

***The Role Of Job Flexibility And Organizational Support In Employee Commitment: An Investigation With Job Satisfaction Intervention***

**Peran Fleksibilitas Pekerjaan Dan Dukungan Organisasi Dalam Komitmen Karyawan: Sebuah Investigasi Dengan Intervensi Kepuasan Kerja**

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**ABSTRACT**

*In this study, we investigated the interplay of job flexibility, organizational support, job satisfaction, and employee commitment among Bank DKI employees. The purpose was to discern the direct and indirect relationships between these variables. Employing a quantitative methodology with a random sample of 73 employees and utilizing Structural Equation Modeling with PLS analysis, we found a significant positive direct relationship between job flexibility and employee commitment, highlighting the importance of a flexible work environment in fostering employee commitment. Moreover, a highly significant positive relationship between job satisfaction and employee commitment underscored the pivotal role of job satisfaction in influencing commitment both job flexibility and organizational levels. While the direct link between organizational support and job satisfaction was non-significant, the indirect paths from support to employee commitment through job satisfaction were found to be significant and marginally significant, respectively. These findings provide valuable insights for Bank DKI leaders seeking to optimize workplace strategies for enhanced employee commitment.*

**Keywords:** Employee Commitment, Job Satisfaction, Job Flexibility, Organizational Support, Banking Sector

**ABSTRAK**

Penelitian ini menyelidiki interaksi antara fleksibilitas kerja, dukungan organisasi, kepuasan kerja, dan komitmen karyawan di antara karyawan Bank DKI. Tujuannya adalah untuk mengetahui hubungan langsung dan tidak langsung antara variabel-variabel tersebut. Dengan menggunakan metodologi kuantitatif dengan sampel acak sebanyak 73 karyawan dan menggunakan Structural Equation Modeling dengan analisis PLS, kami menemukan hubungan langsung yang positif dan signifikan antara fleksibilitas kerja dan komitmen karyawan, yang menyoroti pentingnya lingkungan kerja yang fleksibel dalam menumbuhkan komitmen karyawan. Selain itu, hubungan positif yang sangat signifikan antara kepuasan kerja dan komitmen karyawan menggarisbawahi peran penting dari kepuasan kerja dalam mempengaruhi komitmen, baik pada fleksibilitas kerja maupun pada tingkat organisasi. Sementara hubungan langsung antara dukungan organisasi dan kepuasan kerja tidak signifikan, jalur tidak langsung dari dukungan ke komitmen karyawan melalui kepuasan kerja ditemukan signifikan dan sedikit signifikan. Temuan ini memberikan wawasan yang berharga bagi para pemimpin Bank DKI yang ingin mengoptimalkan strategi di tempat kerja untuk meningkatkan komitmen karyawan.

**Kata Kunci:** Komitmen Karyawan, Kepuasan Kerja, Fleksibilitas Kerja, Dukungan Organisasi, Sektor Perbankan

**1. Introduction**

In the dynamic landscape of contemporary workplaces, understanding the intricate interplay between job flexibility, organizational support, and employee commitment has become imperative. As organizations strive to adapt to the evolving needs of their workforce, the significance of fostering an environment that promotes job satisfaction cannot be overstated (Xiao & Watson, 2019). This article delves into the nexus of job flexibility and organizational support as pivotal factors influencing employee commitment. Through an investigative lens, we

explore the nuanced relationship between these elements, with a specific focus on the intervention of job satisfaction (Bhargava et al., 2013). Recognizing that satisfied employees are more likely to exhibit heightened commitment, this study aims to unravel the mechanisms through which job satisfaction interventions can positively impact the organizational landscape (van den Honert, 1992). In doing so, we seek to provide valuable insights for employers and organizational leaders navigating the complex terrain of contemporary work environments.

In the context of Bank DKI, job flexibility pertains to the extent to which employees have the flexibility to tailor their work arrangements to accommodate personal needs and preferences within the banking industry's operational framework. This may involve flexible working hours, remote work options, or adaptable job roles to align with the unique demands of the banking sector (Davidescu et al., 2020). Organizational support in this context refers to the measures taken by Bank DKI to provide resources, assistance, and a conducive environment that caters to the well-being and professional growth of its employees. This includes initiatives such as effective communication channels, training programs, and mentorship opportunities within the banking setting (Jackson et al., 2022). Employee commitment at Bank DKI signifies the dedication and loyalty displayed by individuals toward the bank's mission, values, and overall success. It encompasses the emotional connection employees feel towards their roles, colleagues, and the organization's objectives (Lee, 2021), fostering a sense of responsibility and active engagement in the context of banking operations. Finally, job satisfaction within Bank DKI encapsulates the overall contentment and positive sentiments employees derive from their roles, considering factors such as the banking environment, relationships with colleagues, compensation, and opportunities for professional advancement (Bhardwaj et al., 2020). Achieving high levels of job satisfaction is crucial for employee well-being and the successful functioning of Bank DKI, as it correlates with increased commitment, productivity, and overall positive workplace dynamics within the banking sector (Prasetyaningtyas et al., 2021).

The phenomenon within the context of Bank DKI revolves around the intricate dynamics of job flexibility, organizational support, employee commitment, and job satisfaction within the banking sector (Alshaabani et al., 2021). As employees navigate their roles within the bank, job flexibility becomes essential, encompassing the adaptability of working arrangements to meet the unique demands and challenges inherent in the financial industry. Organizational support within Bank DKI takes shape through initiatives that prioritize employee well-being and professional growth, creating a conducive environment for success in the banking landscape. Employee commitment, a critical aspect, signifies the dedication and loyalty exhibited by individuals towards the bank's objectives, fostering a sense of responsibility and engagement (Fauchil et al., 2020). Concurrently, job satisfaction is a pivotal phenomenon influenced by various factors, including the banking environment, interpersonal relationships, and opportunities for career advancement. Understanding and optimizing these interconnected phenomena within Bank DKI are crucial for cultivating a positive work culture, enhancing employee morale, and ultimately contributing to the bank's overall success and sustainability in the competitive banking sector (Almaamari et al., 2016).

The purpose of this study is to comprehensively investigate and analyze the interplay of job flexibility, organizational support, and their combined impact on employee commitment and job satisfaction within the specific context of Bank DKI. By delving into these variables, the research aims to uncover nuanced insights that can inform organizational strategies and human resource practices tailored to the banking sector. The study seeks to identify the factors that contribute to or hinder employee commitment, exploring the role of job satisfaction interventions as potential catalysts for positive outcomes. Through a focused examination of Bank DKI, the research aspires to offer practical recommendations that align with the unique challenges and opportunities within the banking industry, ultimately providing valuable

guidance for organizational leaders aiming to enhance workplace dynamics, foster employee loyalty, and optimize overall organizational effectiveness (Loang, 2023).

## 2. Literature Review

Employee commitment refers to the dedication and loyalty that an individual exhibits toward their organization and its goals (Dixit & Bhati, 2012). It encompasses the emotional attachment and sense of belonging that employees feel, influencing their willingness to invest time and effort in contributing to the success of the company (Jamal Ali & Anwar, 2021). Committed employees are more likely to display a strong work ethic, stay with the organization during challenging times, and actively engage in their roles. This commitment can be manifested in various forms, such as a proactive attitude, a sense of responsibility, and a willingness to go beyond basic job requirements. Employee commitment is a crucial factor in organizational success, as it contributes to higher levels of productivity, teamwork, and overall job performance (Singh, 2019).

Job flexibility refers to the extent to which employees have the freedom to make choices about when, where, and how they work. In modern workplaces, the traditional 9-to-5, office-based model is evolving, and organizations are adopting more flexible approaches to accommodate the diverse needs of their workforce (Sailer et al., 2022). One aspect of job flexibility is remote work, allowing employees to perform their tasks from locations outside the traditional office setting. This can enhance work-life balance by eliminating commuting time and providing a more comfortable and personalized work environment. Flexibility also extends to working hours, with options such as flexible schedules, compressed workweeks, or part-time arrangements. This allows employees to align their work hours with their peak productivity times or personal commitments (Clara et al., 2022). Flexible job arrangements benefit both employers and employees. Employers can tap into a broader talent pool, as geographical constraints are reduced, and they can enhance employee satisfaction, retention, and productivity. Employees, on the other hand, experience improved work-life integration, reduced stress, and increased job satisfaction (RONY & YULISYAHYANTI, 2022).

Organizational support refers to the extent to which a company provides resources, assistance, and a conducive environment to meet the needs and well-being of its employees. This support can manifest in various forms, including clear communication channels, training opportunities, mentoring programs, and employee assistance programs (Victoria Iedden, 2022). When employees perceive strong organizational support, they are more likely to feel valued and committed to their roles. This support not only fosters a positive work environment but also enhances employee engagement, job satisfaction, and overall organizational effectiveness. Companies that prioritize and demonstrate organizational support are better positioned to cultivate a culture of trust and loyalty, contributing to higher levels of employee retention and performance (Nassar et al., 2022).

Job satisfaction is a multifaceted and subjective experience that reflects an individual's overall contentment and positive feelings toward their work. It encompasses a range of factors, including the nature of the job itself, relationships with colleagues and supervisors, compensation, work-life balance, and opportunities for professional growth (Hawiah Hashim et al., 2022). When employees find fulfillment and gratification in their roles, they are more likely to be motivated, engaged, and productive. Job satisfaction is closely linked to morale and can significantly impact an individual's mental and emotional well-being. It is influenced by the alignment of personal values with organizational culture, the perceived fairness of policies and practices, and the degree to which an employee feels recognized and appreciated (Jiang et al., 2022). The importance of job satisfaction extends beyond individual well-being; it has broader implications for organizational success. Satisfied employees are more likely to exhibit

commitment to their roles and the organization, leading to higher retention rates. They tend to contribute positively to the workplace atmosphere, fostering a collaborative and supportive environment (Kilag et al., 2023). Moreover, job satisfaction is often associated with increased job performance and creativity. Employees who derive a sense of accomplishment and enjoyment from their work are more likely to go the extra mile and actively contribute to the achievement of organizational goals (Denis & Khodor, 2021).

### 3. Research Methods

This study employs a quantitative research methodology to investigate the relationships between job flexibility (JF), organizational support (OS), employee commitment (EC), and job satisfaction (JS) within Bank DKI. The research utilizes a random sampling technique, involving 73 employees from various departments within the bank. The chosen sample size is designed to ensure a representative cross-section of the workforce, allowing for robust and generalizable findings. Data collection involves the distribution of structured surveys, incorporating established scales to measure the variables of interest. The collected data will be analyzed using the Structural Equation Modeling (SEM) technique, specifically employing the Partial Least Squares (PLS) approach through the SMART PLS software. This analytical method enables a comprehensive examination of the interrelationships among the variables, offering insights into the complex dynamics of job satisfaction, employee commitment, and the role of job flexibility and organizational support in the unique context of Bank DKI.

### 4. Results and Discussions

The following are the results of direct and indirect testing from this research :

**Table 1. Path Analysis (Direct Effects)**

Path	Original Sample	P - Value	Decision
JF -> JS	0.280	0.045	Significant
OS -> JS	0.190	0.112	Not Significant
JF -> EC	0.310	0.028	Significant
OS -> EC	0.250	0.071	Marginally Significant
JS -> EC	0.400	0.002	Highly Significant

The p-values represent the significance level of the path coefficients. A low p-value (typically less than 0.05) indicates that the relationship represented by the path is statistically significant. Based on the p-values, decisions are made regarding the significance of each path. For instance, the path from Job Flexibility (JF) to Job Satisfaction (JS) is deemed significant, suggesting a meaningful relationship. Similarly, the path from Organizational Support (OS) to Employee Commitment (EC) is marginally significant, implying a potential relationship that might be worth further exploration. The decisions made depend on the chosen significance level and the context of the study.

The observed path coefficient of 0.280 from Job Flexibility (JF) to Job Satisfaction (JS) in the structural equation model is deemed statistically significant at the 0.05 significance level ( $p = 0.045$ ). This result suggests that there is a meaningful and positive relationship between job flexibility and job satisfaction among the employees at Bank DKI. The positive coefficient implies that as job flexibility increases, job satisfaction is likely to increase as well. This finding aligns with prior research that underscores the importance of flexible work arrangements in enhancing employees' overall contentment and well-being. The significance of this path highlights the potential benefits of fostering a work environment at Bank DKI that allows for greater flexibility, acknowledging its positive association with employees' satisfaction levels. It is essential for organizational leaders and policymakers within Bank DKI to recognize and leverage these

findings to implement strategies that promote job flexibility, potentially leading to improved job satisfaction and overall employee morale within the banking sector.

The path coefficient of 0.190 from Organizational Support (OS) to Job Satisfaction (JS) did not achieve statistical significance at the conventional 0.05 level ( $p = 0.112$ ). This result indicates that, based on the data from Bank DKI employees, there is insufficient evidence to support a significant direct relationship between organizational support and job satisfaction. While the coefficient suggests a positive association, the lack of statistical significance implies that other factors may have a more pronounced impact on job satisfaction within this context. It is important to consider that organizational support can manifest in various forms, and its influence on job satisfaction might be mediated by additional variables not captured in the current study. This non-significant relationship emphasizes the need for a nuanced understanding of the factors contributing to job satisfaction at Bank DKI. While direct organizational support may not have a substantial impact on job satisfaction in this particular sample, exploring potential moderating or mediating variables could uncover more intricate dynamics that influence the overall satisfaction levels of employees in the banking sector.

The observed path coefficient of 0.310 from Job Flexibility (JF) to Employee Commitment (EC) is statistically significant at a 0.05 significance level ( $p = 0.028$ ). This suggests that there is a meaningful and positive relationship between job flexibility and employee commitment among the employees at Bank DKI. The positive coefficient implies that as job flexibility increases, employee commitment is also likely to increase. This finding aligns with previous research emphasizing the importance of flexible work arrangements in fostering a sense of commitment among employees. The significance of this path underscores the potential benefits of cultivating a work environment at Bank DKI that allows for greater job flexibility, acknowledging its positive association with employee commitment. These results are pertinent for organizational leaders seeking to enhance employee commitment within the banking sector.

The path coefficient of 0.250 from Organizational Support (OS) to Employee Commitment (EC) is considered marginally significant, with a  $p$ -value of 0.071. This implies that, based on the data collected from Bank DKI employees, there is a suggestive positive relationship between organizational support and employee commitment that falls just short of conventional statistical significance. While the positive coefficient indicates that increased organizational support is associated with higher employee commitment, the marginally significant  $p$ -value suggests caution in drawing definitive conclusions. It is important to acknowledge that the relationship between organizational support and employee commitment may be nuanced and influenced by various contextual factors not captured in this study. Further investigation or the inclusion of additional variables may be warranted to better understand the intricacies of this association within the specific context of Bank DKI. The marginally significant result prompts consideration for organizational leaders to explore the nature and effectiveness of existing support mechanisms in place and to assess how they contribute to fostering employee commitment within the banking sector.

The observed path coefficient of 0.400 from Job Satisfaction (JS) to Employee Commitment (EC) is highly significant, with a  $p$ -value of 0.002. This result indicates a strong and positive relationship between job satisfaction and employee commitment among the employees at Bank DKI. The substantial coefficient implies that as job satisfaction increases, there is a corresponding significant increase in employee commitment. This finding aligns with established literature highlighting the crucial role of job satisfaction in shaping employees' commitment to their organizations. The highly significant result underscores the importance of fostering a work environment within Bank DKI that promotes job satisfaction as a means to enhance employee commitment. Organizational leaders should consider investing in strategies and initiatives that contribute to job satisfaction, such as recognizing and addressing factors

affecting workplace morale, to positively influence employee commitment. The robust statistical significance of this relationship suggests that interventions aimed at improving job satisfaction are likely to yield tangible benefits in terms of heightened employee commitment within the banking sector.

The next test is an indirect test which is presented in the following table:

**Table 2. Path Analysis (Indirect Effects)**

Path	Original Sample	P - Value	Decision
JF -> JS -> EC	0.112	0.018	Significant
OS -> JS -> EC	0.076	0.067	Marginally Significant

The result of the indirect path JF -> JS -> EC, obtained by multiplying the path coefficients from Job Flexibility (JF) to Job Satisfaction (JS) and from Job Satisfaction (JS) to Employee Commitment (EC), is 0.112 with a p-value of 0.018, indicating statistical significance. This finding suggests that the influence of Job Flexibility on Employee Commitment is partially mediated by the intermediary variable Job Satisfaction among employees at Bank DKI. The positive value of 0.112 implies that an increase in Job Flexibility is associated with a subsequent increase in Job Satisfaction, which, in turn, is linked to higher levels of Employee Commitment. The significance of this indirect path underscores the importance of considering the role of Job Satisfaction in the relationship between Job Flexibility and Employee Commitment. This suggests that fostering job flexibility may positively impact job satisfaction, contributing to a higher level of commitment among employees. Organizational leaders at Bank DKI could use this insight to design targeted interventions or policies that enhance job flexibility, thereby potentially increasing overall employee satisfaction and commitment. However, it is crucial to recognize that other unexplored factors may also influence this indirect relationship, and further research could provide a more comprehensive understanding of the complex dynamics within the banking sector.

The result of the indirect path OS -> JS -> EC, obtained by multiplying the path coefficients from Organizational Support (OS) to Job Satisfaction (JS) and from Job Satisfaction (JS) to Employee Commitment (EC), is 0.076 with a p-value of 0.067, indicating marginal significance. This suggests that the impact of Organizational Support on Employee Commitment is potentially mediated by Job Satisfaction among employees at Bank DKI. The positive value of 0.076 implies that an increase in Organizational Support may be associated with a subsequent increase in Job Satisfaction, which, in turn, is linked to higher levels of Employee Commitment. While the marginally significant p-value suggests that there is some evidence of an indirect relationship, caution is advised in drawing definitive conclusions. The association between Organizational Support, Job Satisfaction, and Employee Commitment may be influenced by additional factors not considered in this study. Exploring these complexities further could provide a more nuanced understanding of the interplay between organizational support, job satisfaction, and employee commitment within the specific context of Bank DKI. Organizational leaders may find value in acknowledging and addressing the potential indirect impact of organizational support on employee commitment through the enhancement of job satisfaction, even as they consider the need for additional investigation into contributing factors.

## 5. Conclusion

In conclusion, this study examined the relationships between job flexibility (JF), organizational support (OS), job satisfaction (JS), and employee commitment (EC) among Bank DKI employees. The findings reveal a significant positive direct relationship between job flexibility and employee commitment, suggesting that fostering a flexible work environment may enhance employees' dedication to the organization. Additionally, the study indicates a highly significant positive relationship between job satisfaction and employee commitment,

emphasizing the pivotal role of job satisfaction in bolstering employees' commitment levels. However, the direct relationship between organizational support and job satisfaction was found to be non-significant, suggesting that the impact of organizational support on job satisfaction might be more nuanced. Moreover, the indirect paths from both job flexibility and organizational support to employee commitment through job satisfaction were found to be significant and marginally significant, respectively, highlighting the mediating role of job satisfaction in these associations. These findings underscore the importance of considering both direct and indirect influences when formulating strategies to enhance employee commitment within the unique context of Bank DKI.

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