



IMPACT OF WORK SPIRIT AND WORK FLEXIBILITY ON WORK PRODUCTIVITY WITH QUALITY OF WORK LIFE AS INTERVENING VARIABLE (CASE STUDY ON SALES OF YAMAHA MOTORBIKES IN EAST JAKARTA)

BY

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Abstract

This research aims to determine the effect of spirit at work and work flexibility on work productivity with quality of work life as a mediating variable for Yamaha sales employees in the East Jakarta area. This research was conducted in May-August 2023. This research used a quantitative approach using primary data collected through questionnaires distributed directly. This research uses non-probability sampling, with a sampling technique using saturation sampling. That is, all members of the population are used as samples. The total data obtained was 208 respondents. The data analysis technique used in this research is Structural Equation Modelling (SEM) with the help of SPSS and AMOS software. The results of the direct influence of this research show that spirit at work and work flexibility have a positive and significant on the quality of work life. Spirit at work has a positive and insignificant on work productivity, work flexibility has a positive and significant on work productivity, while quality of work life has a negative and insignificant on work productivity. The results of the indirect influence of this research show that spirit at work has positive and significant results on work productivity through the quality of work life, while work flexibility has positive and significant results on work productivity through the quality of life.

Keywords: work spirit, work flexibility, quality of work life, work productivity

INTRODUCTION

Yamaha was founded in 1955 with our mission to provide feeling of satisfaction to all Yamaha customers, not just products from Yamaha even the services provided. Yamaha has produced many products such as pianos, airplane propellers, organ music schools, and bicycles motorbike as it is known today. Yamaha is expanding its market in the world to be precise.

In 1974 a factory was established in Indonesia with the aim of manufacturing motorbike spare parts. As is known by the name of PT. Yamaha

Indonesia Motor Manufacturing (YIMM). Distribution of motorbikes spread across Indonesia makes Yamaha collaborate in carrying out.

These sales are with various official dealers who sell bicycle products motorbikes, especially in the East Jakarta area.

Work spirit, shows that salespeople still lack work loyalty,

come to work early, and lack spirit for work, this is due to pressure from sales people in pursuing targets given by the company.

Work flexibility, salespeople don't agree with flexible work times, work is too regulated by the company, and in fact they can't work anywhere, this means that salespeople need to be absent from work and leave work so that salespeople who work more in the field feel pressure at work.

Quality of work life, company facilities which sometimes do not support work in the field such as exhibitions in malls, companies not reimbursing parking fees, and cooperative relationships between sales who indirectly compete with each other. This makes the quality of their work life as sales not good.

Work productivity, salespeople sale motorbike products everywhere, such as on social media and even others, even on holidays. This makes them tired at work. They are required to achieve a predetermined target and even exceed it, this is not easy due to the large number of competitors from other



dealers.

Work spirit, work flexibility, quality of work life, and work productivity cannot be said to be good at Yamaha dealers in the East Jakarta area. So assume that there is a problem with this variable and the researcher wants to research related variables that have a low percentage as a combination of a research framework.

LITERATURE REVIEW

1. Work Productivity

Judge and Robbins (2018) explain that productivity is a measure of an employee's performance including effectiveness and efficiency. The intended effectiveness is the employee's ability to achieve previously determined company goals, while the intended efficiency is the employee's ability to achieve the company's goals by using appropriate resources. minimal but can produce maximum results. This productivity can be studied for the overall organization, group, individual worker.

2. Work Spirit

Hasibuan (2016) believes that work spirit is a desire, a person's sincerity to do their work well, discipline to achieve maximum work performance, willingness, and deep enjoyment of the work they do. Work spirit is doing work more passionately so that the work can be expected to be faster and better, while work spirit itself means deep pleasure in the work done (Nurmansyah, 2011).

3. Work Flexibility

Work flexibility is the freedom to organize a more flexible work schedule related to formal company policies that have been determined by a company's resource management (Moorhead & Griffin, 2008).

According to Hill et al., (2008), work flexibility is the ability of workers to make choices that influence when, where, and for how long they are involved in work-related tasks.

4. Quality of Work Life

Nayeri et al (2011) explain the quality of employee work life as the extent to which employees will be satisfied with their important personal needs (growth, opportunity, safety) as well as organizational requirements (increased productivity, reduced turnover) through their experience in the work organization while achieving organizational goals. Quality of work life can be defined as consideration for the urgency and desires of an employee regarding working conditions, remuneration, professional development opportunities, work-family, role balance, safety, and social interaction in the workplace (Horst et al., 2014).

THEORETICAL FRAMEWORK

1. Work Spirit and Quality of Work Life

The high or low quality of employee work life is influenced by work spirit and organizational climate (Rini & Sidhiq, 2021). The spirit of the workers will generate positive activities within the company resulting in better working life conditions (Refiza, 2016).

The higher the employee's work spirit, the higher the quality of their work life (Yulianto & Mulyana, 2022). By creating a good work spirit, it also creates a good quality of work life (Paul, 2023). High work spirit causes a positive quality of employee work life (Mufidah et al., 2013).

2. Work Flexibility and Quality of Work-Life

The good quality of work life is caused by the presence of work flexibility within the company (T. Gunawan & Franksiska, 2020). Implementing flexible working hours will improve the quality of employee work life (Rahman, 2019). Most companies that implement work flexibility can improve the quality of life of their employees (Stefanie et al., 2020).

3. Work Spirit and Work Productivity

Turipan (2017) explains that if an employee has high work spirit then the employee's work productivity will automatically increase. An employee who has high work spirit will be able to make it easier for leaders to mobilize them to achieve company goals (Musak et al., 2015). By increasing employee spirit at work, it makes them complete work more quickly and effectively (Assagaf et al., 2019).

4. Work Flexibility and Work Productivity

Mustajab et al (2020) stated that male employees are more productive than women when working from home. This is because the culture perceives women as multitasking housewives who need to serve their husbands and even their children. Dari et al (2022) state that providing flexible working hours can provide company benefits. Such as reducing stress on employees, reducing their workload and even increasing their productivity.

5. Quality of Work Life and Work Productivity

Companies that implement quality of work life effectively can increase the productivity of their employees (Purwanti & Musadieq, 2017). With employees getting good physical and psychological well-being in the company, it will have an impact on the work produced (Pionistika & Ferdian, 2023). With the quality of an employee's work life, their work productivity will increase (Tilaar et al., 2017).

Hypothesis

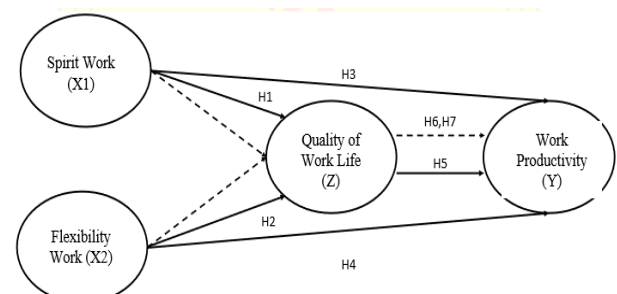


Figure 1 Theoretical Framework of the Research Model

Source: Data processed by researchers (2023)

From the theoretical framework of Figure 1, the following 7 hypotheses will be tested:

H1: Work spirit has a direct influence on the quality of work life.

H2: Work flexibility has a direct influence on the quality of work life.

H3: Work enthusiasm has a direct influence on work productivity.

H4: Work flexibility has a direct effect on work productivity.

H5: Quality of work life has a direct effect on work productivity.

H6: Work spirit has an indirect influence on work productivity, mediated by the quality of work life.

H7: Work flexibility has an indirect effect on work productivity, mediated by the quality of work life.

RESEARCH METHODS

Population and Sample

Population is the total number of objects or subjects that have certain characteristics that have been determined by researchers to be studied (Sujarweni, 2023).

In this research, researchers used a population, namely motorbike sales from 18 East Jakarta branch Yamaha dealers who had the status of permanent employees. The result of the population in each branch, as follows:

Table 1 Tabel Population

Num.	Dealer Name	Sales
1	MUSTIKA MOTOR	11
2	PERSADA MOTOR	12
3	WAHANA MOTOR	10
4	TRITALA SAKTI I	10
5	SARTIKA MOTOR	11
6	SUMATERA JAYA MOTOR	10
7	CV. SARTIKA MOTOR	13
8	REZEKI MOTOR	12
9	SIDAD UTAMA MOTOR	12
10	CAHAYA MOTOR	11
11	DADI MOTOR	10
12	GIC MOTOR	12
13	PELITA MOTOR	11
14	MOTOR CLINIC	13
15	SAMBA MOTOR	14
16	SMART PUTRA MOTOR	13
17	PT. YEFTA SEJATI UTAMA 4	11
18	DWI MEGA JAYA MOTOR	12
Total Sales		208

The sample is part of a number of population characteristics that will be used by researchers in data processing (Sujarweni,

2023). By using a sampling technique, namely non-probability sampling, with a sampling technique using saturated sampling, namely, all members of the population are used as samples.

The reason the researcher used non-probability sampling with a saturated sampling technique was because he chose a previously determined research location, namely taking only 18 Yamaha dealers in the East Jakarta branch when there should have been a total of 49 Yamaha dealers in the East Jakarta branch, this was because the researcher had limited research time and costs. The researcher used structural equation modeling analysis using AMOS with a minimum of 200 respondents with the aim of getting good analysis results (Suhud et al., 2020), so the researcher decided to use saturated sampling by taking the entire population as a sample of 208 respondents who had been selected from 18 Yamaha dealer in East Jakarta branch.

This study tests use the validity, reliability, and structural model tests. In testing the validity, the researchers use exploratory factors analysis with a loading factor is above 0.4 (Suhud et al., 2020). The reliability test using Cronbach alpha above 0.6

(Rizan et al., 2020). Validity and reliability tests will be tested using the help of SPSS 27.

This study used the structural equation modelling (SEM) test, which was tested using AMOS 23. The total number of respondents obtained was 264, but only 256 matched the criteria, as follows:

Table 2 Respondent Profile

Gender			
		<i>Frequency</i>	<i>Percent</i>
Valid	Man	91	43.8
	Woman	117	56.3
	Total	208	100.0
Ages			
		<i>Frequency</i>	<i>Percent</i>
Valid	> 50 Age	4	1.9
	20-30 Age	120	57.7
	31-40 Age	56	26.9
	41-50 Age	28	13.5
	Total	208	100.0
Status			
		<i>Frequency</i>	<i>Percent</i>
Valid	Not Married	105	50.5
	Married	103	49.5
	Total	208	100.0
Education			

		Frequency	Percent
Valid	<SHS	24	11.5
	Master	3	1.4
	Bachelor	73	35.1
	SHS	108	51.9
	Total	208	100.0

Source: Data processed by researchers (2023)

From the results of Table 1 of the respondent's profile, the results of the descriptive test of the respondents stated that 208 respondents had filled out the questionnaire matched the criteria in this study.

RESULTS

From the results of the validity test, all indicators get a loading factor value above 0.4 and thus are declared valid (Suhud et al., 2020). Meanwhile, for the reliability test results, all variables get a Cronbach alpha value above 0.6 so that they are declared reliable (Rizan et al., 2020).

Table 2 Validity and Reliability Test Results

Num.	Indicator	Loading Factor	Result
SK4	I'm thinking about ways to get work done with flexible hours to the maximum.	0.837	Valid
SK6	I do my work attentively without complaining.	0.780	Valid
SK5	I'm happy with the work that's being done right now.	0.774	Valid
SK3	There is a feeling of satisfaction in my heart when my work is done well and correctly.	0.748	Valid
SK2	I can complete tasks well and quickly.	0.734	Valid
SK1	I can complete the assigned work within the specified time.	0.669	Valid
FK4	I work following my superior's directions.	0.879	Valid
FK3	I can do work during my breaks.	0.847	Valid
FK6	I can work anywhere.	0.807	Valid
FK1	I follow the entry schedule set by the company.	0.781	Valid
FK5	I can share time with my family while working.	0.761	Valid
FK2	I am free to work at any time.	0.718	Valid
KKK7	The company regularly provides training to sales.	0.875	Valid
KKK4	I am wise in using company facilities.	0.850	Valid
KKK8	The company provides development to employees in the current digital era.	0.846	Valid
KKK2	I get an award if I sell more than the specified target.	0.835	Valid
KKK6	I got information about selling products from another friend.	0.821	Valid
KKK1	I was given proper compensation from the company.	0.806	Valid
KKK5	I received direction from my superior regarding job evaluation.	0.786	Valid
KKK3	I get facilities that help the sales process.	0.720	Valid
PK2	I complete tasks quickly and efficiently.	0.846	Valid
PK3	I have high standards for completing assignments.	0.840	Valid
PK5	I always beat my team's targets.	0.814	Valid
PK1	I do a lot of work every day.	0.780	Valid
PK4	My work is of high quality.	0.775	Valid

Source: Data processed by researchers (2023).

Hypothesis testing was carried out using structural equation modeling with confirmatory factors analysis (CFA) using AMOS. The initial results of the model state that the model is not yet fit, so researchers need to modify it until researchers gets $P \geq 0.5$ and

CMIN/DF ≤ 2.00 (Suhud et al., 2020). Figure 2 shows the structural equation modeling that has been modified and gets $P \geq 0.5$ and $CMIN/DF \leq 2.00$. As follows

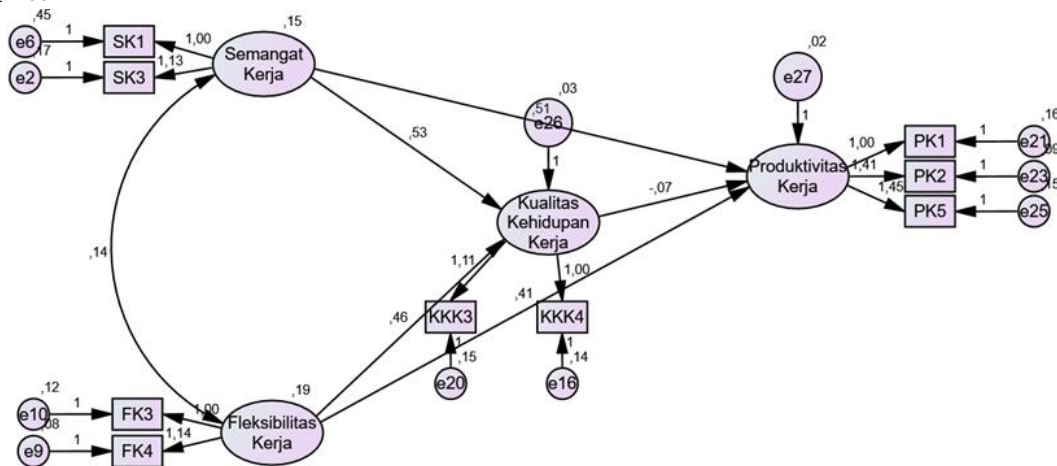


Figure 2 SEM Goodness of Fit results
 Source: Data processed by researchers (2023).

Table 4 shows the results of the goodness of fit criteria, namely the value of $P \geq 0.05$ and $CMIN/DF \leq 2.00$. The result as follows:

Table 3 Good of Fit Value of Model Modification

Goodness of Fit Indices	Cut-Off Value	Value	Result
Absolute Fit			
X ² Chi-Square	≥ 0.05	0.054	Fit
CMIN/DF	≤ 2.00	1.395	Fit
GFI	≥ 0.90	0.959	Fit
RMSEA	≤ 0.08	0.044	Fit
Incremental Fit			
AGFI	≥ 0.90	0.929	Fit
TLI	≥ 0.95	0.982	Fit
NFI	≥ 0.90	0.959	Fit
CFI	≥ 0.95	0.988	Fit
Parsinimous Fit			
PNFI	≥ 0.60	0.662	Fit
PGFI	≥ 0.60	0.552	Not Fit

Source: Data processed by researchers (2023).

Shows that the results of the goodness of fit criteria are fit and in accordance with the previously determined requirements, namely P value ≥ 0.05 and $CMIN/DF \leq 2.00$. The result of the P value is 0.076, the result of the $CMIN/DF$ value is 1.471, the result of the GFI value is 0.967, the result of the RMSEA value is 0.048, the result of the AGFI value is 0.929, the result of the TLI value is 0.981, the result of the NFI value is 0.968, the result of the CFI value of 0.989, the result of the PNFI value is 0.564, the result of the PGFI value is 0.451.

In testing the direct influence hypothesis, researchers used AMOS. Based on the previously determined requirements, it states that the P value < 0.05 , then this hypothesis can be accepted. The results of the direct influence hypothesis test are shown in Table showing that three hypotheses are accepted. Meanwhile, two hypotheses were rejected with the following results:

Table 4 Hypothesis Test Results

Ha	Hypothesis			Estimate	S.E.	C.R.	P	Result
H1	Quality of Work Life	<---	Work Spirit	0,527	0,266	1,981	0,048	Accepted
H2	Quality of Work Life	<---	Flexibility Work	0,463	0,211	2,192	0,028	Accepted
H3	Productivity Work	<---	Work Spirit	0,507	0,329	1,541	0,123	Rejected
H4	Productivity Work	<---	Flexibility Work	0,406	0,169	2,408	0,016	Accepted
H5	Productivity Work	<---	Quality of Work Life	-0,065	0,287	-0,226	0,821	Rejected

Source: Data processed by researchers (2023).

1. The relationship between work enthusiasm and the quality of work life
Hypothesis 1 in this research shows that work enthusiasm has a positive and significant effect on the quality of work life. The results of this research show that the C.R value is positive, namely 1.981, and p is 0.048. So hypothesis 1 is accepted.
2. The relationship between work flexibility and the quality of work life
Hypothesis 2 in this research shows that the results of work flexibility have a positive and significant effect on the quality of work life. The results of this research show that the C.R value is positive, namely 2.192, and p is 0.028. So hypothesis 2 is accepted.
3. The relationship between work enthusiasm and work productivity
Hypothesis 3 in this research shows that work spirit has a positive and insignificant effect on work productivity. The results of this research show that the C.R value is positive, namely 1.541, and p is 0.123. So hypothesis 3 is rejected.
4. The relationship between work flexibility and work productivity
Hypothesis 4 in this research shows that the results of work flexibility have a positive and significant effect on work productivity. The results of this research show that the C.R value is positive, namely 2.408, and p is 0.016. So hypothesis 4 is accepted.
5. The relationship between quality of work life and work productivity
Hypothesis 5 in this research shows that the quality of work life has a negative and insignificant effect on work productivity. The results of this research show that the C.R value is negative, namely -0.226, and p is 0.821. So hypothesis 5 is rejected.

Meanwhile, in testing the hypothesis the indirect effect shown in Table shows that both hypotheses are accepted. This indirect hypothesis testing was carried out using the sobel test website created by (Preacher & Leonardelli, 2001), as follows:

Table 6 Indirect Effect Hypothesis Test Results

Ha	Hypothesis				S.E.	C.R.	P	Result	
H ₆	Productivity	<-	Quality of Work Life	<-	Spirit	0.040	6.893	0.000	Accepted
H ₇	Productivity	<-	Quality of Work Life	<-	Flexibility	0.043	4.772	0.000	Accepted

DISCUSSION

The results of the descriptive analysis of work spirit, the highest average is found in the statement "I am happy with the work that is being done at the moment", companies need to maintain a salesperson's sense of enjoyment at work, this needs to be maintained so that they do not get stressed in looking for customers.

The results of the descriptive analysis of work flexibility, the highest average is found in the statement "I can share my time with my family while working", companies need to maintain a sales policy that provides flexibility in choosing their workplace in the field, it is hoped that they can look for places that have the potential to be busy to offer products They are even close to their families so that during breaks they can go home first and meet their families.

The results of the descriptive analysis of the quality of work life, the highest average is found in the statement "I get information to sell products from other friends", maintaining friendships between other salespeople to remain conducive needs to be done, so that they do not feel competition at work and can exchange ideas or provide information related to unit sales.

The results of the descriptive analysis of work productivity, the highest average is in the statement "The results of my work are of high quality", overall, salespeople get good unit sales results every month, it is necessary to give awards to these salespeople from the company in order to maintain their good performance.

CONCLUSION

From the results of the hypothesis, analysis explained previously, the research obtained the results that five hypotheses were accepted while two hypotheses were rejected at Yamaha Sales in the East Jakarta Region. Thus, this research makes the following conclusions:

- a. Work enthusiasm has a direct positive and significant effect on the quality of work life based on a C.R value of 1.981 and a P value of 0.048, so it

can be interpreted that the high work spirit of a sales employee has an effect on the good quality of their life.

- b. Work flexibility has a direct, positive, and significant effect on the quality of work life based on a C.R value of 2.192 and a P value of 0.028, so it can be interpreted that an employee or salesperson who is given the opportunity to be flexible in choosing a place to work has a good effect on the quality of their work life.
- c. Work enthusiasm has a direct positive and insignificant effect on work productivity based on a C.R value of 1.541 and a P value of 0.123, so it can be interpreted that high work spirit has no effect on sales work productivity, this is because the results of sales work are determined by the number of motorbike units sold. so that the purchasing decision is in the hands of the consumer, even though the salesperson is enthusiastic at work.
- d. Work flexibility has a direct, positive, and significant effect on work productivity based on a C.R value of 2.408 and a P value of 0.016, so it can be interpreted that work flexibility has an effect on the work productivity of salespeople, salespeople can move around when carrying out promotions, see the conditions and situations of busy promotion places so that there is a possibility of getting consumers.
- e. The quality of work life has a direct, negative, and insignificant effect on work productivity based on the C.R value of -0.226 and the P value of 0.821, so it can be interpreted that the quality of work life has no effect on work productivity, the good thing is that the quality of life of salespeople does not affect their productivity because the determining factor is the party. external (consumer).
- f. Work spirit has a positive and significant indirect effect on work productivity through the quality of work life based on a C.R value of 6.893 and a Ph value of 0.000, so it can be interpreted that employee work spirit will have a good effect on the quality of their work life and thus have an effect on their productivity.
- g. Work flexibility has a positive and significant indirect effect on work productivity through the quality of work life based on a C.R value of 4.772 and a Ph value of 0.000, so it can be interpreted that having flexible decisions at work will have an impact on the good quality of their work life and thus affect their productivity.

RECOMMENDATION

From the results of the previous analysis and discussion, several suggestions were obtained for developing Yamaha dealers in the East Jakarta area, as seen from the descriptive test results with the lowest average respondent answers, as follows:

- a. The results of the descriptive analysis of work morale, the lowest average is in the statement "I can complete the work given within the specified time", this needs to be taken into consideration that each salesperson has a strategy in selling their units in accordance with the targets given, it is recommended that superiors can provide input towards each different sales person according to their targets so that they execute appropriately in the field
- b. The results of the descriptive analysis of work flexibility, the lowest average is found in the statement "I am free to work at any time", salespeople need to do incoming attendance (morning) and home attendance (afternoon) so that overall the work they do offers products in the field, this it is less effective. Researchers suggest sales have an application that can be filled in in the field without needing to go to the office.
- c. The results of the descriptive analysis of the quality of work life, the lowest average is found in the statement "Companies provide development to employees in the current digital era", companies need to provide training related to sales via social media so that they can maximize sales.
- d. The results of the descriptive analysis of work productivity, the lowest average is found in the statement "I always beat my team's targets", this means that every salesperson thinks they work for individual targets without caring about team targets, so it is necessary to provide training in order to work together to make sales while in the field.

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