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## Can Work Flexibility and Work Culture Boost Employee Performance? Analysis of the Role of Job Satisfaction

Fatmawati<sup>1</sup>

<sup>1</sup> Sekolah Tinggi Ilmu Ekonomi Makassar (STIEM) Bongaya, Indonesia

\*Corresponding author: odesumail@stiem-bongaya.ac.id

### Abstract

This research aims to examine the influence of work flexibility and work culture on employee performance through job satisfaction Jenepono Regency Population and Civil Registration Service. The sampling technique used a saturated sample of 62 people. The SEM-PLS analysis method was applied using SmartPLS version 3, a software tool commonly used for such analyses. The research results found that work flexibility positively and significantly affects employee performance. Furthermore, work culture has little effect on employee performance. Work flexibility has a positive and significant effect on job satisfaction. Work culture has little effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Work flexibility positively and significantly affects employee performance through job satisfaction. Work culture does not significantly affect employee performance through job satisfaction. This study succeeded in confirming the results of previous research with the aim of extending the applicability of previous research results and having theoretical implications.

**Keywords:** flexibility, culture, satisfaction, performance

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## INTRODUCTION

The Jeneponto Regency Population and Civil Registration Service fulfills its role as a driving force, planner, and implementer, aiming to produce effective and high-quality performance. Based on this, an employee's competence, talents, and skills are essential, especially in calculating the effectiveness and efficiency of completing work. Therefore, employees' limited competence and work skills can result in inefficient and ineffective work completion and lack of work flexibility; without a work culture, it will affect performance because it is not aligned with work orientation, reducing performance, etc. (Alim & Prabowo, 2023). The orientation is how employees produce good and quality performance (Ashill et al., 2020; Krokchina, 2019; Li & Ko, 2021). Experts in human resource management (HRM), such as Robbins & Judge (2015), stated that performance is often interpreted as a result achieved by employees according to specific criteria that apply to a particular job. Also, it said that many factors influence employee performance, such as work culture, work environment, leadership, motivation, incentives, job satisfaction, flexibility, and so on. Hence, the issue of employee performance is still an interesting research topic because many variables influence it.

At the Jeneponto Regency Population and Civil Registration Service, performance measurements include punctuality of service, achievement of targets, and compliance with main tasks and functions. These three indicators are a reference for assessing employee performance, whether they are performing or not performing. Employees who always pay attention to the above-mentioned indicators will perform well. In this way, employees have the talent for work flexibility and maintain the work culture in force at the Jeneponto Regency Population and Civil Registration Service.

The results of temporary or pre-research observations show that, in reality, employee performance shows the same as expected, where employee performance indicators are punctuality of service, achievement of targets, and compliance with main tasks and duties in line with expectations, so it can be suspected that it is influenced by work flexibility and work culture (Yu et al., 2022; Yunanti, 2020). Work flexibility is an employee's ability to adapt to changes that occur quickly, calmly, and produce good performance (Findriyani & Parmin, 2021). Furthermore, work culture reflects values, characteristics, and attributes owned by the organization and carried out by every employee to produce good performance (Sedarmayanti & Rahadian, 2018). The reality will be confirmed through the cognitive flexibility theory. Cognitive flexibility theory explains a person's ability to detach themselves from one task and respond to another or think about several concepts at once and maintain the work culture that has prevailed in the organization, resulting in good performance (Safron et al., 2022; Uddin, 2021; Waldeck et al., 2021). The research question is, "Is it true that work flexibility and work culture factors encourage employee performance?" Therefore, it is interesting to carry out this research to obtain complete confirmation.

Research on the relationship between work flexibility and performance was carried out by Driyantini et al. (2020) and Pitt-Catsouphe et al. (2015), who found that work flexibility is positively and significantly related to employee performance. This means that the better the work flexibility, the better the employee's performance. Different from research, Saputro et al. (2021) stated that work flexibility does not have a significant effect on employee performance. This means that work flexibility is not able to explain employee performance. Furthermore, research into the influence of work culture on employee performance by Fatimah & Frinaldi (2020), Hasi et al. (2020), and Herwanto & Radiansyah (2022) states that work culture has a positive and significant effect on employee performance. This means that the better the work culture, the better the employee performance. Different from research, Noverina et al. (2020) show that work culture has no significant effect on employee performance.

Based on the phenomenon of employee performance, which describes the actual objective conditions, employee performance shows good conditions or meets expectations, so it is interesting to carry out research to find out the source of the cause. It is reasonable to suspect that the cause of good employee performance is work flexibility and work culture. Furthermore, there are variations in the results of previous research or gap research, so the motivation for this research is to fill the gap by placing the job satisfaction variable as a mediating variable (Ferdinand, 2014). The final motivation is to use different indicators from previous research in measuring each variable based on theory, logic, and reality.

## LITERATURE REVIEW

Grand theory and applied theory: This research is based on human resource management (HRM) theory as well as grand theory. According to Somu et al. (2020), Dom & Ahmad (2020), and Gupta (2020), HRM is related to all aspects of how employees work and are managed by the organization to produce sound and quality performance. In other words, the movement recognizes the importance of the human element as a potential resource in driving the planning, organizing, and directing processes so as to produce performance (Robbins & Judge, 2015). Furthermore, as a working theory, the relationship between variables can be dissected or studied using the theory of cognitive flexibility, which was initiated by Spiro & Jehng (1990). Cognitive flexibility theory explains that employees must be able to master organizational complexity more readily by presenting various representations of the same information in diverse contexts (Safron et al., 2022; Waldeck et al., 2021). By looking at this plural representation, employees develop the mental scaffolding needed to consider the application of knowledge and skills in something new so as to produce good performance (Awais et al., 2023).

Flexibility is the ability to understand and appreciate different points of view and adapt to work effectively in different situations and with different individuals or groups to produce performance (Driyanti et al., 2020; Jauhar & Suratman, 2022). Therefore, work flexibility is important in encouraging someone to engage in work so as to score good performance (Jauhar & Suratman, 2022). Meanwhile, performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation in carrying out main tasks, which are guided by norms, standard operating procedures, criteria, and measures that have been determined or are applicable in the organization Robbins & Judge (2015), Driyanti et al. (2020), and Pitt-Catsoupes et al. (2015), that good work flexibility can encourage good employee performance. However, Saputro et al. (2021) state that work flexibility is not an important factor in encouraging employee performance. Therefore, the research hypothesis

H1. Work flexibility has a significant effect on performance.

Work culture is a norm or value that is adhered to build human resources as a whole so that every employee is aware that they are in a role-based relationship with stakeholders in communicating with other people effectively, efficiently, and encouragingly Lakshmi et al., (2024) so that employees are instilled with trust, work enthusiasm and a positive spirit of cooperation. A high level of discipline is needed to produce good performance (Jayanti & Nazwirman, 2020; Sedarmayanti & Rahadian, 2018). Studies by Fatimah & Frinaldi (2020), Hasi et al. (2020), and Herwanto & Radiansyah (2022) state that a good work culture can improve employee performance. Temporarily, Noverina et al. (2020) stated that work culture does not have a significant effect on encouraging employee performance. Thus, the hypothesis proposed is

H2. Work culture has a significant effect on performance.

When employees are able to demonstrate good work flexibility behavior, an employee will get a pleasant emotional response to work, namely feeling satisfied (Robbins & Judge, 2015). Whether an employee will feel satisfied or dissatisfied with his work is something personal, which depends on how he perceives the existence of a match or conflict between his desires and the output he obtains (Indrawaty, 2022). Studies by Fadila & Rezeki (2023) and Indrawaty (2022) show that good work flexibility will provide a positive response so that employees get job satisfaction. Therefore, the research hypothesis is

H3. Work flexibility has a significant effect on job satisfaction.

Habits that can be seen from the way employee behavior is formed at work are the behavior of appreciating what is more important or less important, what is better or less good, and what is more correct or less correct, thus giving rise to awareness of rights and obligations, freedom or authority. Moreover, responsibility, both personal and group, is within the scope of the work environment; employees will feel happy at work because they have a working compass (Sedarmayanti & Rahadian, 2018). Studies by Jayanti & Nazwirman (2020) found that a strong work culture will encourage employee performance. Thus, the hypothesis proposed is

H4. Work culture has a significant effect on job satisfaction.

Job satisfaction with employee performance: Experts in the HRM field view that employee performance arises when employees feel satisfied at work. If a result is achieved based on norms, standard operating procedures, criteria, and measures, psychologically, employees feel satisfied with the results they obtain (Robbins & Judge, 2015). Studies by Fatimah & Frinaldi (2020) and Steven & Prasetyo (2020) state that job satisfaction can encourage employee performance. So, the hypothesis proposed is:

H5. Job satisfaction has a significant effect on employee performance.

H6. Work flexibility has a significant effect on employee performance through job satisfaction.

H7. Work culture has a significant effect on employee performance through job satisfaction.

## METHODS

This research utilized a quantitative approach to examine the conceptual model. The sampling technique used a saturated sample of 62 employees as respondents to Jenepono Regency Population and Civil Registration Service. All latent variables are measured with indicators, where the indicators are arranged logically and realistically based on theory (Ferdinand, 2014; Solimun et al., 2017) with an ordinal data scale. This research utilized a scale ranging from one to five, where one represents strongly disagree, two represents disagree, three represents somewhat agree, four represents agree, and five represents strongly agree.

In accordance with the hypothesis that has been formulated, in this research, inferential statistical data analysis is measured using Smart-PLS software, starting from measuring the model (outer model), model structure (inner model), and hypothesis testing. This research employed Structural Equation Modeling Partial Least Squares (SEM-PLS) as the quantitative data analysis method, following Parengkuan et al. (2024) and Maski et al. (2024), which is especially well-suited for complex models and exploratory research.

The SEM-PLS analysis method was applied using SmartPLS version 3, a software tool commonly used for such analyses. This method allowed the researchers to test the proposed hypotheses and examine the relationships between the variables in a robust manner (Ramayah, 2024). SEM-PLS

was chosen due to its ability to handle non-normal data distributions and small to medium sample sizes effectively, making it a fitting choice for this research.

## RESULT

### Characteristics of Respondents

Characteristics of respondents based on male gender were 18 people with a percentage of 29.0%, while female gender was 44 people with a percentage of 71.0%. Furthermore, characteristics of respondents based on age <20-35 years were 25 people with a percentage level of 40.3%, 36-40 years old, as many as ten people with a percentage of 16.1%, and aged 41-55> years as many as 27 people with a percentage of 43.5%. Then, the number of employees in the Jeneponto regency population and Civil Registration Service, those with high school education, are two people at a percentage level of 13.2%, 52 undergraduates with a percentage of 83.9%. Meanwhile, there are eight people with master's degrees, and the percentage is 12.9%. The working period is 3-10 years, a total of 9 people with a percentage rate of 14.5%, years of service 11-20 years old as much 30 people with a percentage of 48.4%, for years of service 21-30 years old as much 17 people with a percentage of 27.4%, and for experience 31->40 years as much six people with a percentage of 9.7%.

### Factor Loading (Outer Loadings) and Collinearity Statistics (VIF)

If the value of the variable being measured is on a continuum from low to high or good to bad, the criteria suggested by Solimun et al. (2017) are 1 to 1.5 represents very low or very poor, 1.5 to less than 2.5 represents low or poor 2.5 to less than 3.5 represents medium 3.5 to less than 4.2 represents high or good and 4.5 or above represents very high or excellent. Data processing in this research uses SEM-PLS version 3.0 analysis. In SEM-PLS analysis, two evaluation models are used—the measurement model, or outer model, and the structural model, or inner model. In the SEM-PLS analysis, several measures are shown in Table 1 to indicate the correlation between each measurement item and the variable. This measure describes how well the items reflect or describe the measurement of the variable. As a rule of thumb, Hair et al. (2020) and Henseler et al. (2009) recommend an LF value of at least 0.70 as ideal and an LF value of at least 0.60 as acceptable.

Table 1. Factor Loading

Indicator	Work flexibility	Work culture	Job satisfaction	Employee performance	VIF
Time flexibility	0.891				1.444
Timing flexibility	0.784				1.630
Place flexibility	0.704				1.301
Maintaining the work environment		0.888			1.438
Service innovation		0.896			3.318
Refuse gratification		0.913			3.254
Loyalty		0.900			1.307
Like			0.824		1.410
Happy			0.711		2.300
Carefree			0.853		2.349
Smile			0.868		2.061
Timeliness of service				0.862	1.353
Target achievement				0.732	2.001

According to the main duties

0.903

2.139

Based on Table 1 and Figure 2, it is stated that the Factor Loadings of all indicators meet the specified criteria because they are above 0.70, so they are suitable for further analysis. This examination can be seen from the Variance Inflation Factor (VIF). If  $VIF > 5$ , Hair et al. (2019) indicate that there is multicollinearity, or conversely,  $VIF < 5$ , then the symptoms of multicollinearity can be ignored (low). Table 1 shows that there are no multicollinear symptoms.

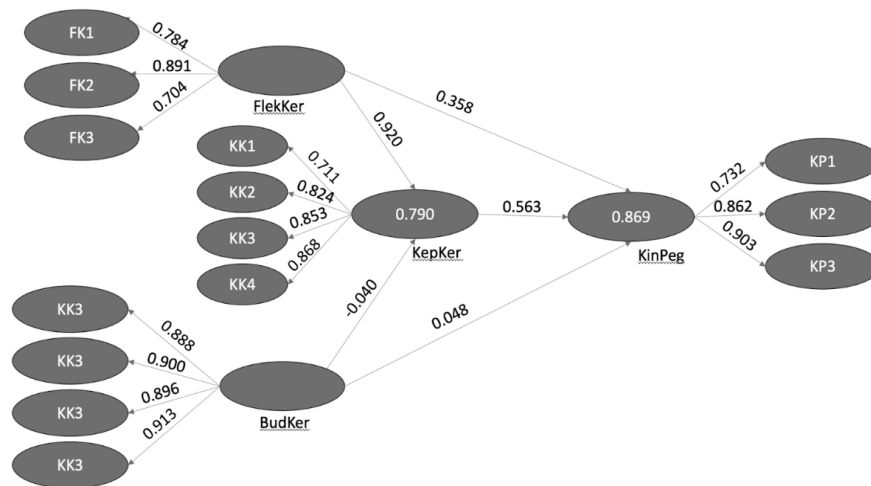


Figure 2: Outcome Model Factor Loading

### Internal Consistency (Composite Reliability)

Internal consistency reliability is shown by composite reliability (CR)11, which is a measure to show how far the reliability of the variable is. According to Hair et al. (2011) and Henseler et al. (2009), the minimum Composite Reliability value is 0.70; however, in Hair et al. (2017), for an exploratory study, a Composite Reliability value between 0.60–0.70 is acceptable.

Table 2. Internal Consistency (Composite Reliability)

	Cronbach's Alpha	Roh-A	Composite Reliability	Average Variance Extracted (EVA)
Work flexibility	0.713	0.772	0.838	0.635
Organizational culture	0.922	0.941	0.944	0.809
Job satisfaction	0.781	0.843	0.888	0.667
Employee performance	0.839	0.812	0.873	0.698

Based on Table 2, it is stated that the internal consistency reliability of all variables meets the specified criteria because it is between 0.60–0.70, which is acceptable.

### Discriminant Validity

Discriminant validity describes how far the constructed construct variable is different from other variables/constructs and is statistically tested. Discriminant validity testing was carried out at the



indicator and variable level, as in Table 3 below. Based on Table 3, it is stated that the discriminant validity of all variables meets the specified criteria, so it is appropriate to continue the analysis.

Table 3. Discriminant Validity

	Organizational Culture	Work Flexibility	Job Satisfaction	Employee Performance
Employee performance	0.723	0.896	0.914	0.835
Job satisfaction	0.693	0.888	0.816	
Work flexibility	0.797	0.797		
Organizational culture	0.899			

### Variable Profile

The information to be conveyed in this section is a combination of identifying important indicators based on factor loading values and the empirical conditions of a variable (indicator) based on the average score value.

Table 4. Variable Profile

Indicators	Factor Loadings	Average Score
Work Flexibility (X1)		
1 Time flexibility	0.891	4.6
2 Timing flexibility	0.784	3.5
3 Place flexibility	0.704	3.1
Work Culture (X2)		
1 Maintaining the work environment	0.888	2.3
2 Service innovation	0.896	2.4
3 Refuse gratification	0.913	2.4
4 Loyalty	0.900	2.4
Job Satisfaction (Y1)		
1 Like	0.824	3.8
2 Happy	0.711	3.5
3 Carefree	0.853	4.0
4 Smile	0.868	4.0
Employee Performance (Y2)		
1 Timeliness of service	0.862	4.0
2 Target achievement	0.732	3.0
3 According to main duties	0.903	4.5

The work flexibility variable is measured by three indicators, namely time flexibility, timing flexibility, and place flexibility. There are nine question items to reveal the meaning of these three indicators. Indicators that have factor loadings that are larger or stronger in reflecting work flexibility are indicators of time flexibility as big as 0.891, which strengthens the respondents' information with an average of 4.67. This means that employees are able to provide work flexibility by asking themselves how long they work so as to produce good performance. Meanwhile, the indicator that is still low and is of concern to management at the Jenepono Regency Population and Civil Registration Office is a place flexibility of 0.704.

The work culture variable is measured by four indicators, namely maintaining the work environment, service innovation, refusing gratification, and loyalty. There are twelve question items to

reveal the meaning of these four indicators. Indicators that have factor loadings that are larger or stronger in reflecting work culture are indicators that refuse gratification as big as 0.913, which strengthened the respondent's information with an average of 2.47. This means that, even though it is still low, employees have the integrity to reject the nature and form of gratification so that employees do not have psychological burdens and employees produce good performance. Meanwhile, the indicators are still low and are of concern to office management. The Jeneponto Regency Population and Civil Registration Service is maintaining a work environment as big as 0.888, corroborated.

The job satisfaction variable is measured by four indicators, namely happy, joyful, cheerful, and smiling. There are twelve question items to reveal the meaning of these four indicators. Indicators that have factor loadings that are larger or stronger in reflecting job satisfaction are indicator smiles as big as 0.868, which strengthened the respondent's information with an average of 4.00. This means that employees always present a smiling attitude as a reflection that the employee is satisfied at work so that the employee produces good performance. Meanwhile, the indicators are still low and are of concern to office management. The Jeneponto Regency Population and Civil Registration Service is happy as a big 0.711 corroborated the information.

Employee performance variables are measured by three indicators, namely punctuality of service, achievement of targets, and compliance with main duties and functions. There are nine question items to reveal the meaning of these four indicators. Indicators that have factor loadings that are larger or stronger in reflecting employee performance are indicators according to main duties as big as 0.903 strengthened the respondent's information with the average of 4.50. This means that employees present work achievements based on their job duties. This is supported by work flexibility, work culture, and job satisfaction. Meanwhile, the indicators are still low and are of concern to office management. The Jeneponto Regency Population and Civil Registration Service has a target achievement of 0.732 corroborated information from the average respondent of 3.00.

### Model Goodness

In Table 5, it is stated that the Adjusted R Square is above 50%, so it can be stated that the explanatory (independent) variable can respond to the dependent variable. The R Square value is 0.490 or 49.00%, and the Adjusted R Square value is 0.483 or 48.30%, indicating the large contribution of the model to the relationship between flexibility, work culture, and job satisfaction. Furthermore, employee performance is explained by the flexibility and work culture models, respectively; the R Square value is 0.469 or 46.90%, and the adjusted R Square value is 0.463 or 46.30%. Therefore, the data can be explained by the model so that it is suitable for providing explanations and testing hypothesis.

Table 5. Model Goodness

	R Square	R Square Adjusted
Job satisfaction	0.490	0.483
Employee performance	0.469	0.463

### Hypothesis Testing Results

Structural model and hypothesis testing were carried out to determine the relationship between latent variables in this study. From the SEM-PLS model output, structural model and hypothesis testing were carried out by looking at the estimated values of the path coefficients and p-value in Table 4.17.



The decision rule for hypothesis testing is carried out as follows: if the  $p\text{-value} \leq 0.05$  (alpha 5%), then it is said to be significant.

Table 6. Hypothesis Testing Results

Testing Explanatory Variables → Response Variables					
Relationship between Variables		Path Coefficient	p-value	Information	
Explanatory Variables	Response Variables	Direct Influence			
Work flexibility (X1)	Employee performance (Y2)	0.358*	0.001	significant	
Work culture (X2)	Employee performance (Y2)	0.048	0.503	Not significant	
Work flexibility (X1)	Job satisfaction (Y1)	0.920*	0.000	significant	
Work culture (X2)	Job satisfaction (Y1)	-0.040	0.722	Not significant	
Job satisfaction (Y1)	Employee performance (Y2)	0.563	0.000	significant	
Testing Explanatory Variables → Mediation Variables → Response Variables					
Explanatory Variables	Mediation Variables	Response Variables	Indirect Influence	Nature of Mediation	
Work flexibility (X1)	Job satisfaction (Y1)	Employee performance (Y2)	0.518*	0.000	Partial mediation
Work culture (X2)	Job satisfaction (Y1)	Employee performance (Y2)	-0.023	0.719	Not significant

\*) significant at  $\alpha = 0.05$  significant

## DISCUSSION

The results of this research indicate that work flexibility has a positive and significant effect on employee performance in the Jeneponto Regency Population and Civil Registration Service. This means that the better the work flexibility, the better the employee's performance. The indicators that reflect work flexibility are the most dominant time flexibility, as big as 0.891, which strengthened the respondents' information with an average of 4.67. This means that employees can provide work flexibility regardless of how much they occupy themselves. Employees work for a long time, which results in good performance. Meanwhile, the indicators are still low and concern office management. The Jeneponto Regency Population and Civil Registration Service places flexibility as big as 0.704, corroborating information from the average respondent of 3.17.

The relationship between work flexibility and employee performance has a significant role. According to cognitive flexibility theory, a person's ability to disengage from one task and respond to another or think about how long the employee works (time flexibility), when employees start working (timing flexibility) as well as employee freedom to choose their place of work (place flexibility) resulting in good performance. Therefore, the results of this study strengthen cognitive flexibility theory. This research supports Driyantini et al. (2020) and Pitt-Catsoupes et al. (2015) that work flexibility is positively and significantly related to employee performance. This means that the better the work flexibility, the better the employee's performance. Therefore, this study extends the applicability of

previous research results. This research does not support research from Saputro et al. (2021), who stated that work flexibility does not have a significant effect on employee performance. This means that work flexibility is not able to explain employee performance. Differences in research are caused by methodology in the form of research objects, samples, and indicators, as well as the use of theory.

The research results show that organizational culture has no significant effect on employee performance. This means that organizational culture cannot contribute significantly to encouraging employee performance in the Jeneponto Regency Population and Civil Registration Service. This is confirmed by information from employees that the average response to work culture is 2.47 or low category. Psychologically, employees feel that the organizational culture is reflected by maintaining the work environment, service innovation, refusing gratification, and loyalty, which are not important factors in encouraging employee performance because this work culture does not yet have core values as a compass for employees to do their work and produce good performance.

The relationship between work culture and employee performance has an insignificant role. According to cognitive flexibility theory, a person's ability to maintain the work culture that has prevailed in the organization with the assumption that it has values will result in good performance. The results of this study are contradictory to cognitive flexibility theory because the organizational culture that exists in the Jeneponto Regency Population and Civil Registration Service does not yet have core values as a guide or compass for working, so it cannot contribute significantly to encouraging employee performance. Therefore, this research finds a new concept.

The results of this study support research by Noverina et al. (2020), showing that work culture has no significant effect on employee performance. This means that employee performance is no longer determined by organizational culture. The results of previous research remain valid, and new concepts are obtained, and this research does not support the research Fatimah & Frinaldi (2020), Hasi et al. (2020), and Herwanto & Radiansyah (2022) state that work culture has a positive and significant effect on employee performance. This means that the better the work culture, the better the employee performance. This research rejects the proposed hypothesis that the results of this research contradict cognitive flexibility theory and are not in line with several previous research results. Thus, this research finds a new concept that organizational culture still needs core values to produce good and quality performance. These values are narrowed down to seven values that apply to employees in general, namely service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative. Work culture will strengthen competence and work motivation, resulting in performance (Riwukore, 2021).

This research found that work flexibility has a positive and significant effect on job satisfaction. This means that the better the work flexibility, the better the job satisfaction. Although indicators are still low and are of concern to management at the office, the Jeneponto Regency Population and Civil Registration Service places flexibility as big as 0.704, and the information collaborated from the average respondent is 3.17. However, an indicator time flexibility of as big as 0.891 strengthened the respondents' information with an average of 4.67. This means that employees are able to provide work flexibility regardless of how much they occupy themselves. Employees work for a long time, which results in good performance. This is followed by the timing flexibility indicator, which relates to when employees start working at 0.784 with an average of 3.50, thus encouraging job satisfaction.

Job satisfaction increases because it is triggered by good work flexibility. However, happiness indicators are still low, with as big as 0.711 information from the average respondent of 3.50. However, other indicators provide a strong contribution, namely indicators such as smiles as big as 0,868, which strengthened the respondent's information with an average of 4.00 following the cheerful and happy

indicators. This means that employees always present a smiling, cheerful, and happy attitude as a reflection that the employee is satisfied at work so that the employee produces good performance. The relationship between work flexibility and job satisfaction has a significant role. It is reasoned that employees who have work flexibility tend to have high career commitment so that they will always display job satisfaction (Sandroto, 2021). According to cognitive flexibility theory, a person's ability to disengage from one task and respond to another or think about how long the employee works (time flexibility), when employees start working (timing flexibility) as well as employee freedom to choose their place of work (place flexibility) resulting in high job satisfaction. Therefore, the results of this study strengthen the applicability of cognitive flexibility theory. This research supports research by Fadila & Rezeki (2023) and Indrawaty (2022) that shows that work flexibility has a positive and significant effect on job satisfaction. This means that the better the work flexibility, the better the job satisfaction. Therefore, this study extends the applicability of previous research results.

The research results show that organizational culture has no significant effect on job satisfaction. This means that organizational culture can contribute little to increasing job satisfaction in the Jeneponto Regency Population and Civil Registration Service. This is confirmed by information from employees that the average response to work culture is 2.47 or low category. Psychologically, employees feel that the organizational culture is reflected by maintaining the work environment, service innovation, refusing gratification, and loyalty, which are not important factors in driving job satisfaction because this work culture does not yet have core values as a compass for employees to do their work and produce good performance.

The relationship between work culture and job satisfaction has an insignificant role. According to cognitive flexibility theory, a person's ability to maintain the work culture that has prevailed in the organization with the assumption that it has core values will have a working compass so that it shows satisfied behavior at work. In fact, this research is the opposite of cognitive flexibility theory because the organizational culture that exists in the Jeneponto Regency Population and Civil Registration Service does not yet have core values as a guide or compass for work, so it cannot contribute significantly to encouraging job satisfaction. Therefore, this research finds a new concept.

The results of this study do not support the research Jayanti & Nazwirman (2020) found that work culture has a positive and significant effect on employee performance. This means that the better the work culture, the better the employee performance. The results of previous research remain valid, and new concepts have been obtained. This research rejects the proposed hypothesis that the results of this research contradict cognitive flexibility theory and are not in line with several previous research results. Thus, this research finds a new concept that organizational culture that does not have core values does not produce high job satisfaction. Therefore, it is time for the Jeneponto Regency Population and Civil Registration Service to adopt a work culture that has one core value, such as the AKHLAK work culture, which is also an indicator of work culture and employee performance, thereby creating high job satisfaction.

The results of this research indicate that job satisfaction has a positive and significant effect on employee performance in the Jeneponto Regency Population and Civil Registration Service. This means that the higher the job satisfaction, the better the employee's performance. Increased job satisfaction can encourage good employee performance. However, happy indicators are still low, as big as 0.711 corroborated information from the average respondent. However, other indicators provide a strong contribution, namely indicators such as a smile as big as 0.868, which strengthens the respondents' information with an average of 4.00, following the cheerful and happy indicators. This means that

employees always present a smiling, cheerful, and happy attitude as a reflection that the employee is satisfied at work so that the employee produces good performance. Employees are satisfied with the results of their work because they have a high work passion, so the role of belongingness becomes strong, and the result is high job satisfaction (Mantiri & Sandroto, 2023).

Indicators that have factor loadings that are larger or stronger in reflecting employee performance, an indicator according to main duties as big as 0.903 strengthened the respondent's information with the average of 4.50 following indicator timeliness of service. This means that employees present work achievements based on their job duties. This is supported by work flexibility, work culture, and job satisfaction. Meanwhile, the indicators are still low and are of concern to office management. The Jeneponto Regency Population and Civil Registration Service has a target achievement of 0.732, corroborating information from the average respondent of 3.00.

The relationship between job satisfaction and employee performance has a significant role. According to cognitive flexibility theory, a person's ability to display behavior happy, joyful, cheerful, and smiling is to have achieved satisfaction in work so that it will produce good and quality performance, which is reflected by punctuality of service, achievement of targets, and compliance with main duties and functions. Therefore, the results of this study strengthen cognitive flexibility theory. This research supports Steven & Prasetyo (2020), who state that job satisfaction is positively and significantly related to employee performance. This means that the higher the job satisfaction, the better the employee's performance. Therefore, this study extends the applicability of previous research results.

The research results show that work flexibility has a positive and significant effect on employee performance through job satisfaction. This means that the better the work flexibility, the higher the job satisfaction, so the better the employee's performance. Flexibility, which means that the choice of time and place of work, both formal and informal, is a facility in the work policy. Work flexibility is a policy provided by the management of Jeneponto Regency Population and Civil Registration Service, formal or informal in nature, relating to schedules, places, work times, and policies provided by Jeneponto Regency Population and Civil Registration Service towards employees so that it will create job satisfaction.

Employees who have good flexibility will create satisfied work behavior, resulting in good performance. Whether an employee will feel satisfied or dissatisfied with his work is something personal, which depends on how he perceives the compatibility or conflict between his desires and the output results (which he obtains). That is how it is, Rafiie (2018) states that job satisfaction is an employee's attitude towards work, which is related to the work situation, cooperation between employees, work flexibility, and matters relating to physical and psychological factors that will give rise to good performance. Employee performance is the result of certain work processes being planned in a manner that is appropriate for the time and place of the employee and the organization concerned. For Jeneponto Regency Population and Civil Registration Service, employee performance is interpreted as a reflection of timeliness of service, achievement of targets, and compliance with main duties and functions. In this context, employee performance measurement is different from what generally applies in other places, such as government institutions.

The relationship between work flexibility and employee performance through job satisfaction has a significant role. According to cognitive flexibility theory, a person's ability shows work flexibility in how employees organize working hours in a non-attractive manner, which means being flexible here means giving freedom to choose the time and place to work so that workers have more time for themselves but do not carry out the responsibilities that have been given, thereby creating job satisfaction

which has an impact on good and quality employee performance. Therefore, the results of this study strengthen the cognitive flexibility theory.

Findriyani & Parmin (2021) found that flexibility has a positive and significant effect on performance through job satisfaction. This means that the better the flexibility, the higher the job satisfaction, the better the performance. This research does not support research by Alim & Prabowo (2023) that shows that work flexibility does not have a significant effect on performance through job satisfaction. Therefore, this study extends the applicability of previous research results.

The research results show that organizational culture has no significant effect on employee performance through job satisfaction. This means that organizational culture cannot contribute significantly to creating job satisfaction and has no impact on employee performance Jeneponto Regency Population and Civil Registration Service. Work culture is a philosophy or core value that is based on a view of life as values that become traits, habits, and driving forces entrenched in the life of a community group or organization, which is reflected in attitudes into behavior, beliefs, ideals, opinions, and action that manifests itself as work or work. The work culture that develops in the Jefferson Regency Population and Civil Registration Service is reflected in maintaining the work environment; service innovation, refusing gratification, and loyalty are not important factors in encouraging job satisfaction, so they have an impact on employee performance. This work culture does not yet have core values as a compass for employees to carry out work so as to create high job satisfaction and produce good performance.

The relationship between work culture and employee performance through job satisfaction has an insignificant role. According to cognitive flexibility theory, a person's ability to maintain the work culture that has prevailed in the organization with the assumption of having core values will have a work compass so that they show satisfied behavior at work, which will result in good performance. In fact, this research is the opposite of cognitive flexibility theory because the existing organizational culture of the Jeneponto Regency Population and Civil Registration Service does not yet have core values as a guide or compass for work, so it cannot contribute significantly to encouraging job satisfaction and producing good performance. Therefore, this research finds a new concept.

The results of this study do not support research. Chan et al. (2020) found that work culture has a positive and significant effect on employee performance through job satisfaction. This means that the better the work culture, the higher the job satisfaction and the better the employee's performance. The results of previous research remain valid, and new concepts have been obtained.

## CONCLUSION

The research results indicate that work flexibility positively influences employee performance, while work culture does not significantly impact it. Empirical evidence demonstrates that strong work flexibility leads to high job satisfaction, yet work culture does not have a notable effect on job satisfaction. Additionally, job satisfaction itself is a driver of improved employee performance. Thus, work flexibility contributes to both higher job satisfaction and enhanced employee performance, whereas work culture does not significantly influence job satisfaction or employee performance.

## LIMITATION

The results of this research only focus on the Jeneponto Regency Population and Civil Registration Service, so it cannot be generalized to other services within Jeneponto Regency or to



government agencies outside Jeneponto Regency. Therefore, it is recommended that further research expand the research object area further so that complete information can be obtained.

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