

REFERENCES

- Ahdiat, A. (2023). *WFH Bikin Karyawan Lebih Produktif, Apa Benar?* Databoks.Katadata.Co.Id.
<https://databoks.katadata.co.id/datapublish/2023/01/05/wfh-bikin-karyawan-lebih-produktif-apa-benar>
- Amin, G., & Hastayu, P. (2020). The Influence of Workload, Job Satisfaction and Working Environment toward Woman Work Life Balance. In *Women Work Life Balance* (Issue August). Lambert.
<https://www.researchgate.net/publication/331859298>
- Anggraeni, L. S., & Martoatmodjo, S. (2015). Pengaruh Productivitas, Efisiensi, Kepuasan Kerja Terhadap Perputaran Karyawan Bagian Marketing. *Jurnal Ilmu Dan Riset Manajemen*, 4(5).
- Apuke, O. D. (2017). Quantitative Research Methods: A Synopsis Approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 6(11), 40–47. <https://doi.org/10.12816/0040336>
- Arquisola, M. J., Liswandi, L., Hutabarat, E., & Fauzi, F. C. (2022). Indonesian professionals' perspectives on flexible working arrangements as an alternative employment option post-Covid 19 recovery. *International Journal of Research in Business and Social Science (2147- 4478)*, 10(8), 166–174.
<https://doi.org/10.20525/ijrbs.v10i8.1495>
- Austin-Egole, S. I., Iheriohanma, E. B. J., & Nwokorie, C. (2020). Flexible Working Arrangments and Organizational Performance: An Overview. *IOSR Journal of Humanities and Social Science*, 25(5), 50–59.
<https://doi.org/10.9790/0837-2505065059>
- Aziz, R., Parwoto, P., & Iqbal, M. A. (2022). The Influence Of Flexible Working Arrangements On Turnover Intention And Productivity Through Job Satisfaction In The Millennial Generation In Jakarta In 2022. *Jurnal*

Pendidikan Dan Konseling, 4(4), 4368–4385.

- Cavaliere, L. L. P., Chabani, Z., Chowdhury, A. R., Padma, S., Koti, K., Chakravarthi, M. K., Rajest, S. S., & Regin, R. (2021). The Impact of Part-Time and Full-Time Work on Employees' Efficiency the Importance of Flexible Work Arrangements. *Turkish Online Journal of Qualitative Inquiry*, 12(7), 9580–9613. <https://www.researchgate.net/publication/354269686>
- Chung, H., & van der Lippe, T. (2020). Flexible Working, Work–Life Balance, and Gender Equality: Introduction. *Social Indicators Research*, 151(2), 365–381. <https://doi.org/10.1007/s11205-018-2025-x>
- Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among romanian employees- Implications for sustainable human resource management. *Sustainability (Switzerland)*, 12(15). <https://doi.org/10.3390/su12156086>
- Diab-Bahman, R., & Al-Enzi, A. (2020). The impact of COVID-19 pandemic on conventional work settings. *International Journal of Sociology and Social Policy*, 40(9–10), 909–927. <https://doi.org/10.1108/IJSSP-07-2020-0262>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Ervina. (2022). *Flexi Time: Pengertian, Keuntungan, dan Langkah Penerapannya*. Talenta.Co. <https://www.talenta.co/blog/insight-talenta/flexi-time/>
- Ganesha, H. R., & Aithal, P. S. (2022). How to Choose an Appropriate Research Data Collection Method and Method Choice Among Various Research Data Collection Methods and Method Choices During Ph.D. Program in India? *International Journal of Management, Technology, and Social Sciences*, November, 455–489. <https://doi.org/10.47992/ijmts.2581.6012.0233>
- Garson (2016). *Partial Least Squares: Regression & Structural Equation Models*,

New York: Statistical Publishing Associates.

Gaskin, J., Godfrey, S., & Vance, A. (2018). Successful System-use: It's Not Just Who You Are, But What You Do. *AIS Transactions on Human-Computer Interaction*, 10(2), 57–81. <https://doi.org/10.17705/1thci.00104>

Goasduff, L. (2021). *Flexible Working Hours Enable Remote Workers to Increase Productivity*. Gartner. <https://www.gartner.com/smarterwithgartner/digital-workers-say-flexibility-is-key-to-their-productivity>

Indonesia Government Regulation. (1999). Undang-undang (UU) tentang pengesahan ILO Convention No. 138 Concerning Minimum Age for Admission to Employment (Konvensi ILO mengenai Usia Minimum untuk Diperbolehkan Bekerja). In *Republik Indonesia*. Jakarta.

Hair, J. F., Sarstedt, M., & Ringle, C. M. (2019). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research*. https://doi.org/10.1007/978-3-319-57413-4_15

Hair, Joseph F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>

Hanaysha, J. (2016). Improving employee productivity through work engagement: Evidence from higher education sector. *Management Science Letters*, 6, 61–70. <https://doi.org/10.5267/j.msl.2015.11.006>

Islam, A. (2022). Work-from/at/for-home: CoVID-19 and the future of work – A critical review. *Geoforum*, 128(October 2021), 33–36. <https://doi.org/10.1016/j.geoforum.2021.11.018>

Javier, F. (2022). *Akumulasi Kasus Covid-19 Mei 2022 Turun 76 Persen Dibanding Bulan Sebelumnya*. Tempo.Co. <https://data.tempo.co/data/1440/akumulasi-kasus-covid-19-mei-2022-turun-76-persen-dibanding-bulan-sebelumnya>

- John, W. (2017). Flexible Working Hours and Organizational Productivity: Exploring the Potential Linkage. *Journal of Management & Research*, 11(4), 1–7.
- Kamalakannan, A. (2022). *Impact of Employee Work Efficiency Due to Covid-19*. *Impact of Employee Work Efficiency Due to Covid-19 Pandemic on Automobile Industries Employee' s in Chennai – A Theoretical View*. <https://www.researchgate.net/publication/361644408%0AImpact>
- Kante, M., Chepken, C., & Oboko, R. (2018). Partial Least Square Structural Equation Modelling use in Information Systems: An Updated Guideline of Practices in Exploratory Settings. *Kabarak Journal of Research & Innovation*, 6(1), 49-67
- Kardas, J. S. (2023). *Job Crafting Competences and the Levels of Self-Organization, Job Satisfaction and Job Redesign in a Mature Organization*.
- Khan, S., Khan, M. I., Rais, M., & Aziz, T. (2023). *Organizational Productivity: A Critical Analysis of the Impact of Employee Motivation*. 5(1), 13–37.
- Lange, T. (2021). Job satisfaction and implications for organizational sustainability: A resource efficiency perspective. *Sustainability (Switzerland)*, 13(7). <https://doi.org/10.3390/su13073794>
- Maichan, A. (2017). Factors affecting work efficiency of employees in production lines of machinery installation industry in Songkhla Province. Master' thesis, Business Administration, Prince of Songkla University.
- Marwadi, I. (2023, February 9). *Macet di TB Simatupang Kian Parah, Warga Keluhkan WFO hingga Jalan Menyempit*. News.Detik.Com. <https://news.detik.com/berita/d-6559700/macet-di-tb-simatupang-kian-parah-warga-keluhkan-wfo-hingga-jalan-menyempit/amp>
- Menteri Dalam Negeri. (2022). *Instruksi Menteri Dalam Negeri Nomor 49 Tahun 2022 Tentang Pemberlakuan Pembatasan Kegiatan Masyarakat Pada Kondisi*

Corona Virus Disease 2019 di Wilayah Jawa dan Bali. Jakarta.

- Murnpho, S., & Srathongkham, T. (2022). The causal factors affecting work efficiency of employees state enterprise. *International Journal of EBusiness and EGovernment Studies*, 14(1), 168–180. <https://doi.org/10.34109/ijepeg.202214109>
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. <https://doi.org/10.1108/MABR-03-2018-0007>
- Prasetyaningtyas, S. W., Heryanto, C., Nurfauzi, N. F., & Tanjung, S. B. (2021). the Effect of Work From Home on Employee Productivity in Banking Industry. *Jurnal Aplikasi Manajemen*, 19(3), 507–521. <https://doi.org/10.21776/ub.jam.2021.019.03.05>
- Prihadi, K. D., Lim, E. S. Z., Chan, K. C., Lee, S. M. H., & Ridwan, A. (2021). Efficacy of working from home among urban professionals in Malaysia during the pandemic: The robust predictive role of mattering. *International Journal of Public Health Science*, 10(1), 215–220. <https://doi.org/10.11591/ijphs.v10i1.20736>
- Rahadi, D. R., & Yuniar, M. (2021). The Effectiveness of Communication Styles in the Application of E-Learning During the Covid-19 Pandemic. *CHANNEL: Jurnal Komunikasi*, 9(2), 143. <https://doi.org/10.12928/channel.v9i2.20182>
- Raijaya, I. G. A. A. K. M., & Chotib, C. (2020). The Worker Characteristic: The Decision to Commute or Not. *Jurnal Litbang Sukowa: Media Penelitian Dan Pengembangan*, 3(2), 31–42. <https://doi.org/10.32630/sukowati.v3i2.133>
- Rožman, M., Zabukovšek, S. S., Bobek, S., & Tominc, P. (2021). Gender Differences in Work Satisfaction, Work Engagement and Work Efficiency of Employees during the COVID-19 Pandemic: The Case in Slovenia. *Sustainability*, 13(8791). <https://doi.org/10.3390/su13168791>

- Sava, J. A. (2022). *COVID-19 pandemic's effect on tech employees productivity levels with WFH 2020*. Statista. <https://www.statista.com/statistics/1181651/tech-industry-productivity-working-from-home/>
- Sekar, R. (2023, February 8). *Cerita Penumpang KRL Rela Resign Demi Hindari Transit di Manggarai* | *kumparan.com*. Kumparan.Com. <https://kumparan.com/kumparannews/cerita-penumpang-krl-rela-resign-demi-hindari-transit-di-manggarai-1znKxN6SrZK/2>
- Sonny, S., Genoveva, G., Chairy, C., Adinugroho Widyanto, H., & Purnama Manurung, S. (2021). Covid-19 Dan Dampaknya Bagi Perilaku Konsumen Di Indonesia Tahun 2021 [Covid 19 and the Impact To Consumer Behavior in Indonesia in 2021]. *Jurnal Sinergitas PKM & CSR*, 5(2), 508. <https://doi.org/10.19166/jspc.v5i2.4333>
- Subramaniam, G., Rozlan, N. Z. A., Putit, L., & Maniam, B. (2022). Impact of Flexible Working Arrangements on Millennials' Mental Health, Well-Being and Productivity during COVID-19 Geetha. *Environment-Behaviour Proceedings Journal*, 7(21), 423–431. <https://doi.org/10.21834/ebpj.v7i21.3729>
- Sugiyono. (2019). *Metode Penelitian Pendekatan Kuantitatif Kualitatif*. Bandung: Alfabeta Bandung.
- Supriatna, M. D., Sofiani, N. F., & Anindita, N. (2021). More Flexible Working, More Productive Workers? *Proceedings of the 2nd International Conference on Administration Science 2020 (ICAS 2020)*, 564(Icas 2020), 156–159. <https://doi.org/10.2991/assehr.k.210629.029>
- Suresh, M., & Gopakumar, K. (2021). Multi-grade fuzzy assessment framework for software professionals in work-from-home mode during and post-COVID-19 era. *Future Business Journal*, 7(1), 1–9. <https://doi.org/10.1186/s43093-021-00057-w>

- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of Working Environment on Job Satisfaction of Employees. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 5(6). <https://doi.org/10.36713/epra4849>
- Tarigan, S. G., Mannan, K. A., & Uddin, N. (2022). A study of work-culture changes at post Covid-19 pandemic in greater Jakarta. *IOP Conference Series: Earth and Environmental Science*, 1098(1). <https://doi.org/10.1088/1755-1315/1098/1/012028>
- TAŞKIN, D., & TAŞKIN, Ç. (2021). Measuring the Influence of Workplace Design on Job Satisfaction and Perceived Productivity: A Research on University Employees. *International Journal of Social Inquiry*, 14(1), 277–293. <https://doi.org/10.37093/ijsi.950604>
- Tien, D. N. H., Thuc, T. D., Vinh, P. T., & Chi, D. T. P. (2020). Working environment and labor efficiency of state owned enterprises and foreign corporations in Vietnam. *International Journal of Financial Management and Economics*, 2(2), 64–67.
- Tongam, E. G., Linardy, M. F. E., Saputra, M. K., & Saputra, N. (2021). Meneropong work-life balance selama covid-19: Studi kasus aparatur sipil negara di Jakarta pusat (Observing work-life balance during covid-19: Case study of civil servants in central Jakarta). *Studi Ilmu Manajemen Dan Organisasi (SIMO)*, 2(2), 77–95.
- Tovmasyan Gayane, & Minasyan Diana. (2020). The Impact of Motivation on Work Efficiency for Both Employers and Employees also During COVID-19 Pandemic: Case Study from Armenia. *Business Ethics and Leadership*, 4(3), 25–35. <http://doi.org/10.21272/bel.4>
- Usmanova, N., Yang, J., Sumarliah, E., Khan, S. U., & Khan, S. Z. (2020). Impact of knowledge sharing on job satisfaction and innovative work behavior: the moderating role of motivating language. *VINE Journal of Information and Knowledge Management Systems*, 51(3), 515–532.

<https://doi.org/10.1108/VJIKMS-11-2019-0177>

Utami, P. P., & Vioreza, N. (2020). Teacher Work Productivity in Senior High School. *International Journal of Instruction*, 14(1), 599–614. <https://doi.org/10.29333/IJI.2021.14136A>

Wenning, S. (2023). *Job satisfaction as a factor for corporate success*. 11(1), 1–10.

Xiao, Y., Becerik-Gerber, B., Lucas, G., & Roll, S. C. (2021). Impacts of Working from Home during COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users. *Journal of Occupational and Environmental Medicine*, 63(3), 181–190. <https://doi.org/10.1097/JOM.0000000000002097>

Yu, R., Burke, M., & Raad, N. (2019). Exploring impact of future flexible working model evolution on urban environment, economy and planning. *Journal of Urban Management*, 8(3), 447–457. <https://doi.org/10.1016/j.jum.2019.05.002>

APPENDICES

Appendix 1: Questionnaire

The Effect of Flexible Working Hours and Job Efficiency on Productivity, Mediating by Job Satisfaction During COVID-19 Pandemic in Jabodetabek.

Halo!

Perkenalkan saya Muhammad Ridho Edyel, mahasiswa Manajemen dengan konsentrasi Human Resources dari Universitas Presiden angkatan 2019. Saya sedang melakukan penelitian untuk tugas akhir skripsi mengenai "Pengaruh Fleksibilitas Jam Kerja dan Efisiensi Kerja Terhadap Produktivitas, Dimediasi oleh Kepuasan Kerja Selama Pandemi COVID-19 di Jabodetabek." Maka dari itu, saya sangat menghargai ketersediaan responden untuk mengisi kuisisioner ini dengan jawaban jujur dan serius. Semua informasi yang saya dapatkan hanya sebatas untuk penelitian dan akan dijaga kerahasiannya.

Sekali lagi, saya ucapkan terima kasih atas bantuan teman-teman.

—

Hello!

I am Muhammad Ridho Edyel, Management student concentrate in Human Resources at President University batch 2019. I'm currently doing research for my final project thesis with the title "The Effect of Flexible Working Hours and Job Efficiency on Productivity, Mediating by Job Satisfaction During COVID-19 Pandemic in Jabodetabek." Thus, I would really appreciate of your willingness to fill the questionnaire below with honesty and seriously. All information that I receive only for research purposes and will remain confidentially.

Couldn't thank you enough for your time and effort!

Apakah Anda adalah seorang pekerja yang bekerja di Jabodetabek dan sedang menjalani FWH? (Are you an employee that work in Jabodetabek and currently implement FWH?) *

- Ya, saya adalah pekerja yang bekerja di Jabodetabek dan sedang menjalani FWH. (Yes, I am an employe...
- Tidak, kamu tidak dapat melanjutkan kuisisioner ini (No, you can not continue filling in this questionnaire.)

Berapakah usia Anda? (How old are you?) *

- 17-23
- 24-30
- >30

Apakah jenis kelamin Anda? (What is your gender?) *

- Pria (Male)
- Wanita (Female)

Dimanakah domisili Anda? (Where is your domicile?) *

- Jakarta
- Bogor
- Depok
- Tangerang

...

Saya dapat meningkatkan kemampuan saya dalam bekerja selama pelaksanaan FWH. (I am personally able to improve my work quality during the implementation of FWH.) *

- | | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Sangat tidak setuju (Strongly disagree) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Sangat setuju (Strongly agree) |

Saya dapat menjalin komunikasi yang baik dengan sesama pekerja selama FWH. (I feel connected enough with teammates or coworkers during FWH.) *

- | | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Sangat tidak setuju (Strongly disagree) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Sangat setuju (Strongly agree) |

Mudah bagi saya untuk mengimplementasikan FWH karena saya memiliki perangkat serta jaringan internet yang mendukung saya menyelesaikan pekerjaan. (It is easy for me to implement FWH since I have laptop and internet to complete my work.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Saya merasa nyaman saat bekerja secara daring untuk waktu yang lama dibandingkan bila berada di kantor. (I am comfortable working remotely for a longer period rather than being at the office.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

...

Selama FWH, saya dapat menyelesaikan pekerjaan saya sesuai target harian. (During FWH, I am still able to catch up with my work objectives for each day) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Saya berhasil melaksanakan rutinitas kerja harian yang baik selama FWH. (I successfully established a good working routine during the FWH period.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

⋮

Saya memiliki area/tempat/ruang kerja di rumah yang membantu saya bekerja secara efisien. *
(I have a free distraction area at home to support me during FWH that allows me to work efficiently.)

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Kebijakan pelaksanaan FWH selama COVID-19 membantu mempertahankan efisiensi kinerja saya. (The FWH policy helped me maintain work efficiency during the COVID-19 period.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya meluangkan waktu untuk bertukar pikiran bersama kolega mengenai tantangan serta saling memberi saran untuk meningkatkan kualitas komunikasi yang efisien. (I have sharing sessions with coworkers regarding challenges and suggestions to improve our communication efficiently.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya dapat menyelesaikan pekerjaan serta tugas rumah secara bersamaan. (I can multitask when I work on job tasks and home tasks at the same time.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya dapat mengatur antara jadwal kerja dan waktu luang saya secara efisien. (I am able to set my working and free time schedule during FWH to work efficiently.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Saya bekerja secara produktif seperti ketika saya bekerja di kantor. (I am working as productively as I was in the office.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Saya seringkali merasa terganggu ketika FWH yang berdampak terhadap menurunnya tingkat produktivitas kerja. (Somehow, I get distracted when implementing FWH which leads to a decrease in productivity.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)



Saya dapat mengendalikan diri dari gangguan yang saya alami selama jam kerja. (I am fully able to manage the distractions that I face during working hours.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya dapat bekerja secara mandiri dan mempertahankan tingkat fokus selama FWH. (I am able to work independently and remain focused during FWH.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya mampu mengendalikan situasi sehingga dapat memperbaiki kualitas kerja FWH saya. (I am fully aware of handling things that would make my FWH experience better.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya puas dengan hasil pekerjaan saya selama FWH. (I am satisfied with the quality of my work during FWH.)

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

⋮

Saya mendapat saran yang positif dan membangun jika saya menyelesaikan pekerjaan dengan baik. (I get positive and constructive feedback if I have done a good job.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Kebijaksanaan pemberlakuan FWH mempengaruhi kepuasan hasil kinerja saya. (The FWH policies affect my job satisfaction in the working environment.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya mendapat gaji yang sama selama FWH dibandingkan dengan situasi sebelum COVID-19. (I have the same salary during FWH compared to pre-covid situations.) *

	1	2	3	4	5	
Sangat tidak setuju (Strongly disagree)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat setuju (Strongly agree)

Saya merasa puas dengan posisi kerja saat ini karena saya dapat menyeimbangkan kehidupan *
 personal dan profesional dengan baik. (I am satisfied with my current job because I have a
 healthy work-life balance.)

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Suasana hati saya akan mempengaruhi kinerja selama FWH. (My current mood will affect the
 work performances during FWH.) *

1 2 3 4 5

Sangat tidak setuju (Strongly disagree) Sangat setuju (Strongly agree)

Appendix 2: Raw respondent data

FWH1	FWH2	FWH3	FWH4	FWH5	FWH6	JE1	JE2	JE3	JE4	JE5	PD1	PD2	PD3	PD4	PD5	JS1	JS2	JS3	JS4	JS5	JS6	
4	5	5	3	5	4	5	4	4	4	4	5	5	2	4	5	5	5	5	4	5	5	5
5	5	3	3	4	4	3	4	4	5	4	3	2	4	4	4	4	4	4	4	4	4	4
3	3	4	4	4	4	4	3	3	4	4	3	4	3	4	4	4	4	4	4	3	4	4
5	4	4	5	4	4	4	4	4	5	4	4	4	5	4	5	4	4	5	4	4	4	5
4	5	4	4	4	4	3	5	4	4	3	5	4	3	5	4	5	4	3	5	4	5	4
2	5	5	2	4	4	4	3	4	3	3	4	5	5	3	3	3	3	5	5	5	5	5
4	3	4	4	4	4	4	3	4	3	3	4	3	3	4	4	4	4	3	3	3	3	4
3	4	3	3	4	3	3	3	4	4	4	4	3	3	3	3	3	3	4	3	3	3	4
4	3	5	3	4	5	4	5	5	4	5	5	2	5	5	5	5	5	5	4	1	5	5
4	4	5	4	5	4	4	5	5	5	5	4	4	4	5	4	5	5	5	4	4	4	5
5	2	5	5	3	3	4	3	5	3	3	5	5	4	3	4	4	5	5	5	5	5	5
3	2	3	5	4	4	5	3	3	3	3	5	5	3	4	4	4	4	4	5	5	5	5
3	3	4	4	4	4	3	3	4	3	4	3	5	4	5	4	4	3	5	5	4	4	4
3	3	4	2	3	3	2	3	4	4	3	4	4	2	3	3	3	3	3	3	3	3	3
3	4	4	4	4	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	3	4	4
5	4	4	5	5	3	4	3	5	4	4	4	3	4	3	4	4	4	3	4	4	4	3
1	2	1	1	1	1	2	2	3	2	1	4	4	2	1	2	1	3	2	2	2	3	4
5	5	5	3	4	2	4	4	4	3	2	5	4	5	5	4	5	5	5	5	5	5	5
4	4	5	5	5	4	4	5	4	4	4	4	5	5	5	4	5	5	5	4	5	5	5
4	3	4	3	4	4	4	4	4	4	5	3	4	4	4	3	4	4	4	4	4	4	4
4	4	5	4	3	3	4	4	4	2	4	3	2	3	4	3	4	5	4	3	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	4	4	3	5	5	5	5	5	5	5
3	4	4	3	3	4	3	2	3	4	3	3	3	4	3	4	4	4	4	4	3	4	4
3	3	3	4	2	3	4	3	2	4	3	4	3	2	3	3	3	3	3	3	3	3	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
3	5	5	2	4	4	4	4	4	5	4	5	5	4	4	4	5	4	5	4	4	5	5

FWH1	FWH2	FWH3	FWH4	FWH5	FWH6	JE1	JE2	JE3	JE4	JE5	PD1	PD2	PD3	PD4	PD5	JS1	JS2	JS3	JS4	JS5	JS6	
3	5	5	2	4	4	4	4	4	5	4	5	5	4	4	4	5	4	5	4	4	5	5
3	2	4	3	3	3	3	3	4	4	2	3	4	3	3	3	3	4	4	4	2	3	5
4	5	5	5	5	5	5	3	3	5	3	3	4	3	5	3	4	4	5	3	5	5	5
3	3	2	3	4	4	4	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4
5	5	4	2	5	5	2	4	2	5	4	5	2	5	5	5	4	5	1	5	4	3	
5	4	4	5	4	4	5	4	4	5	4	5	4	4	4	4	4	4	5	4	5	5	5
4	4	5	5	4	4	5	4	4	4	4	4	3	4	4	4	5	5	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	4	4	4	4	4	5
5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	4	5	5	5	5	5	3
5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	4	4	4	4	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	4	4	4	4	4	4	4
4	4	5	5	4	4	4	5	4	5	4	5	1	5	4	5	5	5	4	5	4	4	4
4	4	4	5	5	5	5	5	5	4	4	5	1	5	5	5	5	5	5	5	5	5	4
5	4	4	4	5	5	5	4	5	4	4	5	2	5	5	5	5	5	4	5	4	5	5
5	5	5	5	5	5	5	5	5	5	5	4	5	3	5	5	5	5	5	5	5	5	5
3	4	4	4	4	5	2	3	4	5	4	3	4	2	4	3	3	4	4	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	4	4	4	4	5	4	5	4	5	5
5	5	5	5	5	5	5	4	4	4	4	4	3	1	3	4	5	4	4	4	4	4	4
4	4	4	4	4	4	4	4	5	3	4	5	2	4	4	3	5	5	4	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	3	3	5	5	3	5	4	5	5	4	4	4
4	5	4	5	4	4	5	5	4	4	5	5	3	3	3	5	5	4	5	4	4	4	4
5	4	3	5	5	3	5	4	4	5	5	5	1	4	5	4	5	4	3	5	5	5	5
5	5	5	5	4	5	5	4	5	5	5	5	1	5	5	4	4	4	4	4	5	4	4
4	4	4	4	4	4	4	4	4	4	4	5	3	4	5	5	5	5	5	5	5	5	5
5	5	5	4	5	4	4	4	4	4	4	4	1	4	4	4	5	4	4	5	4	4	4
4	4	4	4	4	5	5	5	4	4	4	5	2	5	5	4	4	4	4	4	4	4	5
5	5	5	5	4	4	4	4	4	4	4	5	1	5	4	4	5	4	4	4	4	5	5
5	4	4	4	4	4	5	5	5	5	5	5	1	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
4	5	5	5	5	4	4	4	4	4	4	4	2	4	3	3	3	3	3	3	3	3	3
5	5	5	5	5	4	4	5	4	5	4	5	1	3	3	3	4	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	5	5	4	5	5	5	5	5	5	5
5	5	5	5	5	5	5	4	4	5	5	5	2	5	4	4	5	4	5	4	5	5	5
5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	4	4	4	4	4	4	5	1	4	5	5	5	5	5	4	4	4
5	4	5	4	5	4	5	4	5	4	5	4	2	3	4	4	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	5	5	3	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	4	2	5	5	5	5	5	5	5	5	5	5
5	5	5	4	5	5	5	5	5	5	5	5	1	5	4	4	5	5	5	5	5	5	5
5	4	5	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	1	5	5	4	5	5	5	4	5	5	5
5	5	5	5	5	5	5	4	5	5	5	5	1	4	5	5	5	5	4	5	4	5	5

1	FWH1	FWH2	FWH3	FWH4	FWH5	FWH6	JE1	JE2	JE3	JE4	JE5	PD1	PD2	PD3	PD4	PD5	JS1	JS2	JS3	JS4	JS5	JS6	
77	5	5	5	5	5	5	5	4	5	5	5	5	5	1	4	5	5	5	5	4	5	4	5
78	5	5	5	5	5	5	5	4	4	4	3	4	5	3	5	5	4	4	4	5	5	4	5
79	4	5	5	5	5	5	5	5	5	5	5	5	3	3	4	5	5	5	4	4	4	4	4
80	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4
81	5	5	5	5	5	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
82	5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
83	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
84	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4
85	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5
86	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4
87	5	5	5	5	5	5	5	4	4	4	4	4	5	2	5	5	5	4	4	4	4	4	4
88	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
89	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4
90	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4
91	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
92	5	5	5	5	5	5	5	5	5	5	5	5	1	5	5	5	5	5	5	5	5	5	5
93																							
94	3	4	5	5	4	3	2	3	4	2	4	4	4	2	4	4	4	4	4	4	4	5	4
95	4	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5
96	4	4	4	4	4	4	4	4	5	4	4	4	2	4	4	4	4	4	4	4	4	4	4
97	5	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4
98	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	5	4	4	4	4	4
99	5	4	5	5	5	3	5	5	5	5	5	5	3	5	4	4	5	4	4	4	4	5	4
100	5	5	5	5	5	5	5	5	5	5	5	5	3	3	3	4	5	5	4	5	4	5	5
101	5	4	5	5	5	4	5	5	4	4	5	4	3	3	3	3	5	5	5	5	5	5	5
102	5	5	4	4	5	5	5	5	5	5	5	5	3	5	5	4	5	4	5	5	4	5	5

5	5	4	4	5	5	5	5	5	5	5	5	3	5	5	4	5	4	5	5	4	5	4	5
5	4	4	5	4	4	5	5	5	3	4	5	5	3	5	4	5	4	4	4	4	4	5	5
4	5	5	5	4	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5
5	4	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	4	4	5	3	5	5	5	5	5	5	5	5	5	5
3	4	2	3	4	5	3	3	4	4	4	4	4	4	4	4	5	5	4	4	4	4	4	4
5	4	4	3	4	5	5	5	5	4	4	5	5	5	4	5	5	5	4	4	4	3	3	3
4	5	4	3	3	4	4	4	3	4	5	3	3	4	4	4	5	4	4	4	3	5	4	4
4	4	3	4	4	4	4	4	3	4	4	4	3	3	4	3	3	4	4	4	4	4	3	3
5	4	5	5	5	5	4	5	3	5	5	5	2	4	4	5	5	4	4	4	4	5	2	2
5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	5	4
5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5
4	5	5	4	4	5	5	5	4	4	5	5	2	5	5	4	5	5	4	5	4	5	4	5
5	5	5	5	5	5	5	5	5	5	4	5	5	2	5	3	3	4	4	4	5	4	5	5
5	5	4	5	4	5	4	4	5	4	5	5	5	4	4	4	5	4	4	4	5	5	5	5
5	5	4	4	5	4	5	5	5	4	4	5	3	4	4	5	5	5	5	5	5	5	5	5
5	4	5	4	5	4	5	5	5	4	5	5	5	5	5	4	5	4	5	4	4	4	5	5
4	5	5	4	5	5	5	5	4	5	4	5	4	5	4	5	4	5	5	5	5	5	5	4
5	5	5	5	5	5	5	4	4	4	4	4	5	3	5	4	5	5	5	5	5	5	5	5
5	4	5	5	5	4	5	5	5	5	5	5	2	5	4	5	5	5	5	5	5	5	5	5
5	5	5	4	5	4	4	4	5	5	4	5	3	2	3	3	3	4	5	4	5	4	5	5
5	5	4	5	4	5	5	5	4	5	5	5	3	5	4	4	4	4	4	5	5	4	4	4

5	5	4	5	4	5	5	4	5	5	5	5	3	5	4	4	4	4	5	5	4	4
5	5	4	5	5	4	5	5	4	5	5	5	3	4	5	5	5	5	4	4	5	5
2	4	5	3	4	4	4	5	4	4	4	4	5	4	3	4	4	3	4	3	4	4
4	5	5	5	5	5	4	5	5	5	5	4	4	5	4	3	4	4	5	3	4	4
3	5	4	4	5	5	5	4	3	4	5	5	4	5	5	5	5	4	3	4	4	5
5	5	4	5	5	4	5	5	5	5	5	5	4	3	5	5	4	5	5	4	5	5
4	4	5	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	5	4	4	5
3	4	3	5	4	3	4	2	1	2	4	5	4	2	2	3	4	3	4	4	3	5
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
5	4	4	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
2	2	2	2	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	5	4	4	4	5	5	5	5	5	5	5	5	4	4	4	4	5	5	4	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	5	4	4	5	5	4	4	4	5	4	5	2	4	4	4	4	4	4	5	4	5
5	5	5	3	4	3	4	3	3	4	5	5	3	4	5	4	4	3	3	4	4	4
4	4	4	4	4	4	4	4	4	4	5	4	4	4	4	4	3	3	3	3	4	4
4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	3	3	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4
4	4	3	3	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
2	3	4	1	2	3	4	2	5	2	4	1	5	4	4	4	2	5	5	2	3	5
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
4	1	5	5	5	5	5	4	4	4	4	4	3	3	3	4	4	4	2	2	5	4
4	5	4	1	2	4	4	1	4	4	4	1	4	4	4	4	4	5	4	2	4	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	4	5	5	5	4	4	5	3	5	5	5	5	5	5	5
4	3	4	4	4	4	4	4	3	3	4	4	2	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	4	5	5	4	5	4	5	5	5	5	4	5	5	5	5	4	5	5	5	5
5	5	5	5	5	5	5	4	5	4	5	5	5	4	5	5	5	4	4	5	5	5
4	4	4	3	3	4	4	4	3	4	4	3	4	3	3	3	4	4	4	3	3	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	5	5	4	4	4	4	5	4	5	5	4	3	2	4	4	5	3	5	3	4	5
4	5	4	5	3	4	5	4	5	4	4	3	4	5	4	4	5	4	5	3	4	5
4	5	5	5	4	5	5	5	5	5	4	5	5	4	5	5	4	5	5	5	5	5
4	4	4	5	4	4	4	4	4	5	4	5	3	3	4	4	5	4	4	4	4	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	4	5	5	5	5	5	5	5	5	4	5	2	5	5	5	5	5	5	4	5	5
4	4	4	5	4	5	5	4	4	4	3	4	4	5	4	3	4	5	4	4	5	4
5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5

Appendix 3: Outer Loading

Outer Loadings

Matrix	Flexible Wo...	Job Efficien...	Job Satisfac...	Productivity
FWH1	0.823			
FWH2	0.760			
FWH3	0.789			
FWH4	0.775			
FWH5	0.875			
FWH6	0.821			
JE1		0.865		
JE2		0.847		
JE3		0.785		
JE4		0.826		
JE5		0.818		
JS1			0.821	
JS2			0.817	
JS3			0.781	
JS4			0.763	
JS5			0.813	
JS6			0.726	
PD1				0.699
PD3				0.848
PD4				0.858
PD5				0.831

Appendix 4: Construct Reliability and Validity

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Relia...	» ₁
	Cronbach's ...	Composite ...	Average Vari...	
Flexible Working Hours	0.893	0.918	0.653	
Job Efficiency	0.885	0.916	0.686	
Job Satisfaction	0.878	0.907	0.620	
Productivity	0.824	0.885	0.659	

Appendix 5: R square

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square A...
Job Satisfaction	0.623	0.620
Productivity	0.629	0.623

Appendix 6: Direct Effect

Path Coefficients

Mean, STDEV, T-V...	Confidence Inter...	Confidence Inter...	Samples	Copy to Clipboard:	Excel Format
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
Flexible Working Hours -> Job Satisfaction	0.300	0.311	0.097	3.101	0.002
Flexible Working Hours -> Productivity	0.278	0.283	0.089	3.121	0.002
Job Efficiency -> Job Satisfaction	0.530	0.523	0.096	5.521	0.000
Job Efficiency -> Productivity	0.316	0.312	0.087	3.650	0.000
Job Satisfaction -> Productivity	0.270	0.269	0.082	3.312	0.001

Appendix 7: Indirect Effect

Specific Indirect Effects

Mean, STDEV, T-V...	Confidence Inter...	Confidence Inter...	Samples	Copy to Clipboard:	Excel Format	R Form
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values	
Flexible Working Hours -> Job Satisfaction -> P...	0.081	0.082	0.033	2.455	0.014	
Job Efficiency -> Job Satisfaction -> Productivity	0.143	0.142	0.055	2.623	0.009	