lack of large-scale training in companies to assess employee soft skills, and a lack of education from management to provide work experience to their employees.

a picture of how many employees of PT. Graha Ismaya still experience absences and absenteeism without any explanation at all and some reported that the employee requested permission suddenly outside the established rules, this can be said to be a problem of declining employee performance which will ultimately affect the company. Lack of work motivation is a problem that is currently occurring at PT Graha Ismaya because employees are becoming a little passive and also lazy to come to the office and this causes a decline in performance within the company.

Performance is organizational behavior directly related to the production of goods or the delivery of services. Performance is often thought of as task accomplishment, with the term "task" itself derived from the notion of activities required of workers (Gibson, 2019). Yukl (2019) uses the term proficiency, which has a broader meaning. Performance encompasses aspects of effort, loyalty, potential, leadership, and work morale. Proficiency is viewed from three aspects: the behaviors a person exhibits at work, the

actual results or outcomes achieved by workers, and assessments of factors such as motivation, commitment, initiative, leadership potential, and work morale. Gibson (2019) defines performance as the results of work related to organizational goals, such as quality, efficiency, and other effectiveness criteria. Performance reflects how well and precisely an individual meets job demands.

In the above phenomenon, there are factors that can influence employee performance. Previous research found that work discipline influences employee performance (Sri Hartono, 2020). Another study by (Fiya Mila, 2020) states that one factor that can improve employee performance is leadership. Leadership has behavioral characteristics that motivate subordinates. A leader's success depends on their competence in creating work enthusiasm in employees. In the above phenomenon, there are factors that can influence employee performance. Previous research found that employee performance is influenced by work motivation (Putri Novita, 2021); another study by Muhammad Chaerul Rizky (2022) states that work flexibility can affect employee performance. According to Dwi Listyowati (2022), job satisfaction can significantly influence employee performance.

Literature Review

Work Flexibility and Employee Performance

Work flexibility is an important element in modern human resource management because it provides employees with freedom of time and location of work, thus balancing the demands of work and personal life. Research by Lukmawati et al. (2025) shows that work flexibility has a direct positive effect on employee performance in the context of implementing flexible work policies in a service company, especially in increasing employee productivity and job satisfaction using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) model. Other research has also found that work flexibility can improve job satisfaction and performance, particularly for millennials, using PLS-SEM data analysis. However, some findings suggest that the effect of work flexibility on performance is not always directly significant, depending on the work context or mediating variables used, necessitating further research on the role of job satisfaction variables (Aesah et al., 2023; Akmal et al., 2024).

Work Motivation and Employee Performance

Work motivation is a fundamental aspect in improving employee performance. Motivated employees demonstrate higher engagement, better productivity, and greater job satisfaction when their needs and expectations are met. Several recent studies have found that work motivation has a significant positive effect on employee performance, as well as job satisfaction, which in turn impacts overall performance. For example, a study using SEM-PLS in the Gianyar Civil Service Police Unit reported that work motivation positively impacted employee performance and job satisfaction. These findings are supported by various other studies that demonstrate a positive relationship between work motivation and performance and job satisfaction (Aesah et al., 2023; Alhempi et al., 2021; Arsyad et al., 2024; Muryani et al., 2018).

Job Satisfaction as a Mediating Variable

Job satisfaction is often used as a mediating variable because it is a psychological state that reflects an individual's feelings about their job. Job satisfaction is believed to strengthen the relationship between job variables (e.g., work flexibility and motivation) and performance. Many studies demonstrate the mediating role of job satisfaction in the context of the relationship between human resource variables and employee performance. Research by Grace & Ardiansari (2025) found that work motivation and work environment indirectly improve performance through significant mediation of job satisfaction, with analysis using PLS.

Research by Lukmawati et al. (2025) also found that job satisfaction plays a mediating role in strengthening the relationship between work flexibility and performance, although the results varied across industry contexts (Hidayah, 2025; Iskamto et al., 2020, 2025).

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Synergy of Work Flexibility, Work Motivation and Job Satisfaction

Various empirical studies have proven that the combination of work flexibility and work motivation can indirectly influence employee performance through job satisfaction as a mediating variable.

According to Rihhadatul 'Aisy & Prabowo (2024), work flexibility and work motivation partially influence employee performance through job satisfaction as an intervening variable. The SEM-PLS method was used to analyze the relationship between these variables.

The results of this study strengthen the theoretical framework that work flexibility and work motivation not only affect performance directly, but also through increasing job satisfaction which ultimately has a positive impact on employee performance.

METHOD

The research method used causal analysis with a quantitative approach. The population in this study was PT. Graha Ismaya, totaling 118 employees, and the sample used by this researcher based on the Slovin formula calculation was 54 respondents. In this study, the measurement scale used was the Likert scale. The measured variables were broken down into variable indicators. The answers to each Likert scale instrument item had different score weights. In the Likert scale, the highest score was given to the answer alternative that the researcher highly expected in accordance with the research objectives, and the lowest score was given to the answer alternative that was highly undesirable. (Silaen, 2018). The data analysis of this study used Partial Least Square (Smart-PLS) version 3.0 (Iskamto, 2025).

RESULTS

Respondent description

Table 1. Respondent Characteristics

Variables	Category	Frequency	(%)
Gender	Man	43	79.6
	Woman	11	20.4
Age	< 35 Years	7	13.0
	36–45 Years	23	42.6
	> 45 Years	24	44.4
Status	Not married yet	4	7.4
	Marry	50	92.6
Length of work	< 5 Years	7	13.0
	6–10 Years	5	9.2
	> 10 Years	42	77.8
Home–Office Distance	< 5 km	9	16.7
	6–10 km	10	18.5
	> 10 Km	35	64.8
Monthly Expenses	< 3 Million	4	7.4
	3–5 Million	10	18.5
	> 5 Million	40	74.1

Based on the table 1 above, the majority of respondents were male (43 people) (79.6%), while 11 were female (20.4%). In terms of age, most respondents were over 45 years old (44.4%), followed by those aged 36–45 years (42.6%), and under 35 years old (13.0%). Most respondents were married (92.6%). In terms of length of service, the majority had worked for more than 10 years (77.8%), indicating a predominance of experienced workers. In terms of distance from home to work, most respondents

traveled more than 10 km (64.8%). Meanwhile, in terms of monthly expenses, the majority of respondents had expenses of more than 5 million rupiah (74.1%), indicating a relatively stable economic condition.

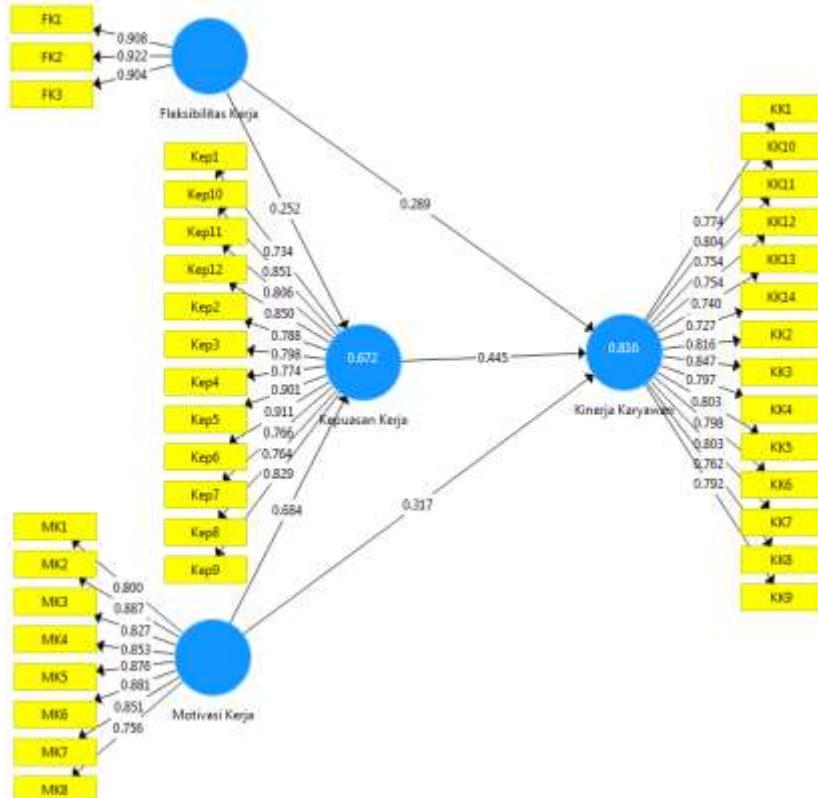
Convergent Validity

Table 2. Variance Extracted (AVE) Test Results

Variables	Average Variance Extracted (AVE)
Work Flexibility	0.831
Work motivation	0.710
Job satisfaction	0.666
Employee performance	0.615

From the table 2 that the Average Variance Extracted (AVE) value on the variable can be seen that the AVE value of each indicator is above 0.50, so there is no convergent validity problem in the model that has been tested.

Figure 2F PLS Algorithm Results



Based on the figure 2. can be seen that all indicators in the research variables have a loading factor value of more than 0.70, so that the convergent validity test has valid values overall.

Discriminant Validity

Table 3. Results of Discriminant Validity Testing (*Cross Loading*)

Table 3 Test Results Convergent Validity

VARIABLES	INDICATOR	OUTER LOADING	INFORMATION
Work Flexibility	FK1	0.908	VALID
	FK2	0.922	VALID
	FK3	0.904	VALID
Work motivation	MK1	0.800	VALID
	MK2	0.887	VALID
	MK3	0.827	VALID
	MK4	0.853	VALID
	MK5	0.876	VALID
	MK6	0.881	VALID
	MK7	0.851	VALID
	MK8	0.756	VALID
Job satisfaction	Kep1	0.734	VALID
	Kep2	0.788	VALID
	Kep3	0.798	VALID
	Kep4	0.774	VALID
	Kep5	0.901	VALID
	Kep6	0.911	VALID
	Kep7	0.766	VALID
	Kep8	0.764	VALID
	Kep9	0.829	VALID
	Kep10	0.851	VALID
	Kep11	0.806	VALID
	Kep12	0.850	VALID
Employee performance	KK1	0.774	VALID
	KK2	0.816	VALID
	KK3	0.847	VALID
	KK4	0.797	VALID
	KK5	0.803	VALID
	KK6	0.798	VALID
	KK7	0.803	VALID
	KK8	0.762	VALID
	KK9	0.792	VALID
	KK10	0.804	VALID
	KK11	0.754	VALID
	KK12	0.754	VALID
	KK13	0.740	VALID
	KK14	0.727	VALID

Base on table 3 Convergent Validity Testing of each construct indicator. According to Chin in Ghazali (2014), an indicator is considered valid if its value is greater than 0.70,

while a loading factor of 0.50 to 0.60 is considered sufficient. Based on this criterion, any factor loading below 0.70 will be dropped from the model.

Table 4. Test ResultsDiscriminant Validity (Fornell Lacker Criterion)

	Work Flexibility	Job satisfaction	Employee performance	Work motivation
Work Flexibility	0.911			
Job satisfaction	0.530	0.816		
Employee performance	0.654	0.848	0.784	
Work motivation	0.406	0.787	0.785	0.842

Based on Table 4 it is concluded that each construct has the greatest value among the other constructs in the model. So that the discriminant validity requirements have been fulfilled. \sqrt{AVE} . Where the recommended measurement value should be less than 0.85 and although the value above 0.85 up to a maximum of 0.90 is still considered sufficient, the HTMT matrix can be seen in table 5.

Table 5. Test ResultsDiscriminant Validity (Heterotrait Monotrait Ratio)

	Work Flexibility	Job satisfaction	Employee performance	Work motivation
Work Flexibility				
Job satisfaction	0.568			
Employee performance	0.702	0.882		
Work motivation	0.437	0.822		0.822

Based on Table 5 Composite reliability and Cronbach's alpha tests aim to assess the reliability of instruments in a research model. If all latent variables have a composite reliability or Cronbach's alpha value of ≥ 0.7 , this indicates that the construct has good reliability, indicating that the questionnaire used as a research tool is reliable and consistent.

Table 6. Test ResultsComposite Reliability and Cronbach's Alpha

Variables	Cronbac's Alpha	Composite Reliability
Work Flexibility	0.898	0.936
Work motivation	0.941	0.951
Job satisfaction	0.954	0.960
Employee performance	0.952	0.957

Based on Table 6 The results of the composite reliability and Cronbach's alpha tests showed satisfactory values, as all latent variables had composite reliability and Cronbach's alpha values ≥ 0.70 . This means that all latent variables are said to be reliable.

R-Square (R2) Value Testing

Table 7. R-Square (R²) Values of Endogenous Variables

Endogenous Variables	R-Square(R²)	Information
Job satisfaction	0.672	Substantial
Employee performance	0.816	Substantial

Based on Table 7 shows that the R-square value of job satisfaction is 0.672 or 67.2%, in other words, this can show that the diversity of job satisfaction variables can be explained by the variables of work flexibility and work motivation 67.2%, while the remainder is 32.8% represents the contribution of other variables not discussed in this study. The R-square value of employee performance is 0.816 or 81.6%. In other words, this can indicate that the diversity of employee performance variables can be explained by the variables of work flexibility, work motivation, and job satisfaction by 81.6%, while the remaining 18.4% is the contribution of other variables not discussed in this study.

Predictive Relevance Testing (Q2)

Table 8. Results of Construct Cross-Validation Redundancy Test

	SSO	SSE	Q² (=1-SSE/SSO)
Work flexibility	162,000	162,000	
Job satisfaction	648,000	378,109	0.416
Employee performance	756,000	404,346	0.465
Work motivation	432,000	432,000	

Based on table 8 The cross-validation redundancy test of the construct shows that the results of the predictive relevance calculation show a value of $Q^2 = 0.416$ on the employee performance variable, $Q^2 = 0.465$ on job satisfaction and it can be concluded that the predicted relevance value is > 0 , so the model can be said to be feasible and has a relevant predictive value.

Hypothesis Testing

Table 9. Hypothesis Testing Results

Influence	Original Sample	Standard Deviation	T-Statistics	P-Values	Note:
Work Flexibility -> Job Satisfaction	0.252	0.106	2,383	0.018	Accepted
Work Motivation -> Job Satisfaction	0.684	0.088	7,777	0,000	Accepted
Work Flexibility -> Employee Performance	0.289	0.091	3,177	0.002	Accepted
Work Motivation -> Employee Performance	0.317	0.083	3,834	0,000	Accepted
Job Satisfaction -> Employee Performance	0.445	0.104	4,283	0,000	Accepted
Work Flexibility -> Job Satisfaction -> Employee Performance	0.112	0.056	2,019	0.044	Accepted
Work Motivation -> Job Satisfaction -> Employee Performance	0.305	0.089	3,432	0.001	Accepted

Based on Table 9 In this study, the T-statistic value was 2.383, the original sample value was 0.252, and the p-value was 0.018. The T-statistic value was greater than the T-table value of 1.96, the original sample value showed a positive value, and the P-value showed less than 0.05, these results indicate that

work flexibility has a positive and significant effect on job satisfaction. This is in line with research conducted by Muhammad Chaerul Rizky (2022) which says that work flexibility has a positive effect on job satisfaction. Another study by Aditya Indra Bagaskara (2021) also revealed that work flexibility has a positive and significant effect on work satisfaction.

Based on the hypothesis test in this study, the T-statistic value was 7.777, the original sample value was 0.684, and the p-value was 0.000. The T-statistic value was greater than the T-table value of 1.96, the original sample value showed a positive value, and the P-value showed less than 0.05, these results indicate that work motivation has a positive and significant effect on job satisfaction. This is in line with research conducted by Aldo Herlambang (2018) which states that work motivation can significantly influence employee job satisfaction. Another study by Iin Emy Prastiwi (2021) states that work motivation has a positive and significant effect on work satisfaction.

Based on the hypothesis test in this study, the T-statistic value was 3.177, the original sample value was 0.289, and the p-value was 0.002. The T-statistic value was greater than the T-table value of 1.96, the original sample value showed a positive value, and the P-value showed less than 0.05, these results indicate that work flexibility has a positive and significant effect on Employee Performance. This is in line with research conducted by Dwi Lystyowati (2021) in his research stated that work flexibility has a positive and significant effect on employee performance. Another study by Moh. *Badrud Tamam* (2022) said that work flexibility has a positive and significant effect on employee performance.

Based on the hypothesis test in this study, the t-statistic value was 3.834, the original sample value was 0.317, and the p-value was 0.000. The t-statistic value was greater than the t-table value of 1.96, the original sample value showed a positive value, and the p-value showed more than 0.05, these results indicate that motivation has a positive and significant effect on employee performance. This is in line with the research conducted by Aurora Noel Saputri (2022) In his research, he stated that work motivation has a positive and significant influence on employee performance. Other research by Josep Arto Forson (2021) also said that work motivation has a very positive influence on employee performance.

Based on the hypothesis test in this study, the t-statistic value was 4.283, the original sample value was 0.445, and the p-value was 0.000. The t-statistic value was greater than the t-table value of 1.96, the original sample value showed a positive value, and the p-value showed less than 0.05, these results indicate that job satisfaction has a positive and significant effect on employee performance. This is in line with the results of research conducted by *Rudo Valerie* (2022) Which said that work satisfaction has a positive and significant effect on employee performance. Other research from Sudirman Gulo (2021) said that job satisfaction has a very positive and significant influence on employee performance.

Based on the hypothesis test in this study, the t-statistic value was obtained at 2.019, the original sample value was 0.112, and the p-value was 0.044. The t-statistic value was greater than the t-table value of 1.96, the original sample value showed a positive value, and the p-value showed less than 0.05, these results indicate that job satisfaction successfully provided a significant mediating effect on work flexibility towards employee performance. This is in line with research conducted by Sabina Abid (2018) revealed that job satisfaction can mediate the influence between work flexibility and employee performance. This research Dwi Lystyowati (2021) also revealed that job satisfaction can mediate the influence between work flexibility and employee performance.

Based on the hypothesis test in this study, the t-statistic value was 3.432, the original sample value was 0.305, and the p-value was 0.001. The t-statistic value was greater than the t-table value of 1.96, the original sample value showed a positive value, and the p-value showed less than 0.05, these results indicate that job satisfaction successfully provided a significant mediating effect on work motivation towards employee performance. This is in line with research conducted by Sudirman Gulo (2020) Which states that job satisfaction can be a mediator between work motivation and worker

performance. Research from Priarso, Diatmono and Mariam (2019) also explains that job satisfaction has a big role in mediating the influence between work motivation and employee performance.

CONCLUSION

The results of the study show that p-values of $0.018 < 0.05$, so that work flexibility has a positive and significant effect on job satisfaction. P-values of $0.000 < 0.05$, so that work motivation has a positive and significant effect on job satisfaction. P-values of $0.002 < 0.05$, so that work flexibility has a positive and significant effect on employee performance. P-values of $0.000 < 0.05$, so that work motivation has a positive and significant effect on employee performance. P-values of $0.000 < 0.05$, so that job satisfaction has a positive and significant effect on employee performance. P-values of $0.044 < 0.05$, so that job satisfaction has succeeded in providing a significant mediating effect on work flexibility on employee performance. P-values of $0.001 < 0.05$, so that job satisfaction has succeeded in providing a significant mediating effect on work motivation on employee performance.

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