

THE INFLUENCE OF WORK HOUR FLEXIBILITY AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY AT THE YOUTH AND SPORTS OFFICE, CULTURE AND TOURISM OF LABUHANBATU REGENCY

Chairunisya¹

Labuhanbatu University, Rantauprapat, Indonesia
chairunisya35@gmail.com



Novrihan Leily Nasution²

Labuhanbatu University, Rantauprapat, Indonesia
novrih4nleily@gmail.com

Fauziah Hanum³

Labuhanbatu University, Rantauprapat, Indonesia
fauziahhanummrp@gmail.com

Abstract

This study aims to analyze the influence of work hour flexibility and work environment on employee productivity at the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency. The research employed a quantitative approach using a survey method through questionnaires distributed to 81 respondents. Data were analyzed using multiple linear regression with the assistance of SPSS version 24. The results show that both work hour flexibility and work environment have a positive and significant effect on employee productivity, either partially or simultaneously. The coefficients of determination (R^2) value of 0,202 indicates that 20,2% of the variation in employee productivity can be explained by these two variables, while the remaining 79,8% is influenced by other factors outside the model. These findings suggest that implementing flexible working hours and fostering a supportive work environment significantly contribute to enhancing efficiency, motivation, and productivity among employees in public sector institutions.

Keywords: Work Hour Flexibility, Work Environment, Employee Productivity, Public Sector, Labuhanbatu

INTRODUCTION

In the context of the public service sector, every civil servant in a regional government agency is obligated to optimally carry out their duties and responsibilities. To achieve effective performance, a number of supporting factors are required to increase competitiveness and boost employee productivity, ensuring smooth and systematic execution of tasks in accordance with established procedures.

Employee productivity is a fundamental element that significantly determines the quality of contributions to public service delivery. If employees lose motivation or passion for their work, this can directly impact the quality of services provided to the public, particularly in Labuhanbatu Regency. Several key variables known to contribute to increased productivity include adaptive or flexible work hour policies and a conducive work environment. This supportive environment encompasses harmonious social interactions among coworkers and allows employees to balance work demands with personal needs, ultimately serving to reduce work stress and boost work enthusiasm (Nurmala & Yusuf, 2025).

At the Labuhanbatu Regency Youth, Sports, Culture, and Tourism Office, field observations indicate that flexible working hours have been implemented. This policy is part of an initiative to create a balance between work and personal life for employees. Employees are given autonomy to set their arrival and departure times, as long as the total daily work duration and completion of work responsibilities are met according to regulations. Despite the implementation of the flexible working hours policy, observations indicate significant variation in employee productivity levels. Problem indicators identified include delays in completing work mandates, misalignment between work results or output and established standards, and inconsistent work effectiveness among employees.

This situation clearly demonstrates that despite the implementation of flexible working hours, its empirical impact on increasing employee productivity in the agency has yet to be definitively confirmed. Furthermore, an in-depth study of the work environment at the Youth, Sports, Culture, and Tourism Office is needed. Several employees reported limited work facilities and varying levels of comfort between work spaces. Another identified problem was the disproportionate distribution of individual workloads, causing some employees to feel overwhelmed. This inequality contributes to strained social relationships among coworkers, manifesting in differing perspectives, delayed information, and ineffective communication. All of these work environment factors are considered to have strong potential to influence fluctuating employee productivity levels.

Based on this phenomenon, namely the inconsistent impact of flexible working hours and the presence of problems within the work environment, this research is crucial. The primary focus of this study is to empirically examine the extent to which flexible working hours policies and work environment quality can contribute to increased employee productivity within the Labuhanbatu Regency Government..

REVIEW OF LITERATURE

Work Hour Flexibility

Flexibility of working hours is defined as a policy that gives employees the freedom to independently set the start and end times of their working hours, provided that the total

daily working hours and all work responsibilities are still met (Oktaviana, 2025). This concept is rooted in the theory of work flexibility, which believes that a balance between professional demands and personal life or work life balance will have a positive impact on increasing employee performance productivity (Nizamil Fadhli et al., 2024).

In the context of public sector organizations, flexible working hours are seen as a form of adaptation of modern bureaucracies to changes in the social and technological landscape. Furthermore, this policy is a strategic tool used to reduce the psychological stress that arises from overly rigid and non-adaptive work schedules (Latif et al., 2025).

Research by (Pambudi, 2024) provides evidence that flexible working time adjustments contribute to increased efficiency, because employees have the opportunity to choose the time period in which they reach peak personal productivity.

Working Hour Flexibility Indicator

To empirically measure the Working Hour Flexibility variable (X_1), several indicators are used, including indicators from the book by (Gusti Pamungkas et al., 2025) entitled "Work Flexibility in Human Resource Studies." This framework divides flexibility into time and place dimensions, which are highly relevant to the context of implementation in government agencies:

1. Flextime
2. Compressed Work Week
3. Part-Time Work
4. Job Sharing
5. Telecommuting Flexibility

The Work Environment

The work environment is defined as the totality of everything that surrounds employees, including the situation and place and directly impacts their capacity to carry out job duties (Marisya, 2022). The work environment is also defined as the overall conditions, both physical and non-physical, which directly affect the comfort and ability of an employee to carry out their daily tasks. (Fau & Buulolo, 2023)

In their opinion (Syahputra, Reonaldi Podungge, Robiyati Bokingo, 2022), A supportive and conducive work environment is key to fostering a sense of security and comfort. This allows employees to work with greater focus, directly increasing their productivity levels.

Furthermore, (Kimsry Widjaja Amuntai et al, 2024) emphasizes that a positive and harmonious work environment plays a significant role in increasing work motivation, thus increasing employee productivity. Conversely, a work environment shrouded in discomfort can actually lower morale and negatively impact the quality of output.

The study conducted by also highlighted that a supportive work environment, reinforced by transparent and open communication between leaders and employees, can strengthen employees' sense of ownership of the organization. Furthermore, social factors, particularly positive relationships between coworkers, are essential components in creating a positive work climate (Putriana et al., 2023).

Work Environment Indicators

According to (Silvia Jamhari & Zahra, 2024) in Susanti & Mardika (2021), This indicator covers both the physical and non-physical work environment :

1. Facilities
2. Noise
3. Air Circulation
4. Social Relations
5. Work Atmosphere

Employee Productivity

Employee productivity is defined as the level of an individual's ability to produce maximum output by utilizing available resources efficiently (Mahawati et al., 2021). Employees who demonstrate high levels of productivity not only focus on completing tasks according to the established schedule but also make substantial contributions to the innovation and quality aspects of services provided by the organization (Ilhamy, 2025).

Especially in the public organization environment, productivity is also closely related to the extent to which employees feel appreciated and recognized, and the achievement of a balance between professional demands and the needs of their personal lives (Azizah & Athoillah, 2025) shows that employees who succeed in achieving a good work-life balance tend to have higher work enthusiasm and show greater loyalty to the agency.

The relationship between flexible working hours, the work environment, and productivity is complementary and integrated. Flexible working hours give employees the authority to determine the work rhythm that best suits their individual circumstances. Meanwhile, a conducive work environment serves to provide the physical, social, and psychological support necessary for peak performance. These two factors, when managed synergistically, form an effective and essential work system that encourages increased employee productivity, particularly within the framework of local government agencies.

Employee Productivity Indicators

To measure the Employee Productivity variable (Y) at the Labuhanbatu Regency Youth, Sports, Culture, and Tourism Office, this study refers to the dimensions and indicators of productivity adapted from a book by (Octaviani & Pujiyanto, 2024) The project, titled Employee Performance, focuses on employee work results and attitudes. The five main indicators used, adapted to the agency context, are :

1. Work Quality
2. Quantity of Work Results
3. Punctuality
4. Ability to Work Together
5. Efficient Resource Use

Hypothesis Development

Previous research examining the relationship between Flexible Working Hours (X₁) and Work Environment (X₂) on Employee Productivity (Y) showed consistent, significant results that support the research hypothesis. Flexible working hours have been shown to improve efficiency and work-life balance, ultimately leading to higher productivity. This empirical evidence is confirmed by studies that have found a positive and significant effect of flexible working hours in several studies (Pambudi, 2024; Siska Ayudia Adiyanti & Rini Mulyani Sari, 2024; Tiyas, 2025). As well as a conducive work environment, both physical and non-physical (Abdurrafi, 2025; Fikri et al., 2025; Silvia Jamhari & Zahra, 2024). These

findings confirm that adaptive working time policies and a universally supportive working atmosphere are determinant factors in achieving employee productivity.

However, on the other hand, there are inconsistencies and insignificant results that create room for academic justification for this research. Some research shows that increasing time flexibility or improving the physical environment does not always significantly impact employee productivity (Pambudi, 2024) with a significance value of $0.0557 > 0.05$, which means that flexibility in working hours does not have a significant positive impact on employee productivity, so that it can reduce performance if it is not managed well and there is no improvement. Research by (J. Pandi, Askiah, 2025) shows that work flexibility does not have a significant effect on employee productivity ($p= 0,181$).

These differences in findings are often driven by variations in contextual factors, such as the type of public versus private sector organization, organizational culture, and geographic location. Furthermore, flexible work hour policies, particularly Flextime implementation, may face challenges in the context of local government agencies due to coordination and bureaucratic constraints, resulting in less than optimal effectiveness. Therefore, from these findings, researchers are interested in studying this in more depth with the newest variable, namely Flexibility of Working Hours, especially in the government sector.

Based on the inconsistency of the results above, the research gap that must be filled is the absence of definitive empirical evidence regarding the influence of Flexible Working Hours and Work Environment on Employee Productivity specifically applied to the context of the Youth and Sports, Culture and Tourism Office of Labuhanbatu Regency. The inconsistency of previous findings and the specificity of the location, namely in Labuhanbatu Regency, are the main justifications for conducting this research, in order to provide new evidence that is relevant to the context of local government agencies and test the validity of the results of previous studies in a specific bureaucratic environment.

RESEARCH METHOD

Research Type

This study uses a quantitative approach with a descriptive and associative approach. The aim is to analyze the relationship and influence between the independent variables, namely flexibility of working hours and the work environment (X_1 and X_2), on productivity (Y). The quantitative approach was chosen because it allows for objective hypothesis testing through statistical analysis based on numerical data, in accordance with Sugiyono's theory in 2019. The nature of this study is a survey, namely by distributing questionnaires directly to respondents.

Research Location and Time

The research focused on the Youth, Sports, Culture, and Tourism Office of Labuhanbatu Regency. Employees were the study population because they were directly involved in implementing the flexible working hours policy and experienced the work environment within the agency. Primary data collection through questionnaires was conducted during January 2026.

Population and Sample

The study population was all active employees at the Labuhanbatu Regency Youth, Sports, Culture, and Tourism Office. Based on the data, the total population at the agency was 81 employees, divided into 26 civil servants (PNS), 35 civil servants (ASN/PPPK), and 20 honorary employees.

Because the total population was less than 100, the sample was determined using a total sampling (census) technique. This method meant that all members of the population, namely 81 employees, were selected as the research sample. This total sampling approach was chosen to obtain the most comprehensive picture of all employees' perceptions regarding the relationship between flexible working hours and the work environment and their productivity levels.

Data Collection Types and Techniques

The type of data used was primary data. The questionnaire was designed based on indicators for each research variable, measured using a five-point Likert scale, ranging from strongly disagree (point 1) to strongly agree (point 5). Data collection was conducted through direct distribution of questionnaires to respondents. The questionnaire was developed based on theoretical indicators that had been validated through previous instrument testing. Prior to use, the instrument was tested using validity and reliability tests. Instrument validity was tested using Pearson product-moment correlation analysis to ensure that each question item adequately measures the intended variable (Anhar et al., 2025). Meanwhile, reliability is measured using Cronbach's Alpha coefficient, with a minimum limit of 0.60 to be considered reliable.(Wibowo, 2024).

Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistics. Descriptive analysis was used to describe the characteristics of respondents and their responses to each variable, while inferential analysis was used to test the relationships between variables through multiple linear regression analysis using SPSS version 24 software.

Before conducting the regression analysis, the data were first tested using classical assumption tests, which included tests for normality, multicollinearity, and heteroscedasticity. The regression equation model used in this study is as follows :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where

Y = Employee Productivity

X₁ = Work Hour Flexibility

X₂ = Work Environment

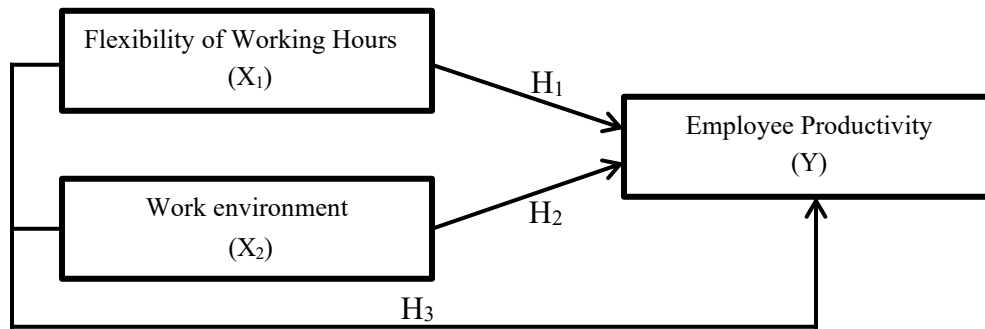
β₀ = Constant

β₁, β₂ = Regression coefficients for each independent variable

ε = Error term

Using multiple regression analysis, this study aims to determine the extent to which work hour flexibility and the work environment influence employee productivity, both partially and simultaneously, in local government agencies.

Research Model



Picture 1 Research Model

Hypothesis

A hypothesis is a tentative answer to the research problem formulation and is based on empirical facts to be obtained through data collection. Therefore, based on the relationships between variables in the existing conceptual framework, the following research hypotheses are formulated:

- H₁ : Flexible working hours are suspected to partially influence employee productivity.
- H₂ : The work environment is suspected to partially influence employee productivity.
- H₃ : Flexible working hours and the work environment are suspected to simultaneously influence employee productivity.

RESULTS AND DISCUSSION

Table 1
Results of Descriptive Statistical Analysis of Respondents

Information	Amount	Persentase
Age characteristics	< 36	61,73 %
	> 35	38,27 %
Amount	81	100
length of work	< 6	69,14 %
	> 6	30,86 %
Amount	81	100
Employee Status	PNS	32,10 %
	PPPK	43,21 %
	Honor	24,69 %
	Amount	81

Source : Primary Data (Processed 2026)

Respondent Characteristics

Based on demographic data, the majority of respondents were under 36 years old (50 respondents, or 61,73 %), while 35 respondents (or 38,27 %) were over 36 years old. In terms of length of service, 56 respondents, or 69,14 %, had worked for less than six years,

while 25 respondents, or 30,86 %, had worked for more than six years. Employee status consisted of 26 civil servants (PNS), 35 PPPK (PPPK), and 20 honorary employees, all active employees at the Labuhanbatu Regency Dispora, Buddy Tourism, and Youth Affairs Office (DISPORABUDPAR).

This indicates that the majority of employees are of productive age with medium-term tenure, meaning they have a sufficient understanding of the agency's work system and are able to assess the effectiveness of flexible work hours and work environment policies on their productivity.

Data Analysis

Instrument Test

a. Validity Test

Validity testing was carried out using Pearson Product Moment, with an r_{table} value of 0.2185 :

a) Flexibility of Working Hours

Table 2
Results of the Validity Test of the Working Hour Flexibility Variable

Item	r_{Count}	r_{Table}	Conclusion
X1.1	0,742	0.2185	Valid
X1.2	0,823	0.2185	Valid
X1.3	0,636	0.2185	Valid
X1.4	0,540	0.2185	Valid

Source: Primary Data (Processed 2026)

b) Work Environment

Table 3
Results of the Validity Test of Work Environment Variable

Item	r_{Count}	r_{Table}	Conclusion
X2.1	0,615	0.2185	Valid
X2.2	0,655	0.2185	Valid
X2.3	0,710	0.2185	Valid
X2.4	0,591	0.2185	Valid
X2.5	0,614	0.2185	Valid

Source: Primary Data (Processed 2026)

c) Employee Productivity

Table 4 Results of Validity Test of Employee Productivity Variable

Item	r_{Count}	r_{Table}	Conclusion
Y1	0,707	0.2185	Valid
Y2	0,583	0.2185	Valid
Y3	0,887	0.2185	Valid
Y4	0,622	0.2185	Valid
Y5	0,881	0.2185	Valid

Source: Primary Data (Processed 2026)

Based on the results of the validity test with N-81, the r_{table} value was obtained at 0.2185. Because the calculation results showed that $r_{count} > r_{table}$, all questionnaire items were declared valid. Thus, all statement items were suitable for further analysis because they were able to measure the correct variable construct.

b. Reliability Test

The reliability test was conducted using the Cronbach's Alpha coefficient with a minimum limit value of 0.60.

Table 5
Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Information
Working Hour Flexibility	0,732	0,60	Reliabel
Work Environment	0,620	0,60	Reliabel
Employee Productivity	0,783	0,60	Reliabel

Source : Primary Data (Processed 2026)

The value of the three variables is above 0.60, which indicates that all research instruments have good internal consistency and are suitable for use in research (Wibowo, 2024).

c. Multiple Linear Regression Analysis

Table 6
Multiple Linear Regression Analysis

Variable Independent	Cofisien B
Constanta	1,511
Working Hour Flexibility	,432
Work Environment	,494

Source : Primary Data (Processed 2026)

Based on the results of SPSS calculations, the following regression model was obtained :

$$Y = 1,511 + 0,432X_1 + 0,494X_2 + \epsilon$$

The regression equation obtained in table 5 above shows that :

- (i) The constant value (1,511) means that if the flexibility of working hours and the work environment is zero, employee productivity still has a base value of 1.42.
- (ii) The coefficient value of 0.432 indicates that every one unit increase in working hour flexibility will increase employee productivity by 0.435 units.
- (iii) The coefficient value of 0.494 indicates that every one unit increase in the work environment will increase employee productivity by 0.497 units.

Classical Assumption Test

a. Normality Test

Normality test was performed using Normal Probability Plot graph and Kolmogorov Smirnov Test.

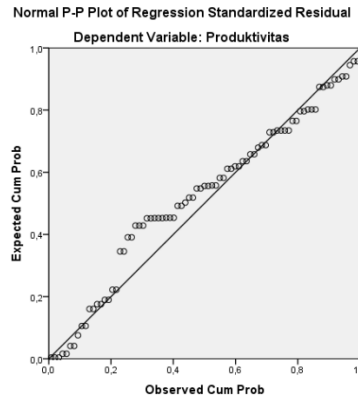


Figure 2
The Result of Normality Test

The results show that the data is spread around the diagonal line and the significance value is > 0.05 , so the research data is normally distributed and meets the assumption of normality.

b. Multicollinearity Test

Table 7
The Result of Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics Tolerance	VIF
1	Working Hour Flexibility	,951	1,052
	Work Environment	,951	1,052

Source: Primary Data (Processed 2026)

Because the VIF value is < 10 and Tolerance > 0.10 , the regression model is free from multicollinearity, which means there is no strong relationship between the independent variables (Sofyan & Elmi, 2024).

c. Heteroscedasticity Test

A heteroscedasticity test was conducted using the scatterplot method.

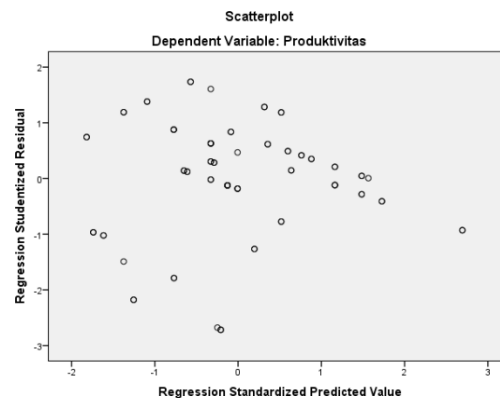


Figure 3
The Result of the Heteroscedasticity Test

The test results show that the significance value of each variable is > 0.05 , so it can be concluded that there is no heteroscedasticity and the regression model is homoscedastic (Anhar et al., 2025).

Hypothesis Testing

a. T-Test

Table 8
The Result Of T-Test

Variabel	t	P-Value	Significance Level	Information
Working Hour Flexibility	3,353	0,001	0,05	Signifikan
Work Environment	3,585	0,001	0,05	Signifikan

Source: Primary Data (Processed 2026)

The results in Table 6 above show that flexible working hours, with a P-Value < 0.05 , indicate that this variable has a positive and significant effect on employee productivity. Similarly, the Work Environment variable, with a t-value of 3.585, and a significance level of $0.001 < 0.05$, also has a positive and significant effect on employee productivity.

These findings confirm that greater flexibility and a better work environment increase employee productivity. These results align with research (Hasibuan & Siregar, 2025) and (Cantika et al., 2024).

b. F Test

Table 9
The Result Of F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187,858	2	93,929	9,870	,000 ^b
	Residual	742,315	78	9,517		
	Total	930,173	80			

Source: Primary Data (Processed 2026)

The results of the f-test show that the F-value is 9.870 with a significance level of $0.000 < 0.05$, meaning that the variables of flexible working hours and work environment simultaneously have a significant effect on employee productivity. This indicates that the regression model used in this study is appropriate and valid for explaining the relationship between variables.

c. Determinant Test

The results of the Determinant Test in this study can be seen in the table below :

Table 10
The Result of the Determinant Test And Corellation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,449 ^a	,202	,181	3,085

Source: Primary Data (Processed 2026)

Based on the results of the coefficient of determination with an R value of 0.449, it shows that the relationship between flexible working hours and the work environment on employee productivity is in the moderate and positive relationship category. The R Square value of 0.202 means that 20.2% of the variation in employee productivity can be explained by these two variables. These results indicate that the implementation of flexible working hours policies and a conducive work environment have a real contribution to increasing employee productivity, although there are still other external factors that play an important role in employee performance (Anhar et al., 2025; Wibowo, 2024).

The Effect of Flexible Working Hours on Employee Productivity

The results of this study indicate that flexible working hours have a positive and significant effect on employee productivity, as indicated by a t-value of 3.533 with a significance level of $0.001 < 0.05$. This finding indicates that the greater freedom given to employees to manage their working hours, the higher their productivity. Flexibility allows employees to adjust their work rhythm to suit their best conditions without compromising their job responsibilities.

This is in line with the opinion of Anhar et al. (2025), who stated that flexible working hours improve work-life balance, resulting in optimal performance. Furthermore, these results support research by Yusuf (2024), which asserts that employees with autonomy over their working hours tend to have higher work enthusiasm and a sense of responsibility. Therefore, implementing a flexible working hour policy in government can be an effective strategy for increasing the productivity of civil servants.

The Influence of the Work Environment on Employee Productivity

Based on the results of the regression analysis, the work environment also has a positive and significant effect on employee productivity, as evidenced by a t-value of 3.585 and a significance level of $0.001 < 0.5$. This indicates that good work conditions, both physical, such as room comfort and lighting, and non-physical, such as social relationships between employees, can improve employee focus, motivation, and work output. A conducive work environment creates a collaborative atmosphere that supports the achievement of organizational goals.

These results are consistent with research by Cantika et al. (2024), which found that a comfortable work environment strengthens employee loyalty and increases employee efficiency. Gandesworo and Saputro (2025) also explained that a positive environment can reduce stress and increase a sense of belonging to the organization. Thus, improving the work environment is a crucial factor in maintaining stable productivity in the public sector.

The Effect of Flexible Working Hours and the Work Environment on Employee Productivity

A simultaneous test showed that flexible working hours and the work environment together significantly impacted employee productivity, with a calculated f-value of 9.870 and a significance level of $0.000 < 0.05$. These results illustrate that the combination of freedom in managing working hours and supportive working conditions can improve employee performance effectiveness. Flexibility provides space for employees to work at their optimal pace, while a positive work environment fosters concentration and psychological balance.

Research by Hasibuan and Siregar (2025) demonstrated that these two aspects are closely related in shaping optimal productivity across various sectors. Consistent with Sofyan and Elmi (2024), increased productivity is influenced not only by individual factors but also by work systems and an organizational climate that fosters comfort and shared responsibility. Therefore, integrating flexible working hour policies and sound work environment management is a strategic combination for increasing the productivity of local government officials.

CONCLUSION

Based on the results of a study conducted on 81 employees at the Labuhanbatu Regency Youth, Sports, Culture, and Tourism Office, it can be concluded that flexible working hours and the work environment have a positive and significant influence on employee productivity, both partially and simultaneously. Employees who are given the flexibility to manage their work hours show increased efficiency and motivation, while a comfortable, safe work environment that supports harmonious social interactions also strengthens work morale and the quality of results achieved.

These findings support modern human resource management theory, which places a balance between flexibility and working conditions as a critical factor in improving performance (Anhar et al., 2025; Cantika et al., 2024). Practically, government agencies should consider implementing adaptive work systems and paying attention to aspects of the work environment to create optimal employee performance. For future research, it is recommended that researchers expand the research variables by including other factors such as intrinsic motivation, organizational culture, or transformational leadership to provide a more comprehensive picture of the determinants of employee productivity in the public sector.

REFERENCES

- Abdurrafi, M. R. (2025). Peran Lingkungan Kerja dalam Meningkatkan Kinerja Karyawan: Sebuah Tinjauan Bibliometrik. *Jurnal Manajemen*, 14(1), 36–48. <https://doi.org/10.46806/jm.v14i1.1298>
- Anhar, R. A., Suryaningsih, A., Naya, R., & Fadillah, P. (2025). Pengaruh fleksibilitas jam kerja dan work-life balance terhadap peningkatan produktivitas karyawan Gen Z. *Balance: Jurnal Akuntansi Dan Manajemen*, 3(1).
- Azizah, M. Z., & Athoillah. (2025). Keseimbangan Kehidupan Kerja : dalam Perspektif

Produktivitas Kerja Modern. In *Bookchapter.Unnes.Ac.Id.*

- Cantika, F., Ahdianita, N., Setyaningrum, R. P., & Bangsa, U. P. (2024). The effect of work flexibility, work-life balance, and job satisfaction of millennial. *Jurnal Ilmiah Manajemen*, 4(4).
- Fau & Buulolo. (2023). Pengaruh Lingkungan Kerja terhadap Produktivitas Kerja Pegawai di kantor Samsat Kabupaten Nias Selatan. *Remik: Riset Dan E-Jurnal Manajemen Informatika Komputer*, 7(1), 1330–1333.
- Fikri, M., Kevin, J., Mofu, C., Damayanti, T., & Muksin, A. (2025). Faktor Lingkungan Kerja Terhadap Kinerja Pegawai Kementerian Perhubungan, Direktorat Jenderal Perhubungan Udara. *Jurnal Manajemen*, 12(3), 1–8.
- Gusti Pamungkas, F., Wartini Program Studi Manajemen, S., & Ekonomika dan Bisnis, F. (2025). Fleksibilitas Kerja dalam Kajian SDM. *Fleksibilitas Kerja Dalam Kajian SDM*, 1, 117–137.
- Hasibuan, I. H., & Siregar, Z. (2025). Pengaruh fleksibilitas kerja, spesialisasi kerja, dan work-life balance terhadap kinerja karyawan PT Bakrie Sumatera Plantations. *Balance: Jurnal Akuntansi Dan Manajemen*.
- Ilhamy. (2025). Pengaruh Kinerja Karyawan terhadap Mutu Pelayanan (Studi Kasus pada Puskesmas Anyar). *Bookchapter Manajemen SDM*, 1, 170-189. 170–189.
- J. Pandi, Askiah, sofia U. E. H. (2025). *Balance : Jurnal Akuntansi dan Manajemen Pengaruh Fleksibilitas Kerja Dan Keseimbangan Kehidupan Kerja*. 4(2), 497–506.
- Kimsry Widjaja Amuntai, Mohammad Bukhori, & W. D. R. (2024). Pengaruh Lingkungan Kerja, Motivasi dan Kompetensi Terhadap Produktivitas Kerja Karyawan di Perusahaan PT. Ajidharma Corporindo. *Jurnal Ilmiah Riset Aplikasi Manajemen*, 2(1), 670–679.
- Latif, M., Marhumi, S., Rizaldi, A. R., & Makassar, U. M. (2025). DAMPAK FLEKSIBILITAS KERJA TERHADAP PRODUKTIVITAS PEGAWAI PADA PT . PELINDO TERMINAL PETIKEMAS NEW. *Jurnal Manajemen Dinamis*, 7(2), 11–26.
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Qurnia, F., Mayasari, I., Sesilia, P. A., Dewi, I. K., & Bahri, S. (2021). *Analisis Beban Kerja dan Produktivitas*.
- Marisyah, F. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Al Bilad Tour And Travel, Sumatra Selatan. *MAMEN: Jurnal Manajemen*, 1(4), 553–562. <https://doi.org/10.55123/mamen.v1i4.1065>
- Nizamil Fadhli, Israwati, & Zulham Mahendra. (2024). Pengaruh Work-Life Balance terhadap Produktivitas dan Loyalitas Pegawai Kantor Walikota Pekanbaru. *Jurnal Akutansi Manajemen Ekonomi Kewirausahaan (JAMEK)*, 4(3), 353–364. <https://doi.org/10.47065/jamek.v4i3.1639>
- Nurmala, S., & Yusuf, F. (2025). Pengaruh Work-Life Balance Dan Lingkungan Kerja

- Terhadap Kinerja Karyawan Pada PT Oceanica Megah Utama. *Jurnal Manajemen Ekonomi Dan Akuntansi*, 1(4), 371–375. <https://doi.org/10.63921/jmaeka.v1i4.183>
- Octaviani, A., & Pujiyanto, R. (2024). *Manajemen Sumber Daya Manusia*.
- Oktaviana, L. (2025). Pengaruh Fleksibilitas Jam Kerja dan Dukungan Atasan terhadap Work Life Balance Karyawan Remote. *Jurnal Bisnis Dan Manajemen West Science*, 4(03), 248–256. <https://doi.org/10.58812/jbmws.v4i03.2552>
- Pambudi, D. S. (2024). Pengaruh Fleksibilitas Jam Kerja, Stress Kerja Dan Motivasi Kerja Terhadap Produktivitas Karyawan (Studi Pada Karyawan Kembang Jaya Wedding Service Klaten). *Journal of Indonesian Economic Research*, 2(2), 56–68. <https://doi.org/10.61105/jier.v2i2.115>
- Putriana, D., Eriawati, D. M., & Nulipata, M. (2023). Hubungan Dukungan Sosial Dengan Produktivitas Kerja Pada Pegawai Badan Narkotika Nasional di Kota Samarinda. *Jurnal Ilmu Sosial Humaniora Indonesia*, 3(1), 1–9. <https://doi.org/10.52436/1.jishi.56>
- Silvia Jamhari, & Zahra. (2024). Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan pada PT. Telkom Witel Bekasi. *JIMAD: Jurnal Ilmiah Mutiara Pendidikan*, 2(3), 45–61. <https://doi.org/10.61404/jimad.v2i3.272>
- Siska Ayudia Adiyanti, & Rini Mulyani Sari. (2024). Pengaruh Fleksibilitas Jam Kerja dan Gaji terhadap Produktivitas Kerja para Pekerja Remote. *REMIK: Riset Dan E-Jurnal Manajemen Informatika Komputer*, 8, 66–72.
- Sofyan, F., & Elmi, S. (2024). The influence of work flexibility and work-life balance with job training as a moderating variable on job satisfaction. *Jurnal Ilmiah Bisnis Dan Manajemen*, 1(4).
- Syahputra, Reonaldi Podungge, Robiyati Bokingo, A. H. (2022). Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Pegawai Di Dinas Perumahan Rakyat Dan Kawasan Permukiman Kota Gorontalo. *Jurnal Ilmiah Manajemen Dan Bisnis*, 4(3), 1–6.
- Tiyas, N. A. (2025). The Effect Of Flexible Working Hours , Work-Life Balance , And Work Motivation On Employee Performance Pengaruh Penerapan Fleksibilitas Jam Kerja , Work Life Balance Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Management Studies and Entrepreneurship Journal*, 6(6), 748–759.
- Wibowo, S. W. (2024). Pengaruh beban kerja dan fleksibilitas kerja terhadap work-life balance karyawan industri UMKM di Kota Surakarta. *SEIKO: Journal of Management & Business*, 7(2).