



Effect Of Work Flexibility and Work Specialization On Employee Satisfaction at CV. Gunodia Family In Mukomuko Regency

Gustian Afrijal¹⁾; Tri Febriana Melinda²⁾; Yanto Effendi³⁾

^{1,2,3)}Department of Management, Faculty of Economic, Dehasen University of Bengkulu

*Correspondent Author: afrijalgustian597@gmail.com

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ABSTRACT

Purpose: This study aims analyze the effect of work flexibility and work specialization, both partially and simultaneously, on employee satisfaction. **Methodology:** This reserach inidercritive quantiative with a census sampling technique. Data collection was conducted through questionnaires. The analysis methods used included validity tests, reliability tests, multiple linear regression, r tests, t tests, and f tests. **Results:** Work flexibility does not have a significant effect on employee satisfaction. Work specialization has a positive and significant effect. Simultaneously, work flexibility and work specialization had a significant effect with **Findings:** The study found that the division of work according to expertise and responsibility increased job satisfaction, while work flexibility had no effect because it was influenced by job characteristics. **Novelty:** This study provides new empirical insights into the relevance of flexibility and job specialization in field operations companies such as CV. Gunodia. **Originality:** The originality of this research lies in the context of the object and the combination of variables that have not been studied in this company. **Conclusion:** Work specialization has been proven to be a dominant factor in increasing job satisfaction, while work flexibility does not have a significant effect. **Type of Paper:** Research article.

INTRODUCTION

People are one of the most important factors for an organization or company, functioning as a driver of productivity within a company and facing competition in the business world. Employees are a company's resource and control, always playing an active role in achieving the company's goals. All company activities cannot be carried out without the participation of employees, therefore employees are an important element that supports the realization of a company's goals and targets. In this case, what determines whether employees are able to achieve the company's goals and targets lies in their performance. Employees with high work performance are a competitive advantage for a company in achieving its goals and targets. Human Resources (HR) have a high contribution both individually and in groups and HR must be present in an organization, this is because with the presence of HR can provide the most important assets to achieve organizational goals (Naldo & Kurniawan, 2026)

In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period of time against various possibilities, such as standards, goals, objectives, or criteria that have been predetermined and mutually agreed upon.

Performance is the result of work that can be done by an individual or a group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's objectives legally, without violating the law, and in accordance with standards and ethics.

Work flexibility is one of the strategic responses to the dynamics of change in the modern work environment, especially due to digitalization, globalization, and increasing demands for work-life balance (Bontrager, 2021:124). In practice, work flexibility can include flexible working hours (flextime) and work location (telecommuting), as well as part-time work or compressed work weeks that allow for adjustments between individual needs and organizational demands. This makes work flexibility not just a policy option, but part of the core strategy in human resource management (Bontrager, 2021:124). Employees who have a high level of job satisfaction, including satisfaction with compensation, work environment, work relationships, and career development opportunities, tend to have better work motivation, which ultimately increases productivity. Furthermore, flexible working and job satisfaction simultaneously have a significant effect on employee productivity. This shows that the combination of work flexibility and job satisfaction is able to create optimal working conditions that encourage an overall increase in employee productivity (Sjaiful et al., 2026).

Flexible working hours offer convenience in planning, not reducing working time. Thus, flexibility in work can be summarized as the employee's ability to control the duration of his work time as well as the work location, this ability that should be offered by the company because of the various perceived benefits (Amritha et al., 2017). However, not all flexible working implementations have a positive impact. Recent research shows that the effectiveness of flexible working is highly dependent on supporting factors such as leadership, communication, and supervision systems. If not managed properly, work flexibility can actually cause problems such as decreased work coordination and workload imbalance (Makridis & Schloetzer, 2026). Flexible working arrangements have a positive and significant effect on employee performance and productivity, especially when supported by an effective management system. In fact, a 2025 study confirms that work flexibility combined with good internal communication can optimally improve organizational performance (Fadhilah & Eryandra, 2025).

Specialization of labor is the division of tasks within an organization based on specific expertise to improve efficiency and productivity. Adam Smith was the first to propose this idea, stating that activities that are broken down into smaller tasks are performed more skillfully and completed more quickly, allowing each worker in the company to discover and unleash their potential, which may still be hidden. Work specialization is important for optimizing production processes, improving product quality, and reducing errors. Although work specialization has advantages, such as higher productivity and consistent quality, there are also disadvantages, such as boredom and monotony. An attractive workplace for specialists can support further implementation (Dwi Astutik, 2017:32). Therefore, the implementation of work specialization needs to consider employee welfare so that they remain motivated and ready to adapt if there are changes in their duties.

Although job flexibility and job specialization are often considered two distinct concepts, both have great potential to influence employee satisfaction. The key question is how organizations can find a balance between providing the flexibility that employees need and maintaining the specialization necessary for operational efficiency. This study will examine the interaction between these two factors to provide a more comprehensive insight into how they partially and simultaneously affect employee satisfaction, as well as offer practical recommendations for companies.

CV. Gunodia Family is a company engaged in services and trade. CV. Gunodia Family is located in Air Rami District, Mukomuko Regency, Bengkulu Province. The company operates various businesses, including a candy store, party tent rental services, palm oil processing, labor contracting, and fertilizer distribution. CV. Gunodia Family in Mukomuko also collaborates with the local community in providing labor and raw materials.

However, in practice, this company also faces a number of problems related to human resource management. First, the diversity of business fields requires clear job specialization, but this sometimes leads to feelings of monotony and a lack of opportunities for self-development among some employees. Second, although the company strives to establish good relations with the surrounding community, the rigid work system in some business units results in low work flexibility, especially for employees who have to balance work with family life. Third, the absence of an integrated policy on flexible working hours and task distribution has led to varying levels of employee satisfaction, with some feeling satisfied due to the clarity of their roles, while others feel burdened by the lack of room for adjustment. These conditions highlight the importance of researching the impact of work flexibility and job specialization on employee satisfaction at CV. Gunodia Family.

Job satisfaction is also closely related to flexible working hours, which is an important aspect in the modern workplace. Companies that offer flexibility in work schedules tend to have employees with higher levels of job satisfaction. This is because employees are better able to balance the demands of work and their personal lives. Where it was found that flexitime has a positive response to commitment to the company, the level of employee engagement, employee satisfaction and also employee happiness at work. Research on flexible work practice has also been carried out by (Kröll & Nüesch, 2019).

Work flexibility itself is closely related to job satisfaction for banking employees during the COVID-19 pandemic (Chandra Putra et al., 2020). some findings suggest that the effect of work flexibility on performance is not always directly significant, depending on the work context or mediating variables used, necessitating further research on the role of job satisfaction variables (Aesah et al., 2023; Akmal et al., 2024).

METHOD

Analysis Method

The research method employed in this study is quantitative research with an associative approach. Quantitative research was selected because this study focuses on testing hypotheses and measuring the relationships among variables numerically. According to Sugiyono (2021), quantitative research is a method used to examine a particular population or sample through sampling techniques that are generally conducted randomly, data collection using research instruments, and quantitative or statistical data analysis aimed at testing predetermined hypotheses.

According to Sugiyono (2021), a population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by the researcher to be studied, from which conclusions are subsequently drawn. The population in this study consisted of all employees working at CV. Gunodia Family in Mukomuko Regency, totaling 103 individuals. The sampling technique used was census sampling. According to Sugiyono (2021), census sampling is a sampling technique in which all members of the population are included as research samples. This technique is commonly used when the population size is relatively small or when the researcher seeks highly accurate results with a minimal margin of error. Therefore, since the population in this study comprised only 103 employees, the census sampling method was applied, whereby all members of the population were included as research respondents.

The data collection technique used in this study was a questionnaire. According to Sugiyono (2021), questionnaires are among the most widely used data collection instruments in quantitative research. A questionnaire consists of a set of systematically organized questions or statements distributed to respondents for completion. In this study, the questionnaire was developed based on indicators of work flexibility, job specialization, and employee satisfaction derived from relevant theories and previous studies. The questionnaire was distributed to 103 employees through Google Forms. This method was chosen because of its practicality and its ability to collect quantitative data

that can be statistically analyzed. A five-point Likert scale was employed to measure respondents' levels of agreement with various statements.

Data analysis in this study was conducted systematically through a series of statistical procedures aligned with the research objectives and questions. These procedures included validity testing, reliability testing, multiple linear regression analysis, coefficient of determination analysis (R^2), and hypothesis testing using both the t-test and F-test

RESULTS AND DISCUSSION

RESULTS

In this study, the respondents were 103 employees at CV. Gunodia Family in Mukomuko Regency. Through the distribution of questionnaires, the characteristics of the respondents were obtained according to gender, age, and length of employment. Based on the results of the study, it shows that the employees at CV. Gunodia Family who became respondents were mostly male, namely 92 (ninety-two) employees or 89.3% of the total respondents. The majority of employees at CV. Gunodia Family who were respondents were aged 31-40 years, namely 40 (forty) employees or 38.8% of the total respondents. Meanwhile, based on the length of employment at CV. Gunodia Family, the majority of respondents have worked for more than 3 years, namely 54 (fifty-four) employees or 52.4% of the total respondents.

Validity Test

The validity test in this study used IBM SPSS Statistics 25 software with the Karl Pearson Product Moment correlation statistical method. The results were compared with the r table at a significance level of 5% ($\alpha = 0.05$) for 103 respondents, where the degree of freedom (df) = $n - 2 = 103 - 2 = 101$, so that the rtable value was 0.193. If the output from SPSS shows a significance value < 0.05 or a calculated correlation value $r_{hitung} > 0.193$, then the statement can be declared valid. Conversely, if a significance value > 0.05 or $r_{hitung} < 0.193$ is obtained, then the statement is invalid.

Table 1. Variable Validity Test (X1) Work Flexibility

No	Statement Items	r_{count}	r_{tabel}	Description
1	P.1	0,555	0,193	Valid
2	P.2	0,354		Valid
3	P.3	0,478		Valid
4	P.4	0,482		Valid
5	P.5	0,511		Valid
6	P.6	0,431		Valid
7	P.7	0,429		Valid
8	P.8	0,367		Valid

Source: Data Processed, 2025

Based on the table above, the validity test for the work flexibility variable using the Likert scale shows that 8 items are valid, because the r_{hitung} value is $> r_{tabel}$ or (Sig. 2 Tailed) < 0.05 , so all items can be used to measure work flexibility.

Table 2. Variable Validity Test (X2) Work Specialization

No	Statement Items	r _{count}	r _{tabel}	Description
1	P.1	0,535	0,193	Valid
2	P.2	0,537		Valid
3	P.3	0,616		Valid
4	P.4	0,436		Valid
5	P.5	0,527		Valid
6	P.6	0,489		Valid
7	P.7	0,452		Valid
8	P.8	0,412		Valid

Source: Data Processed, 2025

Based on the table above, the validity test for the work specialization variable using the Likert scale shows that 8 items are valid, because the r_{hitung} value is > r_{tabel} (< 0.05), so all items can be used to measure work specialization.

Table 3. Variable Validity Test (Y) Employee Satisfaction

No	Statement Items	r _{count}	r _{tabel}	Description
1	P.1	0,506	0,193	Valid
2	P.2	0,390		Valid
3	P.3	0,652		Valid
4	P.4	0,550		Valid
5	P.5	0,614		Valid
6	P.6	0,626		Valid
7	P.7	0,660		
8	P.8	0,507		

Source: Data Processed, 2025

Based on the table above, the validity test for the employee satisfaction variable using the Likert scale shows that 8 items are valid, because the r_{hitung} value is > r_{tabel} or (Sig. 2 Tailed) < 0.05, so all items can be used to measure employee satisfaction.

Reliability Test

The reliability test also aims to determine the extent to which the measuring instrument can be trusted and to determine the level of reliability of the respondents' answers. The formula used to test the reliability of the questionnaire in this study is Cronbach's Alpha coefficient formula. To measure reliability, a variable is said to be reliable if the Cronbach's Alpha value is > 0.60. The closer the Cronbach's Alpha value is to one, the more reliable the reliability rating for each variable. This study used the IBM SPSS Statistics 25 data processing application to measure and determine reliable variables. The reliability test for each variable is as follows:

Table 4. Reliability Test

Variables	Cronbach's Alpha	Information
Work Flexibility (X1)	0.672	Reliable
Work Specialization (X2)	0.705	Reliable
Employee Satisfaction (Y)	0.733	Reliable

Source: Data Processed, 2025

Based on the results of the X1 reliability test, it is known that the work flexibility variable, which consists of 8 questions, has a reliability coefficient value of $0.672 > 0.60$. This indicates that the instrument used has good internal consistency, so that the data collected can be trusted. Based on the results of the X2 reliability test, it is known that the work specialization variable, which consists of 8 questions, has a reliability coefficient value of $0.705 > 0.60$. This shows that the instrument used has good internal consistency, so that the data collected can be trusted.

Based on the results of the Y reliability test, it is known that the employee satisfaction variable, which consists of 8 questions, has a reliability coefficient value of $0.733 > 0.60$. This indicates that the instrument used has good internal consistency, so the data collected can be trusted.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted in this study to determine the extent to which the independent variables, work flexibility (X_1), work specialization (X_2), and dependent variables employee satisfaction (Y).

Table 5. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	24.320	4.223		5.758
	Work Flexibility	-0.078	0.110	-0.068	-0.709
	Work Specialization	0.280	0.099	0.273	2.830

a. Dependent Variable: Employee Satisfaction

Source: Data Processed, 2025

The general multiple linear regression equation used in this study is:

$$Y = 24.320 + -0.078X_1 + 0.280X_2 + 4.223$$

Explanation:

Y = Employee Satisfaction

X1 = Work Flexibility

X2 = Work Specialization

a = Constant value

b1,b2 = Regression coefficient

e = Error

These results show that the independent variables of Work Flexibility (X_1) and Work Specialization (X_2) have an effect on Employee Satisfaction (Y). With a constant value of 24.320, this indicates that the level of Employee Satisfaction will remain at 24.320 if both independent variables (work flexibility and work specialization) are zero.

Coefficient of Determination (R^2)

The results of the simultaneous determination in this study are as follows:

Table 6. Results of the Simultaneous Determination Coefficient Test (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 ^a	0.077	0.058	4.09886

a. Predictors: (Constant), Work Flexibility, Work Specialization

Source: Data Processed, 2025

Based on the table, it is known that the R Square value is 0.077 or 7.7%, which indicates that there is no strong influence between the variables of work flexibility (X1) and work specialization (X2) on employee satisfaction (Y) of 0.077 or 7.7%.

Meanwhile, the remaining 92.3% is explained by other factors not included in this research model. Thus, an R Square of 0.077% falls into the category of very weak influence. This means that, simultaneously, Job Specialization and Work Flexibility do not have a strong effect on the dependent variable.

Partial t-test

Based on the t-test results in multiple linear regression analysis, the independent variables of job flexibility (X1) and job specialization (X2) were obtained by comparing the partial significance values, the t-count compared to the t-table at a significance level of 5% ($\alpha=0.05$) and degrees of freedom $df = n - k - 1 = 103 - 2 - 1 = 100$. Based on the t distribution table, the t-table value for $df = 100$ and $\alpha = 0.05$ (2-tailed) is 1.660. The partial t-test results obtained a t-count value of -0.709 with a significance value of 0.480. With a significance level of 5% and a t-table value of 1.660, it is known that the significance value is greater than 0.05 and the t-count value is smaller than the t-table, so it can be concluded that work flexibility does not have a significant effect on employee satisfaction at CV. Gunodia Family, Muko Muko Regency, so Hypothesis 1 is rejected.

Based on the results of the partial t-test of the work specialization variable on employee satisfaction, a t-count value of 2.830 with a significance value of 0.006 was obtained. With a significance level of 5% and a t-table value of 1.984, it can be seen that the t-count is greater than the t-table and the significance value is less than 0.05. This indicates that the job specialization variable has a significant effect on employee satisfaction at CV. Gunodia Family in Muko Muko Regency, so Hypothesis 2 is accepted. Flexible working hours offer convenience in planning, not reducing working time. Thus, flexibility in work can be summarized as the employee's ability to control the duration of his work time as well as the work location, this ability that should be offered by the company because of the various perceived benefits (Basith et al., 2022).

F Test (Simultaneous)

Researchers conducted tests by comparing the t-value $\alpha = 0.05$. If the significance value is > 0.05 , it can be stated that there is no effect between the independent and dependent variables. Conversely, if the significance value is < 0.05 , it can be stated that there is an effect between the independent and dependent variables. The results of the simultaneous test in this study are as follows:

Table 7. Simultaneous Test Results (F Test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.354	2	69.677	4.147	.019 ^b
	Residual	1680.063	100	16.801		
	Total	1819.417	102			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Work Flexibility, Work Specialization

Source: Data Processed, 2025

Based on the results of the multiple regression ANOVA test, it can be seen that the Fcount value is 4.147 with a significance of 0.019. The Fcount value is greater than the Ftable at $\alpha = 0.05$, which is 3.09. Because Fcount (4.147) is greater than Ftable (3.09) and the significance value is less than 0.05, it can be concluded that the regression model involving work flexibility and work specialization together has a significant effect on employee satisfaction. Thus, the fourth hypothesis (H3) is accepted.

DISCUSSION

The results of the study indicate that work flexibility does not have a significant effect on employee satisfaction at CV. Gunodia Family. This finding is evident from the t-value of -0.709 with a significance level of 0.480 (> 0.05), which means that work flexibility is not a major factor determining employee satisfaction at the company. This condition can be explained by the nature of the work at CV. Gunodia Family, which is mostly operational and requires physical presence, such as work in the fields of palm oil weighing, animal husbandry, heavy equipment operation, and seedling planting. These types of jobs do not allow for the optimal implementation of flexible working hours or work location options, so the work flexibility program does not have a significant impact on employee satisfaction perceptions. This is in line with the opinions of (Bontrager, 2021:35), who state that work flexibility is not always relevant in job sectors that are highly dependent on direct presence in the field. R Square value is 0.077 or 7.7%, which indicates that there is no strong influence between the variables of work flexibility (X1) and work specialization (X2) on employee satisfaction (Y) of 0.077 or 7.7%. Meanwhile, the remaining 92.3% is explained by other factors not included in this research model.

Unlike work flexibility, the work specialization variable actually shows a positive and significant effect on employee satisfaction. The t-test results show a t-value of 2.830 with a significance of 0.006 (< 0.05), which indicates that a clear division of tasks, in line with expertise, and requiring specific skills can increase job satisfaction at CV. Gunodia Family. These results support Adam Smith's theory of division of labor and the research by Sherly et al. (2023), which confirms that specialization can improve employees' skills, efficiency, and confidence at work. In the context of this company, job specialization provides direction and clarity of roles, so that employees feel they understand their respective responsibilities and are able to work more focused, which ultimately increases their satisfaction with their work.

Simultaneously, work flexibility and work specialization were found to have a significant effect on employee satisfaction, as indicated by a calculated F value of 4.147 with a significance of 0.019. Although work flexibility had no partial effect, both variables together still contributed to job satisfaction. However, the coefficient of determination (R^2) value of 0.077 indicates that the two variables only explain 7.7% of the variation in employee job satisfaction. This means that there are 92.3% other factors outside the scope of this study that influence job satisfaction, such as compensation, work environment, leadership, and promotion opportunities, as explained by Robbins (2019) and Handayani (2021).

Thus, this discussion provides an overview that in the context of CV. Gunodia Family, job specialization is a more dominant factor in shaping employee satisfaction than work flexibility. Therefore, the company needs to strengthen the implementation of task distribution according to competence while continuing to evaluate the potential for work flexibility that can be realistically applied in fields of work that do not require full attendance.

CONCLUSION

Based on the results of research on the effect of work flexibility and work specialization on employee satisfaction at CV. Gunodia Family in Mukomuko Regency, it can be concluded that work flexibility does not have a significant effect on employee satisfaction. This is because most of the jobs in the company are operational in nature and require physical presence, so that work time and location arrangements cannot be fully implemented and do not have a direct impact on employee satisfaction perceptions. Conversely, job specialization has been proven to have a positive and significant effect on employee satisfaction, indicating that clear division of tasks, job suitability with expertise, and skill improvement can create comfort, efficiency, and satisfaction at work.

Simultaneously, work flexibility and job specialization also have a significant effect on employee satisfaction, although their contribution is relatively small, at only 7.7%, while other factors such as compensation, work environment, and relationships with superiors have a greater influence on job satisfaction. Therefore, it can be concluded that in the context of CV. Gunodia Family, job specialization is the most dominant factor in creating employee satisfaction, while work flexibility is only relevant within certain limits according to job characteristics. Human Resource Management (HRM) theory has evolved from an approach focused primarily on work efficiency to one that views people as strategic assets of an organization. The proper application of HRM theories can enhance productivity, motivation, job satisfaction, and employee performance, enabling organizational goals to be achieved effectively and sustainably.

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