

The Influence of Work Flexibility on Job Satisfaction with Work Stress as a Mediating Variable

Irzaqi Maulana Rizal^{1*}, I Gusti Putu Agung Widya Goca², Ni Putu Putri Ayu Wijayanthi³

Universitas Ngurah Rai, Bali, Indonesia^{1*,2}

ITB Stikom Bali, Bali, Indonesia³

Irzaqimaulana56@gmail.com^{1}, widya.goca@unr.ac.id², putriwijayanthi@gmail.com³*



Article History:

Received 13 August 2025
 1st Revision 18 August 2025
 2nd Revision 22 August 2025
 3rd Revision 28 August 2025
 Accepted on 02 September 2025

Abstract

Purpose: This study intends to analyze the relationship between flexible work arrangements and job satisfaction, with a particular focus on examining whether work-related stress mediates this relationship in the context of GrabBike drivers operating in Denpasar.

Methodology/approach: This study adopts a quantitative design with a correlational orientation, where data were gathered through structured survey instruments. The sample consisted of 100 individuals chosen via purposive selection according to predetermined criteria. Data analysis was carried out using SmartPLS version 3.0 by applying the *Partial Least Squares–Structural Equation Modeling (PLS-SEM)* procedure.

Results/findings: Flexibility in working conditions produces positive and significant outcomes for both satisfaction and stress. Conversely, occupational stress neither shows a significant role in shaping job satisfaction nor acts as a mediator in the relationship with flexibility.

Conclusions: Work flexibility directly increases job satisfaction among GrabBike drivers, without requiring mediation by work stress. Although work flexibility raises work stress levels, stress does not influence job satisfaction nor mediate the interrelation.

Limitations: The study is limited to GrabBike drivers in Denpasar and uses a quantitative approach, which may not fully capture respondents' subjective experiences.

Contribution: Practically, the findings offer insights for online transportation service providers in formulating fair and effective flexible work policies. Theoretically, the study enriches literature on work flexibility, stress, and job satisfaction, particularly among informal workers in Indonesia's digital economy sector.

Keywords: *Human Resource Management, Job Satisfaction, Work Flexibility, Work Stress.*

How to Cite: Rizal, I.M., Goca, I.G.P.A.W., Wijayanthi, N.P.P.A. (2026). The Influence of Work Flexibility on Job Satisfaction with Work Stress as a Mediating Variable. *Studi Ilmu Manajemen dan Organisasi*, 6(4) 221-230.

1. Introduction

In every organization, human resources constitute the main foundation that sustains organizational continuity and drives long-term success (Pilihani et al., 2021). Without the active contribution of the workforce, operational processes cannot run optimally (Sitorus and Siagian, 2023). This condition makes appropriate workforce management strategies a highly vital aspect of achieving organizational objectives (Ganis et al., 2022). Through effective management, organizations have greater opportunities to grow and develop in the future (Pambudi 2024).

In the digital era and platform-based economy, work models have become increasingly flexible and dynamic, as evidenced in the online transportation sector. Online motorcycle taxi drivers, particularly GrabBike drivers, play an important role in providing fast and efficient service. However, they often

face unstable and highly demanding working conditions. This indicates that although work flexibility offers autonomy in managing activities, the accompanying uncertainty requires appropriate management strategies to ensure worker well-being and maintain service quality.

Work flexibility has become a defining characteristic of modern employment. In the context of online motorcycle taxi drivers, work flexibility provides autonomy in managing working hours, choosing routes and determining daily work intensity (Oktarina et al., 2025). Nevertheless, this flexibility also presents challenges, particularly related to work stress arising from income uncertainty, incentive targets, and pressure from algorithm-based applications. If such conditions are not managed properly, these pressures may reduce job satisfaction and negatively affect drivers' motivation and loyalty to the platform (Ardiansyah 2020).

Job satisfaction is a crucial indicator for assessing the extent to which workers feel valued, comfortable, and fulfilled in their work (Aisy et al., 2022). This is because job satisfaction influences employee performance and contributes to improved organizational outcomes in the long term. Previous studies have indicated that work flexibility can enhance job satisfaction, as freedom in time management allows employees to choose when to work (Chandra Putra et al., 2020). However, such flexibility may also produce the opposite effect when not accompanied by adequate support (Sitorus & Siagian, 2023). However, prolonged work stress has been shown to reduce work enthusiasm and foster negative attitudes toward work.

This study focuses on GrabBike drivers as representatives of informal workers in the digital sector, who have rarely been examined in human resource management research. Conducted in Denpasar City, this study aimed to examine the relationship between work flexibility, work stress, and job satisfaction, with work stress acting as a mediating variable. Based on a pre-survey of 50 drivers, approximately 68% reported that work flexibility helped them manage their schedules, whereas 54% experienced high work pressure and income uncertainty. These findings serve as the basis for assessing the extent to which flexibility in work arrangements influences job satisfaction when it is mediated by work-related stress. This study is expected to make a meaningful contribution to the human resource management literature, particularly in understanding the dynamics of work flexibility and work stress in technology-based online transportation sectors.

2. Literature Review and Hypothesis Development

Work flexibility refers to work arrangements concerning time and place that allow individuals to work at any time and in any location. This strategy aims to increase employee retention, reduce boredom, and provide variations in work routines (Alim & Prabowo, 2023). With well-managed work flexibility, employee job satisfaction is expected to improve, ultimately becoming a strategic element influencing organizational performance (Sabid & Fitrianingrum, 2025). Numerous previous studies have indicated a strong and significant relationship between work flexibility and job comfort and satisfaction (Davidescu et al., 2020 ; Chandra Putra et al., 2020 ; Chung & Lippe, 2020). Such flexibility allows employees to work during optimal hours that align with their personal needs, thereby creating comfort (Siregar et al., 2021). However, a study conducted by Sitorus and Siagian (2023) found no effect of flexible work systems on job satisfaction in the mining industry.

Findings indicating no relationship between flexible work systems and job satisfaction may be attributed to the implementation of flexibility that prioritizes organizational and managerial operational needs rather than employees' needs in carrying out their tasks (Juanda and Sari 2022). The lack of clear boundaries between work and personal life may trigger stress as workers experience difficulties in managing their time effectively. Work stress is defined as an emotional condition characterized by anxiety, tension, and restlessness arising from a mismatch between job demands and individual capabilities (Almaida et al., 2021). Several studies have shown that although flexibility provides autonomy, it may also significantly increase work stress due to ongoing demands without direct supervision and clearly defined deadlines. This assertion is reinforced by a compilation of findings from (Mahendra et al., 2022 ; Rahmawati & Prasetyo, 2023 ; Sari & Wijaya, 2022 ; Putri, 2023) which indicate that work flexibility has a significant effect on perceived work stress.

When workers experience excessive pressure from their tasks, they may perceive their workload as burdensome, leading to reduced work engagement and an increased intention to seek alternative employment (Marcella & Ie 2022). Such conditions may lower job satisfaction, which is essentially a state encompassing physical, psychological, and environmental aspects that cause employees to feel satisfied with their work (Dalena et al., 2020). Several prior studies (Mayasari & Thamrin, 2025 ; Malonda et al., 2025 ; Telaumbanua et al., 2025) state that work-related stress contributes significantly and substantially to job satisfaction. However, Rusli and Ie (2025) reported that work stress may exert a negative but insignificant effect on job satisfaction, a finding supported by Adinata and Turangan (2023), who also concluded that work stress has a negative but insignificant impact on job satisfaction.

Therefore, studies examining the mediating role of work stress in the relationship between work flexibility and job satisfaction are important. Most previous research has focused primarily on the direct relationships between these variables. Earlier studies indicate that work flexibility positively influences job satisfaction and work stress, whereas work stress negatively affects job satisfaction. However, the role of work stress as a mediating variable has not been extensively explored, necessitating further research. A synthesis of studies by (Mahendra et al. (2022), Rahmawati and Prasetyo (2023), and Sari and Wijaya (2022) indicates that work flexibility has a positive and significant effect on work stress. Similarly, a compilation of findings by (Prayogi et al.,2019 ; Bhastary (2020), Latifahsari (2023), and Putra et al. (2024) demonstrates that work stress has a negative and significant effect on job satisfaction.

Research Hypotheses

- H1: Work flexibility has a positive and significant effect on job satisfaction.
- H2: Work flexibility has a positive and significant effect on work-related stress.
- H3: Work stress has a negative and significant effect on job satisfaction.
- H4: Work stress mediates the effect of work flexibility on job satisfaction.

Based on the background discussion and literature review, to explain the effect of work flexibility on job satisfaction with work stress as an intervening variable, a conceptual framework was developed and is presented in the form of a schematic diagram, as shown in Figure 1.

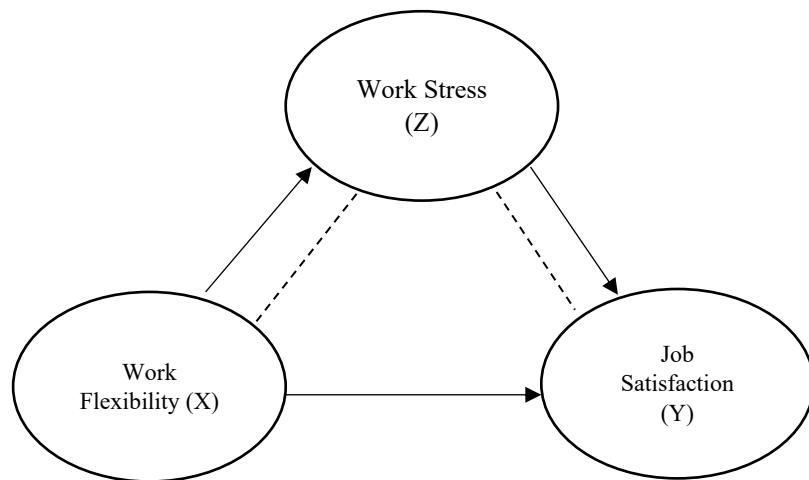


Figure 1. Conceptual Framework
Source: Theoretical Foundation and Previous Research Findings

3. Research Methodology

This study employed a quantitative, non-experimental, survey-based design aimed at examining the causal relationships among work flexibility, work stress, and job satisfaction, without any manipulation or intervention by the researcher. Data were collected using a closed-ended questionnaire developed based on theoretical indicators in the literature. The instrument was pretested through a pilot survey

involving 10 GrabBike drivers in Denpasar to ensure clarity and feasibility. The test results indicated that all items achieved factor loading values greater than 0.70, demonstrating adequate validity.

The research sample consisted of 100 active GrabBike drivers in Denpasar, selected using purposive sampling based on specific criteria. A pilot survey was also used to gain preliminary insights into respondents' perceptions of the study variables. Data analysis was conducted using SmartPLS 3.0, encompassing outer model testing, inner model testing, and hypothesis testing, including mediation analysis via bootstrapping. SPSS 25 was used for descriptive analysis and to profile the respondent characteristics. To strengthen the conceptual framework, this study is grounded in the Equity Theory proposed by J. Stacy Adams, which posits that satisfaction arises when outcomes received are perceived as fair relative to the effort expended. In the context of this study, work flexibility as a form of non-financial reward is viewed as capable of enhancing job satisfaction and reducing work stress when perceived as fair by GrabBike drivers.

4. Results and Discussion

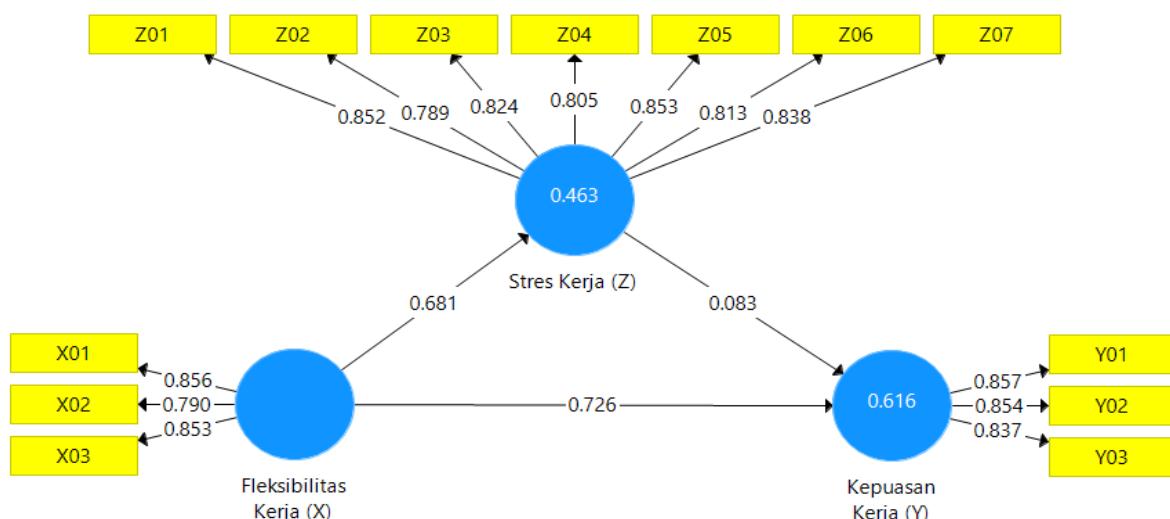


Figure 2. Outer Model Analysis
Source: Processed Data, 2025

Based on Figure 2, all correlation values between each construct and its respective indicators exceeded 0.60. These results indicate that all the indicators used met the criteria for convergent validity.

Table 1. Convergent Validity of Research Variables (First Order)

No	Indicator	Outer Loading	Loading Factor	Remark
Duration (Time Flexibility) (FK1)				
1	The job I do has variable working durations. (X01)	0,856	0,60	Fulfilled
Timing (Timing Flexibility) (WF2)				
2	I can adjust my starting and ending working hours according to my needs. (X02)	0,790	0,60	Fulfilled
Place (Place Flexibility) (WF3)				
3	I feel that I can work from any location I choose in Denpasar City. (X03)	0,853	0,60	Fulfilled

Source: Processed Data, 2025

Table 2. Indicators of Job Satisfaction (Y)

No	Indicator	Outer Loading	Loading Factor	Remark
Salary or Incentives (KK1)				
1	I am satisfied with the bonuses and income I receive as a GrabBike driver. (Y01)	0,857	0,60	Fulfilled
Opportunity for Advancement (KK2)				
2	I have promotion opportunities as a high-performing partner. (Y02)	0,854	0,60	Fulfilled
Coworkers (KK3)				
3	There is a good relationship among GrabBike drivers or other online motorcycle taxi drivers. (Y03)	0,837	0,60	Fulfilled

Source: Processed Data, 2025

Table 3. Indicators of Work Stress (Z)

No	Indicator	Outer Loading	Loading Factor	Remark
Understanding of the Job (SK1)				
1	I always remain friendly toward passengers during the trip under any circumstances. (Z01)	0,852	0,60	Fulfilled
Feeling Bored While Waiting (SK2)				
2	I lose motivation and choose not to continue working if I have to wait too long. (Z02)	0,789	0,60	Fulfilled
Difficulty Remembering (SK3)				
3	I often forget to match food orders with customer requests when delivering. (Z03)	0,824	0,60	Fulfilled
Problem Solving (SK4)				
4	I always remember to take the fastest alternative route when traffic congestion occurs. (Z04)	0,805	0,60	Fulfilled
Initiative (SK5)				
5	I always provide a raincoat for passengers to anticipate rain during the trip. (Z05)	0,853	0,60	Fulfilled
Excessive Workload (SK6)				
6	I refuse orders if the route is far and frequently congested. (Z06)	0,813	0,60	Fulfilled
Social Support from Coworkers (SK7)				
7	I am happy to receive orders from fellow GrabBike drivers. (Z07)	0,838	0,60	Fulfilled

Source: Processed Data, 2025

All results of the first-order convergent validity test in Table for work flexibility, job satisfaction, and work stress, using a reflective measurement model, indicate that the indicator factor loadings were greater than 0.60. This indicates that all variables met the criteria for convergent validity.

Table 4. Results of Discriminant Validity Testing

Indicator	Work Flexibility	Job Satisfaction	Work Stress
X01	0,856	0,249	0,489
X02	0,790	0,126	0,491
X03	0,853	0,197	0,571
Y01	0,226	0,857	0,208
Y02	0,198	0,854	0,150
Y03	0,182	0,837	0,124
Z01	0,453	0,178	0,852
Z02	0,521	0,159	0,789
Z03	0,523	0,228	0,824
Z04	0,510	0,117	0,805
Z05	0,514	0,152	0,853
Z06	0,478	0,088	0,813
Z07	0,544	0,133	0,838

Source: Processed Data, 2025

The results of the discriminant validity test using the cross-loading values presented in Table 4 show that the factor loadings in each construct column (highlighted in bold) are the highest compared to the cross-loadings of the other constructs. Accordingly, the indicators of each variable work flexibility, job satisfaction, and work stress met the criteria for adequate discriminant validity.

Table 5. Discriminant Validity of Research Variables Using the Fornell–Larcker Criterion

Variable	Work Flexibility	Job Satisfaction	Work Stress
Work Flexibility	0,834		
Job Satisfaction	0,783	0,850	
Work Stress	0,681	0,578	0,825

Source: Processed Data, 2025

Based on Table 5, the square root of the AVE for each construct exceeds the correlations with the other constructs, indicating that the Fornell Larcker discriminant validity criterion is structurally satisfied within the model's discriminant validity framework.

Table 6. Composite Reliability and Cronbach's Alpha in Testing Internal Consistency Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Remark
Work Flexibility (X)	0,780	0,872	Reliable
Job Satisfaction (Y)	0,807	0,886	Reliable
Work Stress (Z)	0,922	0,937	Reliable

Source: Processed Data, 2025

Table 6 shows that the variables work flexibility, job satisfaction, and work stress meet the composite reliability requirement because the obtained values exceed the recommended threshold of 0.70. Therefore, all constructs satisfy the reliability criteria, and subsequent analyses can be conducted

Inner Model Analysis

Table 7. R-Square and Adjusted R-Square Results

Variable	R Square	R Square Adjusted
Job Satisfaction	0,616	0,608
Work Stress	0,463	0,458

Source: Processed Data, 2025

Based on the coefficient of determination (R^2) for the effect of work flexibility on job satisfaction, the R^2 value was 0.616, with an adjusted R^2 of 0.608. This indicates that 60.8% of the variance in job satisfaction is explained by work flexibility, while the remaining variance may be attributed to other factors outside this model. This value suggests a moderate relationship between the two variables. In addition, the R^2 value for the effect of work flexibility on work stress was 0.463, with an adjusted R^2 of 0.458, indicating that work flexibility explained 45.8% of the variance in work stress.

Table 8. F Square

	Job Satisfaction	Work Stress	Work Flexibility
Job Satisfaction			
Work Stress	0,010		
Work Flexibility	0,737	0,864	

Source: Processed Data, 2025

Based on Table 8, the f-square value for $X \rightarrow Z$ is 0.864 (> 0.35), indicating that the effect of work flexibility on work stress is strong among GrabBike drivers in Denpasar. The f-square value for $X \rightarrow Y$ was 0.737 (> 0.35), showing that the effect of work flexibility on job satisfaction was also strong. Meanwhile, the f-square value for $Z \rightarrow Y$ is 0.010 (< 0.02), indicating that the effect of work stress on job satisfaction is weak or small.

Table 9. Model Fit

	Saturated Model	Estimated Model
SRMR	0,066	0,066

Source: Processed Data, 2025

Based on Table 9, the Standardized Root Mean Square Residual (SRMR) value is 0.066, which is below the 0.10 threshold. Therefore, it can be concluded that the model demonstrates an adequate goodness-of-fit to estimated empirical data.

Table 10. Direct Effects Analysis

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Work Flexibility (X) → Job Satisfaction (Y)	0,726	7,282	0,000
Work Flexibility (X) → Work Stress (Z)	0,681	7,992	0,000
Work Stress (Z) → Job Satisfaction (Y)	0,083	0,715	0,475

Source: Processed Data, 2025

Based on Table 10, the path coefficient $X \rightarrow Y$ is 0.726 with a t-statistic of 7.282 and a p-value of 0.000 (< 0.05), indicating a positive and significant relationship between work flexibility and job satisfaction; therefore, H1 is accepted. Furthermore, path $X \rightarrow Z$ shows a coefficient of 0.681 ($t = 7.992$; $p = 0.000$), supporting a significant positive effect of work flexibility on work stress (H2 accepted). Meanwhile, path $Z \rightarrow Y$ records a coefficient of 0.083 ($t = 0.715$; $p = 0.475$), indicating a non-significant relationship between work stress and job satisfaction; thus, H3 is rejected.

Table 11. Indirect Effects Analysis

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Work Flexibility (X) → Work Stress (Z) → Job Satisfaction (Y)	0,057	0,684	0,494

Source: Processed Data, 2025

The mediation test shows that the indirect path $X \rightarrow Z \rightarrow Y$ has a coefficient of 0.057, a t-statistic of 0.684, and a p-value of 0.494 (> 0.05). This indicates that work stress does not act as a significant mediator between work flexibility and job satisfaction. Therefore, Hypothesis 4 is rejected.

5. Conclusion

This study found that work flexibility has a direct effect on job satisfaction among GrabBike drivers in Denpasar City. Although work flexibility increases work-related stress, job stress does not significantly affect job satisfaction. Therefore, work stress does not function as a mediating variable in the relationship between work arrangements and employee job satisfaction. In other words, the freedom to manage working time through flexible work arrangements can directly enhance employees' job satisfaction, regardless of the level of stress experienced by drivers. These findings highlight the importance of work flexibility in shaping job satisfaction while simultaneously emphasizing the need for more effective management of work-related stress.

Implications

Practically, these findings provide guidance for the management of online transportation companies such as Grab, particularly in managing GrabBike drivers as flexible work partners. Granting flexibility in terms of working hours, duration, and work location has been shown to increase drivers' job satisfaction. However, if not accompanied by a fair and supportive system, such flexibility may increase work-related stress. Therefore, companies should establish a balanced, transparent, and equitable work system, particularly regarding order allocation and incentive distribution. This study also reinforces the Equity Theory, which emphasizes the importance of perceived fairness in work rewards. Given that this research focuses on GrabBike drivers as flexible workers in the online transportation sector a group that has received limited scholarly attention in Indonesia this study enriches the local literature on work dynamics in the digital economy.

Limitations and Future Research

The findings indicate that the indicator "opportunities for career promotion" received the lowest score for job satisfaction. This reflects the limited career development opportunities available to GrabBike drivers, which may ultimately reduce their motivation and loyalty to the platform. Moreover, stress arising from competition among drivers was identified as the most significant source of stress. This underscores the importance of implementing a more transparent, fair, and accountable order distribution system to prevent jealousy and conflict among driver partners.

In addition, the analysis shows that the research model explains only 41.6% of the variance in job satisfaction. This suggests that other influential factors remain unidentified in this study and may contribute significantly to drivers' perceived job satisfaction. Accordingly, future studies should explore additional relevant variables, such as social support from colleagues and family, occupational safety and security in the field, daily workload demands, and clarity of roles and responsibilities assigned by the company.

Furthermore, future research is recommended to expand the geographical scope and involve larger sample sizes to improve the validity and reliability of the findings and ensure broader representativeness. The use of a mixed-methods approach may also be considered, as combining quantitative and qualitative data would allow for a more comprehensive analysis of the determinants influencing the job satisfaction of GrabBike drivers. Thus, future studies are expected to strengthen

existing findings and provide meaningful contributions to the formulation of workforce management strategies in the online transportation industry.

Acknowledgements

By the grace of Almighty God, the researcher is grateful that this study was successfully completed. The researcher extends sincere appreciation to the academic supervisor for the valuable guidance and constructive feedback throughout the research process. Gratitude is also expressed to close family members and loved ones for their continuous prayer and encouragement. The researcher respectfully acknowledges the friends and colleagues who provided motivation and assistance in various forms. Special thanks are also conveyed to all respondents who willingly devoted their time and cooperation to support this study. With the contributions and support of all parties involved, this scholarly work was completed smoothly and holds significant value for researchers.

References

Adinata, M. C., & Turangan, J. A. (2023). Pengaruh Motivasi Kerja, Stres Kerja, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan PT X. *Jurnal Manajerial Dan Kewirausahaan*, 5(1), 195–201. <https://doi.org/10.24912/jmk.v5i1.22567>

Aisy, R., Susita, D., & Handaru, A. W. (2022). Pengaruh Pengembangan Karir dan Beban Kerja terhadap Kepuasan Kerja Karyawan. *Jurnal Bisnis, Manajemen, Dan Keuangan*, 3(3), 906–918. <https://doi.org/10.21009/Jbmk.0303.22>

Alim, Y. Al, & Prabowo, B. (2023). Pengaruh Kompensasi dan Fleksibilitas Kerja terhadap Kinerja Melalui Kepuasan Kerja sebagai Variabel Intervening pada Driver Shopeefood di Sidoarjo. *Reslaj : Religion Education Social Laa Roiba Journal*, 5(6), 3245–3258. <https://doi.org/10.47467/reslaj.v5i6.3787>

Almaida, A., & Purnomo, S. (2021). Pengaruh Stres Kerja dan Motivasi Kerja terhadap Kepuasan Kerja pada Satuan Polisi Lalu Lintas Polrestabes Makassar. *Studi Ilmu Manajemen Dan Organisasi*, 2(1), 19–32. <https://doi.org/10.35912/simo.v2i1.363>

Ardiansyah, B. N. (2020). *Pengaruh Fleksibilitas Jam Kerja Dan Integritas Terhadap Kepuasan Kerja Dan Dampaknya Terhadap Kinerja Karyawan Di PT Bank Rakyat Indonesia KC Gatot Subroto Denpasar*. <https://doi.org/10.1108/LODJ-11-2015-023>.

Chandra Putra, K., Aris Pratama, T., & Aureri Linggautama, R., Wulan Prasetyaningtyas, S. (2020). in Banking Industry during Covid-19 Pandemic Period. *Journal of Business Management Review*, 1(5), 341–353. <https://doi.org/10.47153/jbmr15.592020>

Chung, H., & van der Lippe, T. (2020). *Flexible Working, Work–Life Balance, and Gender Equality: Introduction. Social Indicators Research*, 151(2), 365–381. <https://doi.org/10.1007/s11205-018-2025-x>

Dalena, M. N. R., Ali, S., & Ediwarman, E. (2020). Pengaruh Lingkungan Kerja dan Beban Kerja terhadap Kepuasan Kerja Karyawan Wisma Sehati BSD Tangerang Selatan. *Studi Ilmu Manajemen Dan Organisasi*, 1(2), 115–136. <https://doi.org/10.35912/simo.v1i2.712>

Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees-Implications for Sustainable Human Resource Management. *International Journal of Multidisciplinary Digital Publishing Institute (MDPI)*, 12(15). <https://doi.org/10.3390/su12156086>

Ganis, A. M. P., Maharani, S. P., & Nisrina, G. (2022). Literature View Pengorganisasian: Sdm, Tujuan Organisasi Dan Struktur Organisasi. *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(3), 286–299. <https://doi.org/10.31933/jemsi.v3i3.819>

Juanda, & Sari, A. (2022). Pengaruh Kepuasan Kerja Terhadap Produktivitas Kerja Bagian Produksi Pada PT Timbang Deli Indonesia Galang Deli Serdang. *Jurnal Agro Nusantara*, 2(1), 20–25. <https://doi.org/10.32696/jan.v2i1.1173>.

Jumani, A., & Rianto, M. R. (2023). Literatur Review: Pengaruh Lingkungan Kerja, Pelatihan dan Motivasi Terhadap Kepuasan Kerja Karyawan CV. Kita Sukses Mandiri. *Studi Ilmu Manajemen Dan Organisasi*, 4(1), 39–50. <https://doi.org/10.35912/simo.v4i1.1779>

Malonda, P., Lengkong, V., & Uhing, Y. (2025). Kepuasan Kerja Pegawai Dinas Perhubungan Kota Manado Influence of Work Environment , Gender , and Job Stress on Employee Job Satisfaction

at the Department f Transportation of Manado City Jurnal Emba. *Jurnal Emba*, 13(1), 896–907. <https://doi.org/10.35794/embav13i01.61244>

Marcella, J., & Ie, M. (2022). Pengaruh Stres Kerja, Kepuasan Kerja dan Pengembangan Karir terhadap Turnover Intention Karyawan. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 6(1), 213–223. <https://doi.org/10.24912/jmieb.v6i1.18321>

Mayasari, N. S., & Puspasari Thamrin, W. (2025). Pengaruh Stres Kerja dan Work Family Conflict terhadap Kepuasan Kerja pada Wanita Bekerja yang Sudah Menikah. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 8(6), 5549–5555. <https://doi.org/10.54371/jiip.v8i6.7962>

Nur Ahmad Sabid, & Fitrianingrum, A. (2025). Pengaruh Lingkungan Kerja dan Work-Life Balance terhadap Kepuasan Kerja (The Influence of Work Environment and Work-Life Balance on Job Satisfaction). *Studi Ilmu Manajemen Dan Organisasi (SIMO)*, 62, 317–335. <https://doi.org/10.35912/simo.v6i2.4623>

Oktarina, R. N., Rahmat, A., & Seswandi, A. (2025). Pengaruh Fleksibilitas Kerja Terhadap Kepuasan Kerja Denganwork-Life Balance Sebagai Pemediasi. *Jurnal Manajemen Sumberdaya Manusia (AMNESIA)*, 3(2), 142. <https://doi.org/10.61167/amnesia.v3i2.171>

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>

Pilihani, Y. D., Nurlailiyah, S., & Yakino. (2021). Manajemen Sumber Daya Manusia Dalam Meningkatkan Motivasi Dan Suasana Religius Di Mi Guppi At-Taqwa Kertosari Kecamatan Bener Kabupaten Purworejo. *IBTIDA- Jurnal Kajian Pendidikan Dasar*, 1(1), 24–46. <https://doi.org/10.33507/ibtida.v1i1.192>

Putri, N. H. (2023). Literatur Riview terhadap Turnover Intention: Pengaruh Kepuasan Kerja dan Stres Kerja. *Studi Ilmu Manajemen Dan Organisasi*, 4(1), 51–61. <https://doi.org/10.35912/simo.v4i1.1728>

Rusli, S. S., & Ie, M. (2025). *Pengaruh Stres Kerja Dan Servant Leadership Terhadap Mediasi Latar belakang Kepuasan kerja merupakan sebuah tingkat kebahagiaan seseorang yang dirasakan oleh seorang karyawan terhadap pekerjaan yang sedang dijalannya . Kepuasan kerja ini mencakup evaluas*. 07(01), 269–276. <https://doi.org/10.24912/jmk.v7i1.33005>

Siregar, L. P., Hetami, A. A., & Bharata, W. (2021). Pengaruh Kompensasi Dan Fleksibilitas Driver Gojek Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Gojek Indonesia Cabang Samarinda. *Jurnal Administrasi Bisnis (Jubis)*, 1(1). <https://doi.org/10.35194/Jubis.V1i1.1518>

Sitorus, T. H., & Siagian, H. L. (2023). Beban Kerja Dan Fleksibilitas Kerja Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Pemediasi. *Journal Of Management And Bussines (JOMB)*, 5(2), 1182–1194. <https://doi.org/10.31539/Jomb.V5i2.6558>

Telaumbanua, R. A., Parulian, S., Silalahi, R., & Siregar, S. (2025). *Pengaruh Stres Kerja , Komunikasi Internal dan Kepemimpinan Kolaboratif terhadap Kepuasan Kerja Karyawan pada Rumah Sakit Umum Daerah Nias Selatan The Effect of Job Stress , Internal Communication , and Collaborative Leadership on Employee Job Satisfaction*. 5(4). <https://doi.org/10.60036/jbm.716>

Tetty H Sitorus, & Harlyn, L Siagian. (2023). Pengaruh Beban Kerja Dan Fleksibilitas Kerja Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Pemediasi. *Journal of Media, Sciences and Education*, 2(3), 107–118. <https://doi.org/10.36312/jomet.v2i3.41>