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Research Article

The Effect of Work Skills and Work Flexibility on Work Productivity trough Job Satisfaction of Gojek Partners in the City of Malang

Ni Kadek Dewi Iriani Putri[1*], Harianto Respati[2], Mokhammad Natsir[3]

[1] Student of Postgraduated Program Magister Management, Faculty of Economics and Business, State University of Malang, Cakrawala Street No. 5, Malang City, East Java, Indonesia, 65145
[2 3] Faculty of Economics, University of Merdeka Malang, Terusan Dieng Street No. 62-64, Malang City, East Java, Indonesia, 65146
* Corresponding Author: nikadekiriani@gmail.com

Abstract: This study aims to analyze how work skills and work flexibility affect work productivity through job satisfaction as an intervention variable among Gojek partners in the Malang City area. This study uses a quantitative methodology with a causality design. Using simple random sampling, questionnaires were sent to 120 selected Gojek partners to obtain initial data. A Structural Equation Modeling (SEM) based on linear regression analysis was used to analyze the data. This was done using the SPSS program. The results of the study indicate that work skills and work flexibility positively and significantly affect the productivity of Gojek partners. In addition, job skills and work flexibility also have a positive and significant effect on job satisfaction. Job satisfaction is also proven to have a positive and significant effect on work productivity, and also functions as a mediating variable in the relationship between job skills and work flexibility and work productivity. The results show that job satisfaction can increase with job skills and a more flexible work environment. Ultimately, this will have an impact on increasing the productivity of Gojek partners. It is hoped that this research will help digital platform managers create more flexible and sustainable HR management strategies.

Keywords: Gojek Partners; Job Satisfaction; Job Skills; Work Flexibility; Work Productivity

1. Introduction

The development of the gig economy in Indonesia shows a growing trend in line with the digital transformation accelerated by the Industrial Revolution 4.0. According to Tohari & Pandowo (2025), the implementation of the digital economy has changed the employment landscape by creating a new ecosystem for flexible and platform-based workers such as Gojek. Data from Bappenas shows that more than 27% of Indonesia's young workforce is now engaged in digital-based jobs, the majority of which operate in the digital informal sector (digital informal workforce) such as online motorcycle taxi drivers (Safitry et al., 2020). According to Kartika (2020), 68% of digital application users in big cities claim to be dependent on gig economy-based services, mainly in transportation and food delivery. Dhyanasaridewi (2020) reinforces that the digitization of industry creates new job opportunities and reduces the open unemployment rate, especially among the productive age group.

App-based companies such as Gojek have become the main employment option in various major cities in Indonesia, including Malang, due to their flexible hours and low barriers to entry. Simanullang & Ginting (2024) state that the majority of Gojek driver-partners in the Sumatra and Java regions work full-time and rely on income from the platform as their main source of livelihood. A study by Suseno et al. (2024) in the city of Jambi shows that 73% of respondents consider Gojek their main job because of its ease of access, potential for daily income, and lack of requirement for a high school diploma. In the city of Cimahi, Fakhriyah

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(2020) reveals that platforms such as Gojek contribute significantly to the creation of new jobs, especially for young people and informal sector workers affected by the pandemic. In Denpasar City, research by Winata (2023) shows that 64% of Gojek partners consider this job a long-term solution due to its flexible working hours and attractive weekly incentives.

In the increasingly popular flexible work system in the digital era, work productivity has become a major challenge, especially for gig economy workers such as Gojek partners. Prasasti et al. (2024) show that irregular working hours and a lack of organizational structure can lead to a significant decline in productivity. Pratama et al. (2024) argue that flexible work tends to cause fatigue because the boundaries between work time and personal time become blurred. Syaifuddin et al. (2024) also highlight that although flexibility provides convenience, without clear supervision and performance measurement, work motivation declines. Satrianto & Sartika (2025) found that flexible working hours must be balanced with proper workload and time management to maintain productivity.

Work skills are key assets in dealing with flexibility and independence in informal jobs such as Gojek drivers. Hong & Susanto (2024) state that a combination of technical (hard skills) and interpersonal (soft skills) contributes greatly to determining the effectiveness of independent work. Research by Fatmawati et al. (2019) confirms that online motorcycle taxi drivers who have communication skills and technological understanding tend to have higher productivity. According to Pramesti et al. (2025), skills training based on field work needs has a direct impact on service quality and user satisfaction. Irvansyah (2019) highlights that risk management and understanding of work applications are also important parts of Gojek partners' work competencies. According to a 2024 report by the Central Statistics Agency (BPS), the number of informal sector workers has increased to 61.6 million people, or around 46% of Indonesia's total workforce. Most of this group consists of gig workers such as online motorcycle taxi drivers, couriers, and platform-based freelancers. In Malang alone, the number of Gojek partners is recorded at more than 8,000 active individuals (Gojek Regional Report, 2023).

Human resource management in partner-based work platforms such as Gojek faces unique challenges because workers are not formal partners. Safira (2024) emphasizes that limited control over partners creates obstacles in fostering a consistent work culture. Hong & Susanto (2024) mention that high flexibility in working hours creates differences in motivation among partners, which affects service quality. Limitations in the provision of employment rights and social security are also major obstacles (Muhasyah & Suhud, 2024). Cahaya & Shaddiq (2025) state that platforms must develop new adaptive and algorithm-based HR strategies to continuously monitor the performance and welfare of partners. Based on the above description, the issue that needs to be examined is whether there is an influence of work skills and work flexibility on work productivity through the job satisfaction of Gojek partners in the Malang City area.

2. Literature Review

This chapter explains the general overview of the research object, as well as the theoretical basis used as the basis for this research.

Work Skills

Paramarta (2021) argues that job skills are the expertise that a person possesses to perform a job that is used at work. According to Yusuf (2021), job skills are the skills that a person possesses, which can be seen from what they have done in a job as expertise to perform the job, how they adapt to the work environment, and their attitude in facing challenges in carrying out their work. According to Muspawi & Lestari (2020), work skills are defined as soft skills or work readiness skills, such as communication skills, critical thinking, and work ethics.

Bratu & Cioca (2021) state that work skills are a partner's ability related to the use of equipment to facilitate work. According to Pitriyani (2020), work skills are the ability to carry out work based on implementation and technical instructions that can be developed through a training process. Work skills are the abilities that a person has to complete certain tasks in their work. These abilities can be acquired through education, training, experience, and practice (Rohim & Irayanti, 2022).

According to Amirullah and Budiyono (2014), partners can have three types of skills, namely: 1) Technical skills: These are specific abilities to carry out tasks or the ability to use techniques, tools, procedures, and field knowledge correctly and appropriately when performing tasks. 2) Human skills: The ability to understand and encourage others; select partners;

build and maintain good relationships; understand others; provide inspiration and guidance; and influence employees, either as a group or individually.

Work Flexibility

Flexible working arrangements, according to Ray, TK, and Pana-Cryan, R. (2021), mean choosing where and when to work, whether formally or informally, which facilitates partners in terms of policies on how long, when, and where they work. According to Saputro, E. (2023), work time flexibility is defined as a policy decided by a human resource manager related to the flexibility that exists in a company. It is defined as flexible working arrangements, which means that the choice of time and place of work, whether formal or informal, becomes a facility in work policy.

According to Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023), flexibility is a formal policy defined by human resource management or informal arrangements related to flexibility within a company. In addition, Carlson defines flexible working hours as flexible work arrangements that mean choosing where and when to work, formally or informally, to create favorable conditions for partners. According to Plantega (in Putri, 2021), there are two indicators of work flexibility: 1) Flexible Time: Partners can change their working hours according to their ability to balance work and personal life; 2) Flexible Schedule: Partners have the freedom to choose their work schedule, which allows them to focus more on their work because they can choose their schedule freely. Partners are not required to work from an office or other places commonly used as workplaces.

Work Productivity

Work productivity is an important component in achieving personal and organizational success. It is a measure of how effective and efficient a person is in completing tasks and achieving organizational goals. Work results, or output, are compared to the resources used. Improving work productivity is very important for the success of a company. It increases profits, partner satisfaction, competitiveness, and the quality of goods or services. According to Jarriyah et al. (2023), productivity is a mental attitude that always strives to improve what already exists. In other words, it is the belief that doing work better than yesterday and tomorrow will be even better.

Production, according to Fariati (2022), is a comparison between individuals and teams within an organization. Sedarmayanti (2019) describes productivity as a comparison between total inputs and outputs at a given time. The success of an organization depends on work productivity. Organizations can achieve optimal productivity levels by understanding and implementing comprehensive and measurable improvement strategies. This will have a positive impact on all stakeholders. Work production is related to employees themselves. Employees must increase productivity to improve work results, profits, and partner satisfaction. With more productive partners, companies can advance in increasing production.

Sisca et al. (2020) state that several indicators of employee productivity include: 1) The ability to motivate oneself. The ability to push oneself to encourage all aspects of oneself to do something because of that, creating a positive desire to work. 2) Cultivating the belief that all employees have low self-esteem about their abilities. Productive people tend to strengthen their self-confidence, which sets them apart. It is good for learning and improving abilities. They have a desire to improve themselves and appear confident. 3) Being responsible at work: After building motivation and self-confidence, it will be easier to carry out tasks and responsibilities with full responsibility.

Job Satisfaction

Job satisfaction is defined as an employee's attitude toward their work, which includes the work situation, cooperation, compensation received, and physical and psychological factors (Afandi, 2018). Handoko (2020) states that job satisfaction is when employees feel happy with their work. This feeling can be seen from how employees behave towards their work and everything else that happens in the workplace. Therefore, job satisfaction can be defined as a positive attitude of employees that includes feelings and behavior towards their work and considers their work as something that is valued because it fulfills the important values provided by their work.

According to As'ad (2004), there are three components that influence job satisfaction: 1) Psychological factors, which are related to the mental state of employees, such as interest, job security, attitude towards work, and feelings about work; 2) Physical factors, which are related to the work environment and the physical condition of employees, such as the type of work, work schedule, work equipment, air circulation, and employee health; and 3) Financial factors, which are related to the financial situation of employees.

To explain a phenomenon or relationship between certain variables, one can make a hypothesis. Hypotheses help scientific research collect and analyze data. The research hypothesis is:

H1 : Work Skills and Work Flexibility affect the work productivity of Gojek partners in the Malang City area.

H2 : Job Skills and Work Flexibility affect the Job Satisfaction of Gojek partners in the Malang City area.

H3 : Job Satisfaction Affects the Work Productivity of Gojek Partners in the Malang City area.

H4 : Work Skills and Work Flexibility, Towards Work Productivity through Job Satisfaction of Gojek partners in the Malang City area.

3. Method

This study uses a quantitative approach and a causal research design. The quantitative approach was chosen because this study focuses on measuring variables objectively through numerical data and testing pre-established hypotheses about the causal relationship between work skills and work flexibility and work productivity through job satisfaction as an intervening variable.

This study involved Gojek partners throughout the city of Malang. The focus of this study was active and experienced Gojek driver partners who could provide relevant assessments of job skills, flexibility, job satisfaction, and productivity. This study looked at all active Gojek partners in the city of Malang, numbering around 8,000 partners. To ensure that each member of the population had an equal chance of becoming a respondent, the simple random sampling method was used. The sample size was calculated based on the requirements of Hair et al. (2014), namely a minimum of five respondents for each research indicator. The sample size used in this study was 120 respondents, with a total of 24 indicators.

Primary data, collected directly from respondents through questionnaires, was used in this study to measure respondents' perceptions of job skills, job flexibility, job satisfaction, and productivity. The data collection method was a closed questionnaire designed based on the indicators of each variable. To evaluate the respondents' answers, we used a Likert scale from one point (strongly disagree) to five points (strongly agree). Gojek partners who participated in the study received the questionnaire directly.

The Structural Equation Modeling or SEM model was used to analyze the data. Multiple linear regression was used. The analysis results included reliability and validity tests of the research tools. Descriptive analysis was used to show the characteristics of the respondents and their answers. Tests of normality, heteroscedasticity, and multicollinearity were examples of classical assumption tests. Hypothesis testing was conducted to determine the direct and indirect effects of variables, including the role of job satisfaction as a mediating variable. Data analysis was performed using the SPSS program. The research results are expected to be valid, credible, and able to comprehensively explain the relationships between variables.

4. Results and Discussion

The results and discussion section integrates empirical findings with a theoretical framework to explain the influence of job skills and work flexibility on work productivity through job satisfaction at Gojek partners in Malang City.

Result

The research results began with testing the research instruments, including validity and reliability tests, to ensure the quality of the data used for analysis. Next, the research concentrated on testing hypotheses to show how the variables studied were related to each other.

Research Instrument Test

The results of the research instrument testing show that all statement items used to measure work skills, work flexibility, job satisfaction, and work productivity meet the validity and reliability criteria.

Table 1. Validity Test.

Variabel	Item	Correlation Coefficients	R table (N=120 ; α=5%)	Prob	Results
Work Skills (X1)	1	0,631	0,1779	0,000	Valid
	2	0,620	0,1779	0,000	Valid
	3	0,573	0,1779	0,000	Valid
	4	0,617	0,1779	0,000	Valid
	5	0,621	0,1779	0,000	Valid
	6	0,582	0,1779	0,000	Valid
Work Flexibility (X2)	1	0,571	0,1779	0,000	Valid
	2	0,553	0,1779	0,000	Valid
	3	0,665	0,1779	0,000	Valid
	4	0,577	0,1779	0,000	Valid
	5	0,481	0,1779	0,000	Valid
	6	0,520	0,1779	0,000	Valid
Job Satisfaction (Y1)	1	0,563	0,1779	0,000	Valid
	2	0,669	0,1779	0,000	Valid
	3	0,688	0,1779	0,000	Valid
	4	0,653	0,1779	0,000	Valid
	5	0,211	0,1779	0,000	Valid
	6	0,425	0,1779	0,000	Valid
Work Productivity (Y2)	1	0,514	0,1779	0,000	Valid
	2	0,637	0,1779	0,000	Valid

Source: Primary Data processed (2025).

Table 2. Reliability Test.

Variabel	Reliability	Results
Work Skills (X1)	0,751	Realiabel
Work Flexibility (X2)	0,896	Realiabel
Job Satisfaction (Y1)	0,773	Realiabel
Produktivitas Kerja (Y2)	0,787	Realiabel

Source: Primary Data processed (2025).

The validity test shows that all statement items have a correlation coefficient (calculated r) greater than the table r and a significance level of less than 0.05. The reliability test results show that each indicator is able to measure the intended construct accurately, so that the instrument has good construct validity. Each variable has a Cronbach's Alpha value above the minimum required limit, indicating a high level of internal consistency. Therefore, to measure each research variable, the respondents' answers were assessed as consistent and stable.

Structural Equation Test

Structural equation testing was conducted to determine the direct and indirect effects between job skills, job flexibility, job satisfaction, and work productivity in accordance with the proposed research model. The purpose of this testing was to evaluate the validity of the model and the strength of the relationships between variables.

Partial Test (t – test)

Table 3. Partial Test Result Model 1.

Variable	Coefficient Regression	t	p value	Description
X1 – Work Skills	0,224	2,136	0,035	Significant
X2 – Work Flexibility	0,275	2,779	0,006	Significant
Dependent variable: Job Satisfaction				

Source: Processed primary data (2025).

According to the results of the analysis of the Model 1 Partial Test, the work skills variable has a coefficient of 0.224, a t-test of 2.136, and a probability of 0.035, which is less than p = 0.05, which shows that work skills significantly influences job satisfaction. In addition, work flexibility has a coefficient of 0.275, a t-test of 2.779, and a probability of 0.006, which shows that work flexibility also has a significant effect on job satisfaction

Table 4. Partial Test Result Model 2.

Variable	Coefficient Regression	t	p value	Description
X1 – Work Skills	0,418	4,636	0,000	Significant
X2 – Work Flexibility	0,067	2,584	0,011	Significant
Dependent variable: Work Productivity				

Source: Processed primary data (2025).

According to the results of the analysis in Table 4, the work skills variable has a coefficient of 0.418, a t-test of 4.636, and a probability of 0.000, which is less than p = 0.05, indicating that work skills significantly influence work productivity. In addition, work flexibility has a coefficient of 0.067, a t-test of 2.584, and a probability of 0.011, which indicates that work flexibility also has a significant effect on work productivity.

Path Analysis

Table 5. Path Analysis Result.

Variabel	Direct Effect	Sig.	Indirect Effect	Total Effect	Information
Work Skills (X1) → Work Productivity (Y1)	0,393	0,000	-	-	Signifikan
Work Flexibility (X2) → Work Productivity (Y1)	0,219	0,000	-	-	Signifikan
Work Skills (X1) → Job Satisfaction (Y2)	0,201	0,000	-	-	Signifikan
Work Flexibility (X2) → Job Satisfaction (Y2)	0,247	0,000	-	-	Signifikan
Work Productivity (Y1) → Job Satisfaction (Y2)	0,190	0,000	-	-	Signifikan

Work Skills (X1) → Work Productivity (Y1) → Job Satisfaction (Y2)	-	-	0,393x0,190 = 0,074	0,201+0,074 = 0,275	Mediasi Parsial
Work Flexibility (X2) → Work Productivity (Y1) → Job Satisfaction (Y2)	-	-	0,219x0,190 = 0,041	0,247+0,041 = 0,288	Mediasi Parsial

Source: Processed primary data (2025).

Based on Table 20 above, it appears that the direct effect of Work Skills (X1) on Work Productivity (Y1) has a significant effect, Work Flexibility (X2) on Work Productivity (Y1) has a significant effect, Work Skills (X1) on Job Satisfaction (Y2) has a significant effect, Work Flexibility (X2) has a significant effect on Job Satisfaction (Y2), and Work Productivity (Y1) has a significant effect on Job Satisfaction (Y2).

The indirect effect of Work Skills (X1) on Work Productivity (Y1) through Job Satisfaction (Y2) yielded a result of 0.074. This means that the direct effect of X1 on Y2 (0.201) is greater than the indirect effect (0.074). Therefore, indirectly, X1 does not have a significant effect on Y2 through Y1, and partial mediation occurs. In the indirect effect of Social Flexibility (X2) on Work Productivity (Y1) through Job Satisfaction (Y2), the result obtained is 0.288. However, because the direct effect of X2 on Y2 is not significant, partial mediation occurs.

Discussion

The influence of job skills and work flexibility, on the work productivity of Gojek partners in the Malang City area

The results of the study show that work skills and work flexibility have a positive and significant effect on the productivity of Gojek partners in Malang. Work skills include technical skills such as safe driving, understanding routes well, and interpersonal skills to serve customers in a friendly and professional manner. High-quality partners prevent work errors, maintain customer satisfaction, and complete orders faster. This directly increases the number of orders completed and income. However, work flexibility gives partners the opportunity to arrange their working hours and location according to market needs and personal circumstances. By choosing strategic working hours and operating locations, partners can adapt to high demand.

Previous studies, such as those by Sandy (2023) and Rosdiana (2023), found that work skills have a significant influence on work productivity in target-based jobs and the service sector. Additionally, research by Harmadi (2024) found that work time flexibility increases productivity and improves the performance of company employees by giving them more freedom and comfort in the workplace. Thus, these two factors play an important role in increasing the work productivity of Gojek partners in Malang City, as they complement each other in terms of individual capabilities and freedom in work arrangements.

The influence of job skills and work flexibility, on the job satisfaction of Gojek partners in the Malang City area

The results of the study show that work skills and work flexibility significantly and positively affect the job satisfaction of Gojek partners in Malang. Partners who are skilled at driving, understanding routes, and interacting with customers tend to feel more confident and able to complete tasks well. Customer satisfaction increases when the business successfully serves customers and achieves revenue targets.

In addition, work flexibility gives partners the freedom to manage their own work time and location. Because this system allows for a balance between work and daily life, partners feel comfortable and enjoy their work more. These results are consistent with previous studies, such as the study by Andini (2024), which found that job skills have a significant influence on how satisfied an employee is with their job. Furthermore, research by Wicaksono (2019)

and Harmadi (2024) found that having work flexibility helps employees feel more satisfied with their jobs because it helps them balance their personal and work lives. The results indicate that work flexibility is a key factor in employee satisfaction in a digital platform-based work system. Good skills increase productivity, while flexibility makes partners feel comfortable at work. Therefore, these two components support each other in creating job satisfaction.

The Effect of Job Satisfaction on the Loyalty of Gojek Partners' Work Productivity in the Malang City Area

The results of the study show that job satisfaction has a positive and significant impact on the loyalty and productivity of Gojek partners in Malang. If Gojek partners are satisfied with company policies, income, and bonus systems, they tend to have high morale and continue to join the company. This is because they feel appreciated for their efforts and receive results that are commensurate with their performance. Satisfaction leads to loyalty, as demonstrated by partners' desire to continue accepting orders, maintain their reputation, and provide the best service. Loyal partners will strive to improve their performance so that the number of trips, income, and work efficiency increase.

Previous studies, such as Jaya (2022), found that job satisfaction has a significant influence on work productivity. Since partners do not have long-term employment relationships with the company, job satisfaction becomes an increasingly important factor in the gig economy because positive perceptions of work experience drive partner productivity.

The Influence of Job Skills and Work Flexibility, on Work Productivity through the Job Satisfaction of Gojek Partners in the Malang City area

The results of the study show that job skills and job flexibility increase work productivity through the mediating variable of job satisfaction. In other words, the more skills and flexibility Gojek partners have, the more job satisfaction they have. Ultimately, this leads to increased productivity. Good job competencies help partners complete tasks, understand customer needs, and overcome problems in the field. They feel more confident and proud of their work because of this, and they feel satisfied with their jobs. Because of this satisfaction, they continue to improve their performance. In addition, work flexibility gives partners the freedom to adjust their working hours and location according to market needs and personal circumstances.

A flexible work system makes partners comfortable and satisfied because they can adjust tasks to their abilities. Both skills and flexibility directly affect productivity and indirectly increase job satisfaction. When partners are satisfied, they will be more motivated, disciplined, and productive. Previous studies, such as Harmadi (2024) and Andini (2024), found that job satisfaction functions as a mediating variable in the relationship between work characteristics and performance. These results expand on previous empirical findings by confirming that job satisfaction is an important psychological mechanism in increasing the productivity of Gojek partners in a digital-based work system.

6. Conclusions

This study found that job skills and flexibility are the main factors affecting the productivity of Gojek partners in Malang. Adequate job skills and a high level of flexibility tend to enable partners to work more efficiently and effectively, resulting in optimal work productivity. The results show that in the gig economy, productivity is determined by technical demands and job attributes that give partners autonomy.

The results also show that job skills and flexibility have a positive effect on Gojek partners' job satisfaction. Job satisfaction has been proven to be an important psychological factor that encourages partners to remain engaged and do what they do at work. A positive perception of work experience is very important for sustained performance in an internet-based work system because partners are not bound by long-term formal contracts.

Furthermore, this study found that job satisfaction has a positive effect on work productivity and functions as a mediating variable in the relationship between job skills and work flexibility on work productivity. This finding contributes theoretically to strengthening the work-performance relationship model in the gig economy, particularly by describing job satisfaction as a psychological mechanism that bridges competency and characteristic factors. In other words, the findings of this study indicate that digital platform managers must consistently improve employee satisfaction and productivity by strengthening partners' skills and maintaining a flexible and fair work system. Therefore, this study is expected to serve as a reference for the formulation of human resource management policies in the digital platform-based work sector.

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