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Article

## THE EFFECT FLEXIBLE WORKING HOURS AND COMPETENCE ON JOB SATISFACTION

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**Abstract:** This study aims to examine the effect of flexible working hours and competence on job satisfaction for Gojek drivers in Depok City. The population of this research is Gojek drivers in Depok. The sampling procedure used was incidental sampling technique with respondents in this study amounted to 100 Gojek drivers. The result in this study showing that flexible working hours have an effect on job satisfaction for Gojek Drivers, competence has an effect on job satisfaction for Gojek drivers, and flexible working hours and competence together have an effect on job satisfaction for Gojek Drivers. The adjusted R Square for this research is 0.490.

**Keywords:** Flexible Working Hours, Competence, Job Satisfaction.

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### 1. Introduction

In the current era, the development of online applications has influenced the transportation system, especially two-wheeled transportation such as motorbike taxis. Before the existence of online applications, motorbike taxis were known for their high prices and users had to go to the motorbike taxi stand to book a ride. However, with the advent of smartphones and sophisticated online applications, motorbike taxi consumers can now practically order motorbike taxis online without having to go to the base. This provides better transportation facilities and services to the community, and meets their needs more easily [1]. One of the things you like about working as a Gojek driver is the flexibility of your work schedule. Work flexibility is a formal policy or informal arrangement that allows employees to have a choice of place and time to carry out work, both in the form of time (time flexibility), working time (timing flexibility), and place of work (place flexibility) [2]. This work flexibility provides flexibility for employees to organize their work schedules, so that they can encourage initiative and creative ideas in

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carrying out their duties. In addition, employees who work flexibly tend to be more satisfied with their jobs. This job satisfaction can have a positive impact in the form of higher commitment and accountability, which in turn provides profits to the company. So companies need to pay attention to employee work flexibility in order to encourage their job satisfaction.

However, on the other hand, flexible working hours is one of the problems felt by several Gojek drivers, including the dilemma of work flexibility which allows office workers to switch jobs to become Gojek drivers because of the flexibility of their working hours. Many Gojek drivers feel this because the flexibility of working hours allows them to divide their time freely for other activities simultaneously with their work. Such as working while chatting, sharing time with family, relatives and other things. The flexibility of working hours on Gojek makes drivers choose their working hours based on their wishes, which many Gojek drivers will have. Flexible working hours will make Gojek drivers laze around looking for orders and prefer to chat and relax with other drivers. As a result, job dissatisfaction is felt by the drivers themselves. Gojek does not require its drivers to reach certain targets, but provides bonus incentives as rewards to drivers who succeed in exceeding the daily target. To achieve these targets, drivers need to set their own working hours, schedule work time, and set a range of points to be achieved. To reach the highest level, consistency in searching for orders and achieving targets every day is very important. Gojek implements this program as a form of appreciation for drivers who have served many customers, and gives priority orders to drivers who reach the highest target or level. This allows drivers to create their own work schedule based on their individual needs and interests. Flexibility of working hours is considered an important aspect in increasing Gojek driver job satisfaction [3].

Apart from flexibility in working hours, competency is also an important factor including the knowledge and abilities needed to carry out duties as a Gojek driver, such as mastery of application technology, understanding travel routes, communication skills and excellent service. The excellent competence of Gojek drivers encourages them to provide quality and satisfying services to customers. Competence is a psychological need that has a very significant effect on someone in carrying out activities. This provides a tendency to develop skills and abilities, and experience effectiveness in the action of doing something [4]. One of the factors to support success or improve something is how they implement job satisfaction by increasing the flexibility of their working hours and competence. Job satisfaction is a critical aspect in achieving optimal work results. When someone feels satisfied at work, of course they will try as much as possible with their abilities to complete the task or job. After getting job satisfaction, it is very important to improve competence with the aim of ensuring that each job can be done well. Competency is closely related to education, the higher the level of education, the higher the expectation of competence, having a high level of education and good experience can improve performance and job satisfaction.

Although there have been several studies that discuss the influence of flexibility of working hours and competence on job satisfaction in a general context, there are not many studies that specifically explore the influence of these two factors on Gojek drivers. Therefore, this study aims to fill this knowledge gap and reveal the relationship between flexibility of working hours, competence, and job satisfaction in Gojek drivers. In this research, a quantitative analysis will be carried out using a survey method on a sample of

Gojek drivers. The survey will measure the level of work hour flexibility that drivers feel they have, their level of competency, and the level of job satisfaction they experience. The data collected will be analyzed using statistical techniques to identify the relationship between flexibility of working hours, competence and job satisfaction.

### 1.1 Problem

According to the background, the formulation of the problems raised in this study include:

- 1 Knowing the effect of flexible working hours on job satisfaction for Gojek drivers in Depok.
- 2 Knowing the influence of competence on job satisfaction for Gojek drivers in Depok.
- 3 Knowing the influence of flexible working hours and competence on job satisfaction for Gojek drivers in Depok

## 2. Literature

### 2.1 Flexible Working Hours

Flexible working hours is a concept where workers have the ability to organize and adjust their working hours to suit their individual needs, within limits which has been agreed with the company or organization where they work. This shows workers have the freedom to choose when they start and ending a job, as well as how they organize their work schedule. Work flexibility provides a form of variation when doing work, and creating workers feel comfortable and not bored while working. Flexible working hours reduce the duration of work too long for employees. This gives them more free time, which can encourage the emergence of creative ideas for the company[5]. Providing time flexibility work can also increase employees' sense of responsibility within the company [6], thus helping to reduce employee turnover rates and retain quality employees. According [7] Flexibility is an HR management policy recognized for working hours regulated within the organization. Meanwhile, according to Shagyaliyeva & Yazdanifard (2014) Flexible working hours allow individuals in an organization to control their working hours based on their location away from the workplace and compliance with the established work schedule. This flexibility is beneficial for organizations and members. Employees have control over their schedule and workplace, manage their daily lives more efficiently, reducing conflict between family and work responsibilities, and increase job satisfaction.

#### 2.1.1 Flexible Working Hours Indicators

According [7] explains that work schedule flexibility involves rules that allow workers to have freedom within determine the place and time to carry out their duties. This flexibility can in the form of official or unofficial rules, and provide convenience for workers to choose how much time they need (time flexibility), when the right time to work (time flexibility), and where the most suitable for carrying out work (place flexibility)

- 1 Time flexibility : This includes the worker's ability to change the duration their working hours as needed.

- 2 Timing flexibility : This involves freedom for workers to choose work schedule that suits their preferences.
- 3 Place flexibility : This refers to the employee's ability to choose the location where they work.

In research conducted [8], there were five factors imposed in observing work schedule flexibility.

- 1 The level of management support for workers' needs in taking care of their families without negative impact.
- 2 Opportunities for employees to achieve a balance between good work performance and household responsibilities.
- 3 Opportunities in requesting personal leave.
- 4 Opportunities for part-time work without sanctions.
- 5 The level of flexibility in the work schedule

## 2.2 Competence

Skills, knowledge and attitudes are elements of an individual's ability to work, known as competence. According to Mathis & Jackson (2001), competence is the main factor that contributes to the success of an individual or group. The implication of this concept is that each level of work involves a certain amount of responsibility, and workers must have the knowledge and abilities to complete their tasks and achieve expected professional standards. Competency also includes the ability to combine personal characteristics, control behavior, think effectively, adapt to change, and provide sustainable contributions over a long period of time [9]. The role of human resources in terms of capabilities, especially in the context of companies that want to handle, it is very important to pay attention to, because this is related to the company's efficiency. Valuable workers will try to make the best contribution to the company.

### 2.2.1 Competence Indicators

According [10] there are three dimensions of competence, as follows:

- 1 Individual characteristics (Personal Attributes): This includes the characteristics and extent of the individual that they bring to the work environment, for example honesty, empathy, resilience, and so on.
- 2 Skills (Skills): These are work competencies required for certain types of work, for example operating machines, inspecting vehicles, and the like.
- 3 Knowledge (Knowledge): This refers to the knowledge required to effectively apply characteristics and skills, for example policy knowledge, level of understanding, applicable standards, business objectives, and so on.

### 2.3 Job Satisfaction

According [11] job satisfaction is the feeling felt by employees as a result of their work. When they feel satisfied with the work they have done, they feel satisfied with the experience and the work itself. This can be seen through employees' positive behavior towards work and the work environment. Job happiness has an impact on attendance

levels, employee movement, and other personal issues. Job satisfaction refers to the happiness felt from the work done. This includes positive or negative feelings that employees have about the work they do [12]. Conflict with work is a person's feelings and perceptions of the job [11]. Based on definitions from several experts, job satisfaction can be interpreted as the nature and response of individuals to their work, which reflects their views on that job.

### 2.3.1 Job Satisfaction Indicators

states that the determining indicators of job satisfaction include:

- 1 Satisfaction with Job. Job satisfaction is achieved when a person's work matches his interests and abilities. In the context of this research, Gojek drivers are always interested in providing online transportation services. Due to the large number of drivers, job satisfaction indicators were used as variables in the study.
- 2 Satisfaction with Rewards. Rewards are achieved when workers receive wages that are proportional to the workload they do and fair compared to their colleagues in the same place.
- 3 Satisfaction with Supervision. Satisfaction with superiors can be achieved when workers are supported and receive support from their superiors.
- 4 Satisfaction with Colleagues. Employees who feel satisfied with the work they do are a result of the collective satisfaction and assistance provided by technology or the relationships they build.
- 5 Promotional Opportunities. Every individual desires to achieve a higher position in the organizational structure.

However, the chances of promotion for Gojek drivers were not included in this research, so the chances of promotion factors were not part of this research.

## 3. Methods

### 3.1 Variable Operationalization

defines operational variables as everything used by researchers in research to study so that information about this is obtained then conclusions are drawn [13]. The independent variable or independent variable or variable X is a variable that influences or causes changes in other variables [13]. Independent variables are variables that are selected and measured by the researcher to see how the variable relates to the symptoms being investigated. Flexible Working Hours and Competence are the independent variables in this study, Flexible Working Hours as X1 and Competence as X2. The dependent variable or Y variable is an output, criterion, or consequence variable [13]. The dependent variable is a variable that is caused or influenced by the independent variable. The dependent variable of this study is Job Satisfaction.

The Flexible Working Hours variable is measured using 3 indicators, namely, Time Flexibility, Timing Flexibility and Place Flexibility put forward [7]. Meanwhile, the Competence is measured by Personal Attributes, Skills, and Knowledge created by [14]. Furthermore, the Job Satisfaction is measured using four indicators put forward [12],

namely, Satisfaction with Job, Satisfaction with Rewards, Satisfaction with Supervision, and Satisfaction with Colleagues.

This section at least describes the research population and sample, research instruments, and data analysis methods. Methods should be described in detail to enable others to imitate and use them for another research. For a new method, the researcher must explain it in detail while the established method can be briefly explained and quoted appropriately.

### 1.1 Population and Sample

According [14], a sample refers to a part taken from a population that has similar characteristics and numbers. In this research, the sample used was Gojek service drivers operating in the city of Depok. This research uses non-probability sampling, in the form of sampling without giving each member of the population an equal opportunity to be taken as a sample, including Purposive Sampling, Quota Sampling, Incidental Sampling and Snowball Sampling because the subject to be researched is very broad, and the exact population size is not known. Therefore, the Incidental Sampling technique is used, which is a sampling technique by chance and is based on availability and ease of obtaining it. The number of samples was taken using the Lemeshow [15] method because the total population was unknown. The calculation result with a sampling error of 10% is 96 samples.

### 1.2 Method of collecting data

In this research, data collection was carried out through the use of questionnaires related to the research variables. Questionnaires were distributed to respondents for research purposes only and to influence the performance of selected respondents. Before entering the first part of the questionnaire, respondents were asked to fill in questions regarding demographic aspects, such as gender, age and years of work. In the first section of the questionnaire, it contained questions about flexible working hours, which then provided 5 answer choices using a Likert scale, namely, from top value to bottom value, 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree. The second section contains competency questions and the third section contains job satisfaction questions which then have the same format using a 1-5 Likert scale.

Based on the source, the types of data in this research are divided into two, namely:

- 1 Primary data is obtained directly through the first source such as observation and questionnaires used to collect primary data.
- 2 Secondary data complements knowledge from primary data. Secondary data is obtained from sources such as journals and data that is appropriate to research, including theory and previous research.

## 4. Results

### 4.1 Characteristics of Respondents Based on Gender

*Table 1: Data of Respondents Based on Gender*

<b>Description</b>	<b>No of Respondents</b>	<b>Percentage</b>
Female	1	1%

Male	99	99%
<b>Total</b>	<b>100</b>	<b>100%</b>

#### 4.2 Characteristics of Respondents by Age

Table 2: Data of Respondents by Age

Description	No of Respondents	Percentage
< 20 Years	1	1%
21 - 30 Years	52	52%
31 - 40 Years	35	35%
41 - 50 Years	10	10%
> 50 Years	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

#### 4.3 Characteristics of Respondents Based on Length of Work

Table 3: Data of Respondents based on Length of Work

Description	No of Respondents	Percentage
<1 Year	9	9%
1-5 Years	91	91%
<b>Total</b>	<b>100</b>	<b>100%</b>

#### 4.4 Descriptive Analysis of Research Variable

##### 1. Flexible Working Hours

Based on the respondents' answers regarding Flexible Working Hour (X1) it can be explained that the average score of the Flexible Working Hours variable (X1) which consists of 6 questions is 4.12.

##### 2. Competence

It can be seen that the average score of the Competence variable (X2) which consists of 4 questions is 4.26.

##### 3. Job Satisfaction

It can be seen that the average score of the job satisfaction variable (Y) which consists of 6 questions is 4.46.

## 5. Suggestion

### 1.1 Theoretical Suggestions.

1. Future research is expected to be able to use other variables that influence job satisfaction, for example using distributive justice variables, work values, procedural justice, interactional justice, perceived organizational support or adding mediation or moderation variables.
2. For further research, it is hoped that it can reach a wider area and not just the Depok area and researchers recommend increasing the sample size so that the data obtained

will be much better and also obtain more detailed information regarding the causes and effects of job satisfaction variables.

## 5.2 Practical Suggestions.

- 1 It is important for the Gojek company to make an evaluation regarding the driver's condition, such as what needs to be improved, the skills needed, strengths and weaknesses, increasing knowledge and implementing or trying new innovations to increase satisfaction.
- 2 Based on the statement above, the job satisfaction variable has a low value item, this is related to family support and the bonuses given. Therefore, the author suggests that Gojek consider several things, the first is to ban drivers with the lowest ratings. This aims to increase satisfaction with service and bonus incentives for both drivers and also to improve Gojek's name. With more and more orders occurring, income from the driver's and company's side can increase and this can also increase family support and increase daily income, thus having an impact on job satisfaction.
- 3 Based on the statement above, the variable flexible working hours has the lowest value item, this is related to waiting for orders. Therefore, the author suggests that Gojek drivers consider several things, the first is to try to work starting in the morning because many people need it, always try to commit to working every day, don't refuse incoming orders because it can affect the level of orders received, always try to be in a waiting area that is busy with people so that the chance of getting orders is greater and don't forget to make an evaluation of locations that are busy with orders to minimize not getting orders.
- 4 Based on the statement above, the competency variable has the lowest value item, this is related to understanding emotions. Therefore, the author suggests that Gojek drivers consider several things, the first is to continue providing good service to their passengers by not asking them to talk, but if they feel that the passengers are not open, it is better not to continue or just focus on delivering, secondly, if the driver feels disadvantaged to provide detailed ratings and reviews about the passenger to be considered by other drivers when the passenger orders again and the Gojek company is advised to ban problematic customers.

## 6. Summary

- 1 Flexible Working Hours (X1) and Competence (X2) affect Job Satisfaction (Y).
- 2 Flexible Working Hours (X1) and Competence (X2) can explain some of the variance models of Job Satisfaction (Y).
- 3 Flexible Working Hours (X1) has significant effect on Job Satisfaction (Y) of Gojek Drivers. Meanwhile, Competence (X2) also has a significant positive impact on Gojek Drivers Job Satisfaction (Y).
- 4 It looks that working in photographer services is very interesting for young female.
- 5 Based on the description data, the main respondents were male by 99%, aged 21-30 years by 52%, and length of work 1-5 years by 91%, it means young male with



enough experience to have good maintaining flexible working hours and competence which resulted in good job satisfaction

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