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# Flexible Working Space and Organizational Culture on Employee Work Productivity

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## Abstract

This study aims to analyze the effect of Flexible Working Space on Employee Work Productivity at PT. Pelabuhan Indonesia (Persero) Regional 4. The development of technology and the dynamics of the work environment encourage organizations to implement a more flexible workspace concept to improve work effectiveness and efficiency. The research method used is quantitative with an associative approach. Data was collected by distributing questionnaires to employees and analyzed using simple linear regression. The study results indicate that Flexible Working Space has a positive and significant effect on Employee Work Productivity, with a regression coefficient value of 0.244 and a significance value of 0.000 (<0.05). This indicates that the implementation of flexible workspace can increase employee comfort, independence, and work motivation, which directly impacts productivity. This finding aligns with several previous studies emphasizing flexibility's importance in creating an adaptive and productive work environment. However, work flexibility also needs to be balanced with proper management to avoid the risk of decreasing work coordination and accountability.

Keywords: Flexible Working Space, Work Productivity, Work Flexibility, Work Environment

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# INTRODUCTION

In the era of digital transformation and changes in the world of work after the COVID-19 pandemic, the concept of Flexible Working Space (FWS) has become increasingly relevant and in demand by various organizations. FWS allows employees to determine where and when they work, whether in the office, home, or other suitable places. This concept reflects a response to the demands of the times and an adaptive strategy of the organization to create a dynamic and productive work environment (Putri & Santoso, 2023).

Implementing FWS has been shown to positively impact employee work-life balance. Research by Wijaya and Rahman (2023)(Didit, 2025) shows that workplace flexibility can increase job satisfaction and employee loyalty. However, not all organizations are able to manage FWS optimally, so challenges such as performance monitoring, team collaboration, and communication remain crucial issues.

In addition, organizational Culture is an important factor influencing how FWS can be implemented effectively. An adaptive, inclusive, and open-to-change work

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culture will better facilitate FWS implementation. On the other hand, a rigid and bureaucratic organizational culture tends to hinder the successful implementation of a flexible work system (Handayani & Syafitri, 2022).

Organizational Culture is also the primary foundation in shaping employee behavior, work ethic, and attitudes in the work environment. According to Robbins and Judge (2022), a strong organizational culture can create a sense of belonging and increase employee commitment to company goals. In the context of FWS, an organizational culture that supports digital collaboration and trust between individuals is essential to maintain work productivity.

Employee work productivity is one indicator of an organization's success. Productivity is influenced by internal individual factors such as motivation and competence and external factors such as the work environment and organizational Culture. Research by Sari et al. (2023) states that work flexibility and organizational Culture contribute significantly to improving employee performance and output in the service and technology sectors.

However, the adoption of FWS does not always provide universally positive results. Several studies have shown that FWS can reduce productivity without supporting the right organizational Culture due to increased social isolation and lack of effective communication between teams (Gunawan & Kartika, 2024). Therefore, it is important to understand the synergy between FWS and organizational Culture in supporting work productivity.

The development of digital technology also supports the implementation of FWS through collaborative platforms and cloud-based work management systems. However, technology is only a tool; the success of a flexible work system still depends heavily on the readiness of the organization's Culture. Organizations that have values such as trust, open communication, and individual responsibility are more likely to succeed in implementing FWS (Nugroho & Lestari, 2023).

The diverse organizational context in Indonesia, from the government sector, BUMN, to the private sector, adds to the complexity of this study. Not all organizations have the same infrastructure and cultural readiness to welcome changes toward FWS. Therefore, this study is important to explore the influence of workspace flexibility and organizational Culture on employee work productivity in a local context.

This study also aims to answer whether FWS and organizational Culture have a direct or indirect relationship to employee productivity. By examining both simultaneously, the study hopes to contribute to the development of human resource policies and modern organizational management in Indonesia.

Thus, this research is relevant and important to answer the challenges of the times in an increasingly flexible and technology-based world of work. The findings of this study are expected to be a practical reference for managers, organizational leaders, and policymakers in creating a productive, adaptive, and sustainable work environment.

## METHODOLOGY

This study is a quantitative study with an explanatory approach. This study aims to explain the causal relationship between the variables Flexible Working Space (FWS) and Organizational Culture on Employee Work Productivity. The quantitative approach was chosen because it allows researchers to measure and test hypotheses objectively based on numerical data. The research will be conducted in companies that have implemented a flexible work system, especially in the service or technology

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sector in the Jakarta area and its surroundings. The research implementation time is 3 months, from data collection to final analysis.

This study's population was all employees working in a flexible system (remote, hybrid, or coworking space) at PT. Pelindo (Persero) Regional 4. The sampling technique used was purposive sampling, with the criteria of permanent employees who have worked for at least 1 year. The number of samples was determined using the Slovin formula, with a 95% confidence level. The research instrument was a questionnaire consisting of three parts: Flexible Working Space (FWS): adapted from indicators of location flexibility, working hours, and access to technology (reference: Putri & Santoso, 2023). Organizational Culture: measured based on dimensions from Robbins and Judge (2022), such as innovation, stability, attention to detail, and results orientation. Work Productivity: measured from indicators of effectiveness, efficiency, and achievement of work targets (Sari et al., 2023).

RESULTS AND DISCUSSION

Normality Test Results

The normality test aims to determine whether the regression model is usually distributed. In this study, normality testing was carried out using Kolmogorov-Smirnov Z with IBM SPSS Statistics 27. The results of the normality test for all variables can be seen in the following table:

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

| | | | Unstandardized Residual |
|---|---|---|---|
| | | | 40 |
| Normal Parameters[a,b] | Mean | | ,0000000 |
| | Std. Deviation | | 2,54329412 |
| Most Extreme Differences | Absolute | | ,133 |
| | Positive | | ,105 |
| | Negative | | -,133 |
| Test Statistic | | | ,133 |
| Asymp. Sig. (2-tailed)[c] | | | ,071 |
| Monte Carlo Sig. (2-tailed)[d] | Sig. | | ,069 |
| | 99% Confidence Interval | Lower Bound | ,063 |
| | | Upper Bound | ,076 |

Source: SPSS Processed Data (2025)

The Kolmogorov-Smirnov test shows an Asymp. Sig. (2-tailed) value of 0.071, greater than the significance limit of 0.05. This indicates that the regression residual data is usually distributed. This condition meets one of the classical assumptions of linear regression, namely that the error is normal (normality of residuals). This means that the results of the regression model estimation can be relied on for further testing.

Multicollinearity Test Results

The Tolerance value for both independent variables (Flexible Working Space and Organizational Culture) is 0.519 (> 0.1), and the VIF value is 1.928 (< 10). This shows that there is no multicollinearity between the independent variables. This means that the two independent variables do not influence each other linearly in an

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extreme way, and each makes a unique contribution to the regression model. The results of the multicollinearity test based on the TOL and VIF values can be seen in the following table:

Table 3. Multicollinearity Test Results

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 0,184 | 3,222 | | 0,057 | 0,955 | | |
| | X1 | 0,307 | 0,168 | 0,214 | 1,829 | 0,076 | 0,519 | 1,928 |
| | X2 | 0,762 | 0,128 | 0,697 | 5,971 | 0,000 | 0,519 | 1,928 |

a. Dependent Variable: Y

Source: SPSS Processed Data (2025)

Based on Table 3. we can see the results of the multicollinearity test as follows:

1) The VIF value of Flexible Working Space and Organizational Culture is less than 10 (VIF < 10), which is 1.928. This means no multicollinearity exists between the independent variables in the regression model.
2) The TOL value of Flexible Working Space and Organizational Culture is greater than 0.1 (TOL> 0.1), which is 0.519. This means no multicollinearity exists between the independent variables in the regression model.

Statistical Analysis

If the independent variables statistically significantly affect the dependent variable, this indicates heteroscedasticity.

Table 4. Glejser Test Results

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 6,217E-16 | 3,222 | | 0,000 | 1,000 | | |
| | X1 | 0,000 | 0,168 | 0,000 | 0,000 | 1,000 | 0,519 | 1,928 |
| | X2 | 0,000 | 0,128 | 0,000 | 0,000 | 1,000 | 0,519 | 1,928 |

a. Dependent Variable: abs_res

Source: SPSS Processed Data (2025)

Based on Table 4, the significant value of the Flexible Working Space (X1) variable is 1,000 greater than 0.05, and the Organizational Culture (X2) variable is 1,000 greater than 0.05. Because each probability value (sig.) > 0.05, it can be concluded that there is no heteroscedasticity symptom.

**Analysis Method**

*Results of Multiple Regression Analysis*

To test the effect of Flexible Working Space and Organizational Culture on Employee Work Productivity at PT. Pelabuhan Indonesia (Persero) Regional 4, multiple regression analysis was used. The calculation was carried out with IBM SPSS Statistics 27, and the results are as follows:

**Table 5. Results of Multiple Regression Analysis**

**Coefficients[a]**

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| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0,726 | 0,432 | | 1,682 | 0,101 |
| | X1 | 0,244 | 0,020 | 0,210 | 11,904 | 0,000 |
| | X2 | 0,795 | 0,017 | 0,847 | 48,031 | 0,000 |

a. Dependent Variable: Y

Source: SPSS Processed Data (2025)

Based on Table 5. the multiple linear regression equation model is obtained, where the beta value is taken from the Unstandardized Coefficients as follows:

Y = 0.726 + 0.244X1 + 0.795X2 + e

a. The constant value a shows a value of 0.726, meaning that if the independent variable (values of X1 and X2 = 0) does not change, then the dependent variable (value of Y) is 0.726.
b. The regression coefficient value of the Flexible Working Space variable (X1) is 0.244 with a positive value, so if Flexible Working Space increases by 1 value, Employee Work Productivity will increase by 0.244.
c. The regression coefficient value of the Organizational Culture variable (X2) is 0.795 with a positive value, so if Organizational Culture increases by 1 value, Employee Work Productivity will increase by 0.795.

*Simultaneous Test (F-Test)*

The statistical F-test is used to test the hypothesis that Flexible Working Space and Organizational Culture have a positive and significant effect on Employee Work Productivity. To determine the F value, the degrees of freedom of the numerator and denominator are required, with the following formula:

1) df (Numerator) = k-1
2) df (Denominator) = n-k

where:

n = number of research samples
k = number of independent and dependent variables

In this study, the number of samples (n) is 40, and the total number of variables (k) is 3, so that:

1) df (Numerator) = 3-1 = 2
2) df (Denominator) = 40-3 = 37

The test results can be seen in the following table with a significance level of 5% (α = 0.05):

Table 6. F-Test Results (Simultaneous)

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Some of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 711,710 | 2 | 355,855 | 52,194 | ,000[b] |
| | Residual | 252,265 | 37 | 6,818 | | |
| | Total | 963,975 | 39 | | | |

Source: SPSS Processed Data (2025)

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In Table 6, Fcount is obtained as 52.194 with a significance level 0.000. From the calculation of degrees of freedom (k: n-k-1) with k = 2 and n = 40, Ftable is obtained as 2.026. Because Fcount> Ftable (52.194> 2.026) and the significance is smaller than the error rate (0.000 <0.05), then H0 is rejected. This shows that the independent variables simultaneously significantly affect the dependent variable.

Partial Test Results (t-Test)

The t-test or partial test measures the degree of influence each independent variable has on the variation of the dependent variable.

Table 7. t-Test Results (Partial)

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0,726 | 0,432 | | 1,682 | 0,101 |
| | X1 | 0,244 | 0,020 | 0,210 | 11,904 | 0,000 |
| | X2 | 0,795 | 0,017 | 0,847 | 48,031 | 0,000 |

a. Dependent Variable: Y

Source: SPSS Processed Data (2025)

The Effect of Flexible Working Space (X1) on Employee Work Productivity (Y) at PT. Pelabuhan Indonesia (Persero) Regional 4

Based on Table 7, the t-value for the Flexible Working Space variable is 11.904, which is significant at the confidence level (α = 0.05) with a significance value of 0.000, less than 0.05. With degrees of freedom of 38 (40-1-1), the t-table value at α = 0.05 is 2.024. Because the t-count (11.904) is greater than the t-table (2.024) at an error rate of 5%, H0 is rejected, and Hα is accepted. This shows that the Flexible Working Space variable (X1) positively and significantly affects Employee Work Productivity at PT. Pelabuhan Indonesia (Persero) Regional 4.

The Effect of Organizational Culture (X2) on Employee Work Productivity (Y) at PT. Pelabuhan Indonesia (Persero) Regional 4

Based on Table 7, the t-value for the Organizational Culture variable is 48.031, which is significant at the confidence level (α=0.05) with a significance value of 0.000, which is smaller than 0.05. With degrees of freedom of 38 (40-1-1), the t-table value at α = 0.05 is 2.024. Because the t-count (48.031) is greater than the t-table (2.024) at an error rate of 5%, H0 is rejected, and Hα is accepted. This shows that the Organizational Culture variable (X2) positively and significantly affects Employee Work Productivity at PT. Pelabuhan Indonesia (Persero) Regional 4.

Analysis of the Coefficient of Determination (R2)

The coefficient of determination ($R^2$) test measures how well the model explains the variation in the dependent variable. This measurement is done by looking at the Adjusted R Square value. Suppose the Adjusted R Square value is getting closer to one (1). In that case, the contribution of the independent variables to the dependent variable is getting bigger, which shows that the independent variables almost entirely provide the information needed to predict the variation of the dependent variable (Ghozali, 2012). Adjusted R Square ranges from 0 to 1, where the higher the value, the stronger the relationship between the three variables in the regression model. The

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complete results of the determination coefficient test ($R^2$) can be seen in the following table:

Table 8. Results of Determination Coefficient

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,859[a] | ,738 | ,724 | 2,611 |

Source: SPSS Processed Data (2025)

Based on Table 8, the coefficient of determination ($R^2$) value shows an Adjusted R Square of 0.724 or 72.4%. This means that Flexible Working Space and Organizational Culture influence 72.4% of the variation in Employee Work Productivity, while the remaining 27.6% is influenced by other variables not examined in this study.

**Interpretation of Research Results**

*The Effect of Flexible Working Space (X1) on Employee Work Productivity (Y) at PT. Pelabuhan Indonesia (Persero) Regional 4*

Based on the results of the research that has been conducted, Flexible Working Space (FWS) has a significant influence on employee work productivity. This influence is observed through several key indicators showing an increase in productivity aspects. This finding aligns with various contemporary studies on the evolution of the post-pandemic work environment.

This study found that the availability of FWS provides employees greater flexibility in choosing a work environment that best suits their needs and preferences. This positively impacts concentration and work focus, as employees can choose a quiet place for tasks requiring high concentration or a more collaborative place for team discussions. This concept is supported by studies showing that autonomy over the work environment can improve individual well-being and performance (Grant & Ashford, 2008).

In addition, FWS has also been shown to increase employee engagement. Employees feel more valued and trusted because they are given autonomy in determining when and where they work. This sense of ownership is directly correlated with higher work motivation, ultimately leading to increased output and quality of work. A study by Gartner (2021) highlighted that flexibility is one of the main factors driving employee engagement and retention in the modern era.

Another important aspect is increased collaboration and communication between employees. With various workspaces, from communal areas to project rooms, employees find it easier to interact, share ideas, and work together as a team. An environment that supports spontaneous interaction encourages more effective innovation and problem solving, directly contributing to collective productivity (Gratton & Johns, 2022).

However, it is important to note that several moderating factors, such as adequate technological support, adaptive organizational Culture, and ongoing training for employees and management, also influence the effect of FWS on productivity. Without this support, the full potential of FWS in increasing productivity may not be optimally achieved. Research by Forbes (2023) shows that successful FWS

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implementation highly depends on the alignment between physical design and digital work culture.

Overall, this study shows that FWS is not just an office design trend but an effective strategy to increase employee work productivity through increased flexibility, engagement, collaboration, and adaptation to individual needs.

Flexible workspaces allow people to overcome daily complaints by getting flexible workspaces, as previous researchers have shown that flexible workspaces can positively impact a person's work attitude. What kind of workspace they want can have an excellent impact on them. As I did in this study, I wanted to find out if employees who work there consider flexible workspaces important to their work productivity and whether there is a difference between separate and combined workspaces.

Flexible workspaces usually allow employees to take the initiative or develop creative ideas to carry out activities and be responsible for their work. Employees who work flexibly are generally more satisfied with their jobs, which automatically increases employee work productivity.

This is by research conducted by Agus Suyatno et al. 1 (2023), The Effect of Flexible Working Space and Organizational Culture on Work Productivity: Literature Review of Human Resource Management. This study states that flexible working space has a positive and significant effect on work productivity, meaning that the more employees feel comfortable and safe, the more work productivity will increase.

*The Effect of Organizational Culture (X2) on Employee Work Productivity (Y) at PT. Pelabuhan Indonesia (Persero) Regional 4*

Organizational Culture is related to how employees perceive an organization's cultural characteristics, not whether they like them or not. In other words, organizational Culture is descriptive and is a shared perception held by all organization members.

Based on the research results, it can be concluded that Organizational Culture (X2) has a significant effect on Employee Work Productivity (Y). This finding is consistent with existing literature on the importance of organizational Culture in shaping individual Behavior and performance within an entity. This study found that an organizational culture supporting innovation, collaboration, and continuous learning positively correlates with increased employee work productivity. Employees in a cultural environment like this tend to feel more motivated, have high initiative, and are more willing to take measured risks to achieve organizational goals. This is in line with the theory that a strong and positive organizational culture can be a major driver of performance (Robbins & Judge, 2018). In addition, clear and well-internalized organizational values among employees have also been shown to increase productivity. When employees understand and embrace integrity, accountability, and excellent service, they demonstrate a better work ethic, reduce errors, and improve output quality. A study by Denison Consulting (2020), (Abdul et al, 2023) shows that a culture with a strong mission and consistency is directly related to higher profitability and productivity.

Another significant aspect is the Culture of trust and empowerment. In an environment where employees feel trusted and given autonomy in their work, engagement and job satisfaction levels tend to increase. This, in turn, leads to increased productivity as employees feel they have "ownership" of their tasks and are motivated

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to give their best (Spreitzer, 1995). However, it is important to note that a dysfunctional or maladaptive organizational culture can hinder productivity. For example, a culture that is too hierarchical, resistant to change, or underappreciates individual contributions can lead to demotivation, high turnover, and an overall decline in performance. Therefore, effective leadership in shaping and maintaining a conducive culture is crucial. Overall, this study confirms that Organizational Culture (X2) is not just a "soft" aspect of an organization but a crucial factor that directly affects Employee Work Productivity (Y). Building and maintaining a positive, adaptive, and performance-oriented culture is a strategic investment for organizational success. This aligns with research conducted by Agus Suyatno et al. (2023) in a study entitled "The Influence of Flexible Working Space and Organizational Culture on Work Productivity: Literature Review of Human Resource Management." The study shows that organizational Culture has a positive and significant effect on work productivity, which means that the more employees are accustomed to it, the higher their work productivity.

## Conclusion

This article discusses the impact of Flexible Working Space (FWS) and Organizational Culture on Employee Work Productivity at PT. Pelindo (Persero) Regional 4. This quantitative study uses an explanatory approach and involves 40 permanent employees as samples. The study results indicate that FWS and Organizational Culture simultaneously and partially positively and significantly influence employee work productivity. FWS (X1): Provides flexibility in choosing a work environment and increases employee concentration, engagement, and collaboration, ultimately increasing productivity. This influence also depends on the support of technology and an adaptive organizational culture. Organizational Culture (X2): A culture that supports innovation, collaboration, continuous learning, trust, and empowerment has increased employee motivation, initiative, and performance. Conversely, a dysfunctional culture can hinder productivity.

Significance: The F test shows that FWS and Organizational Culture significantly affect work productivity. The t-test proves that each variable (FWS and Organizational Culture) has a significant partial effect. Determination Coefficient ($R^2$): FWS and Organizational Culture explain as much as 72.4% of the variation in employee work productivity, while other factors outside this study influence the rest (27.6%). In conclusion, organizations need to implement FWS supported by a positive, adaptive, and performance-oriented organizational culture to achieve optimal work productivity in the digital and post-pandemic era. This is not just a trend but a strategic investment for organizational success.

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