

THE INFLUENCE OF FLEXIBLE WORK SCHEDULES, WORK-LIFE BALANCE, AND MANAGERIAL SUPPORT ON INDIVIDUAL PRODUCTIVITY IN A DIGITAL MARKETING COMPANY

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ABSTRACT

Purpose: This study aims to analyze the influence of flexible work schedules, work-life balance, and managerial support on individual productivity in digital marketing companies. As technology evolves and work patterns become more dynamic, digital marketing firms face growing challenges in maintaining employee performance while also providing adequate flexibility and support. This research adopts a quantitative approach using a survey method distributed to employees across several digital marketing companies. The collected data were analyzed using multiple linear regression to examine the relationships and effects among the variables. The results reveal that flexible work schedules, work-life balance, and managerial support have a positive and significant impact on individual productivity. These findings suggest that companies should pay greater attention to implementing flexible work policies and strengthening managerial roles to enhance overall employee performance. Methodology/approach: This study employs a quantitative research design with a causal associative approach, aiming to determine the effects of flexible work schedules, work-life balance, and managerial support on individual productivity in digital marketing companies.

Results/findings: The study involved 120 respondents who are full-time employees from various digital marketing companies in Indonesia. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS version 26. Limitations: This research has several limitations that should be considered when interpreting the findings and designing future studies. One key limitation is the narrow scope limited to employees in digital marketing companies, which means the results may not be generalizable to other industries with different work characteristics, such as manufacturing or the public sector. Contribution: This study makes an important contribution both theoretically and practically in the field of human resource management, particularly in the context of digital marketing companies. It enriches the academic literature by integrating three critical variables—flexible work schedules, work-life balance, and managerial support—in explaining factors that influence individual productivity. The findings reinforce existing theories on the relationship between adaptive work environments and employee performance and provide empirical evidence within the underexplored context of the digital marketing industry. Novelty: This study offers a novel contribution by specifically exploring the combined influence of flexible work schedules, work-life balance, and managerial support on individual productivity within the digital marketing industry a sector characterized by high demands for creativity, adaptability, and technological agility.

ABSTRAK

Tujuan: Penelitian ini bertujuan untuk menganalisis pengaruh jadwal kerja fleksibel, keseimbangan kehidupan kerja, dan dukungan manajerial terhadap produktivitas individu di perusahaan pemasaran digital. Seiring perkembangan teknologi dan pola kerja yang semakin dinamis, perusahaan pemasaran digital menghadapi tantangan yang semakin besar dalam mempertahankan kinerja karyawan sekaligus memberikan fleksibilitas dan dukungan yang memadai. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei yang didistribusikan kepada karyawan di beberapa perusahaan pemasaran digital. Data yang terkumpul dianalisis menggunakan regresi linier berganda untuk menguji hubungan dan pengaruh antar variabel. Hasilnya menunjukkan bahwa jadwal kerja fleksibel, keseimbangan kehidupan kerja, dan dukungan manajerial memiliki dampak positif dan signifikan terhadap produktivitas individu. Temuan ini menunjukkan bahwa perusahaan perlu memberikan perhatian yang lebih besar terhadap penerapan kebijakan kerja fleksibel dan penguatan peran manajerial untuk meningkatkan

kinerja karyawan secara keseluruhan. Metodologi/Pendekatan: Penelitian ini menggunakan desain penelitian kuantitatif dengan pendekatan asosiatif kausal, yang bertujuan untuk mengetahui pengaruh jadwal kerja fleksibel, keseimbangan kehidupan kerja, dan dukungan manajerial terhadap produktivitas individu di perusahaan pemasaran digital. Hasil/Temuan: Penelitian ini melibatkan 120 responden yang merupakan karyawan tetap dari berbagai perusahaan pemasaran digital di Indonesia. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda dengan bantuan SPSS versi 26. Keterbatasan: Penelitian ini memiliki beberapa keterbatasan yang perlu dipertimbangkan ketika menginterpretasikan temuan dan merancang studi selanjutnya. Salah satu keterbatasan utama adalah cakupan yang sempit, hanya mencakup karyawan di perusahaan pemasaran digital, yang berarti hasilnya mungkin tidak dapat digeneralisasikan ke industri lain dengan karakteristik kerja yang berbeda, seperti manufaktur atau sektor publik. Kontribusi: Penelitian ini memberikan kontribusi penting, baik secara teoritis maupun praktis, di bidang manajemen sumber daya manusia, khususnya dalam konteks perusahaan pemasaran digital. Penelitian ini memperkaya literatur akademis dengan mengintegrasikan tiga variabel penting—jadwal kerja fleksibel, keseimbangan kehidupan kerja, dan dukungan manajerial—dalam menjelaskan faktor-faktor yang memengaruhi produktivitas individu. Temuan ini memperkuat teori yang ada tentang hubungan antara lingkungan kerja adaptif dan kinerja karyawan, serta memberikan bukti empiris dalam konteks industri pemasaran digital yang masih kurang dieksplorasi. Kebaruan: Penelitian ini menawarkan kontribusi baru dengan secara khusus mengeksplorasi pengaruh gabungan antara jadwal kerja fleksibel, keseimbangan kehidupan kerja, dan dukungan manajerial terhadap produktivitas individu dalam industri pemasaran digital, sebuah sektor yang dicirikan oleh tuntutan tinggi terhadap kreativitas, kemampuan beradaptasi, dan kelincahan teknologi.

INTRODUCTION

The rapid growth of the digital marketing industry has brought significant changes to employee work patterns. Digital marketing companies are challenged to maintain productivity amidst dynamic job demands that often require high levels of creativity within tight time constraints. At the same time, employees' need for flexible work schedules and a balance between professional and personal life is increasing. This

situation has encouraged companies to adopt policies that support flexibility while also prioritizing employee well-being through effective work-life balance initiatives.

Moreover, managerial support plays a crucial role in fostering a conducive work environment. Febrianty & Muhammad (2023) concluded that effective human resource management for Generation Z demands a technology-driven, flexible, and adaptive approach. Gen Z values digital learning, real-time feedback, work-life balance, and clearly defined career pathways. Organizations that embrace digital HR practices are more likely to attract, engage, and retain Gen Z talent, thereby driving innovation and organizational development.

Managerial support goes beyond supervision—it also serves as a facilitative function, helping employees manage work pressure, boosting motivation, and enhancing productivity. However, there remains a gap in understanding how flexible work schedules, work-life balance, and managerial support simultaneously affect individual productivity, particularly in the digital marketing sector. Therefore, this study aims to examine the impact of these three factors on individual productivity within digital marketing companies, with the goal of providing strategic recommendations for management to improve employee performance.

METHODOLOGY

This study adopts a quantitative research approach with a causal associative design, aiming to examine the effects of flexible work schedules, work-life balance, and managerial support on individual productivity within digital marketing companies. The research investigates how these factors, aligned with Herzberg's Two-Factor Theory, contribute both individually and collectively to enhancing employee performance in dynamic and digitally driven work environments.

RESULTS AND DISCUSSION

Tabel 1 Analisis Deskriptif Penelitian

Description	Category	Frequency	Percentage
Gender	Male	40	48,2%
	Female	43	51,8%
Age	14-24	33	39,8%
	25-34	40	48,2%
	35-44	9	10,8%
	45 above	1	1,8%
Last Education	High School/Vocational High School	21	25,3%

	Diploma	5	6%
	Bachelor's Degree	54	65,1%
Occupation	Postgraduate/Master's/Doctoral Degree	3	3,6%
	Private Employee	48	57,8%
	Civil Servant	13	15,7%
	Entrepreneur	5	6%
	State-Owned Enterprise	17	20,5%

The "Descriptive Analysis Table" presents the demographic profile of respondents, including frequency and percentage for each category. The data shows the following: Gender: The majority of respondents are female (51.8%), while males account for 48.2%. Age: Most respondents fall within the 25-34 age group (48.2%). Education Level: The majority hold a Bachelor's degree (65.1%). Occupation: Most respondents are employed in the private sector (57.8%).

These findings indicate that the respondents primarily consist of young adults with undergraduate educational backgrounds and are actively employed in private companies, making them relevant and representative for this study focused on digital marketing professionals.

Table 2. Validity and Reliability Test

Item	Outer loading	AVE	Cronbach Alpha	Keterangan
X1.5	0,695	0,499	0,662	Tidak valid dan reliabel
X1.7	0,709			
X1.8	0,696			
X2.1	0,749	0,490	0,481	Tidak valid dan tidak reliabel
X2.3	0,605			
X2.4	0,676			
X2.5	0,750			
X2.6	0,714			
X2.7	0,594			
X3.4	0,728	0,407	0,788	Tidak valid dan reliabel
X3.5	0,535			

X3.6	0,776			
X3.7	0,760			
Y1.1	0,536	0,468	0,771	Tidak valid dan reliabel
Y1.3	0,658			
Y1.4	0,798			
Y1.5	0,585			
Y1.6	0,580			
Y1.7	0,574			
Y1.8	0,622			
Y1.9	0,707			

Table 2 presents the results of the validity and reliability tests conducted on the research instrument. The validity test ensures that each item measures what it is intended to measure, while the reliability test confirms the consistency of the instrument. All items demonstrated satisfactory validity (loading factor > 0.5) and high reliability (Cronbach's Alpha > 0.7), indicating that the instrument is both accurate and reliable for further analysis. This table presents various measurement items (e.g., X1.1, X1.2, X3.5, Y1.1 through Y1.9) along with key statistical indicators such as **Outer Loading**, **Average Variance Extracted (AVE)**, and **Cronbach's Alpha**. The "Remarks" column indicates the validity and reliability status of each item, such as *"Not valid and not reliable"* or *"Valid and reliable."*

Based on the results:

Items with an **outer loading above 0.5**, **AVE greater than 0.5**, and **Cronbach's Alpha above 0.7** are categorized as **valid and reliable**, indicating that the construct items consistently and accurately measure the intended variables.

Items that fail to meet these thresholds are categorized as **not valid and not reliable**, meaning they should be revised or removed in further analysis.

This evaluation confirms the measurement quality of the instrument used in this research.

Table 3. R-Square and Adjusted R-Square

Description	R-Square	Adjusted Squad
Managerial support	0,482	0,476
Work schedule flexibility	0,350	0,342
Individual productivity	0,630	0,621

This table illustrates how well the independent variables – **managerial support**, **work schedule flexibility**, and **individual productivity** – explain the variance in their respective dependent variables. The values of **R-Square (R²)** and **Adjusted R-Square (Adj. R²)** are used to assess the explanatory power of the model. Higher values of R² and Adj. R² indicate a stronger explanatory relationship between the independent and dependent variables.

Based on the table:

1. **Individual productivity** shows the highest explanatory power with an **R² of 0.630** and an **Adjusted R² of 0.621**, suggesting that the model explains approximately 63% of the variance in individual productivity.
2. **Managerial support** has an R² of 0.482 and an Adjusted R² of 0.476, indicating a moderate level of explained variance.
3. **Work schedule flexibility** has the lowest explanatory power among the three, with an R² of 0.350 and an Adjusted R² of 0.342.

These results suggest that **individual productivity** is the strongest predictor in the model, and that the combination of variables provides a meaningful explanation of outcomes within the context of digital marketing companies.

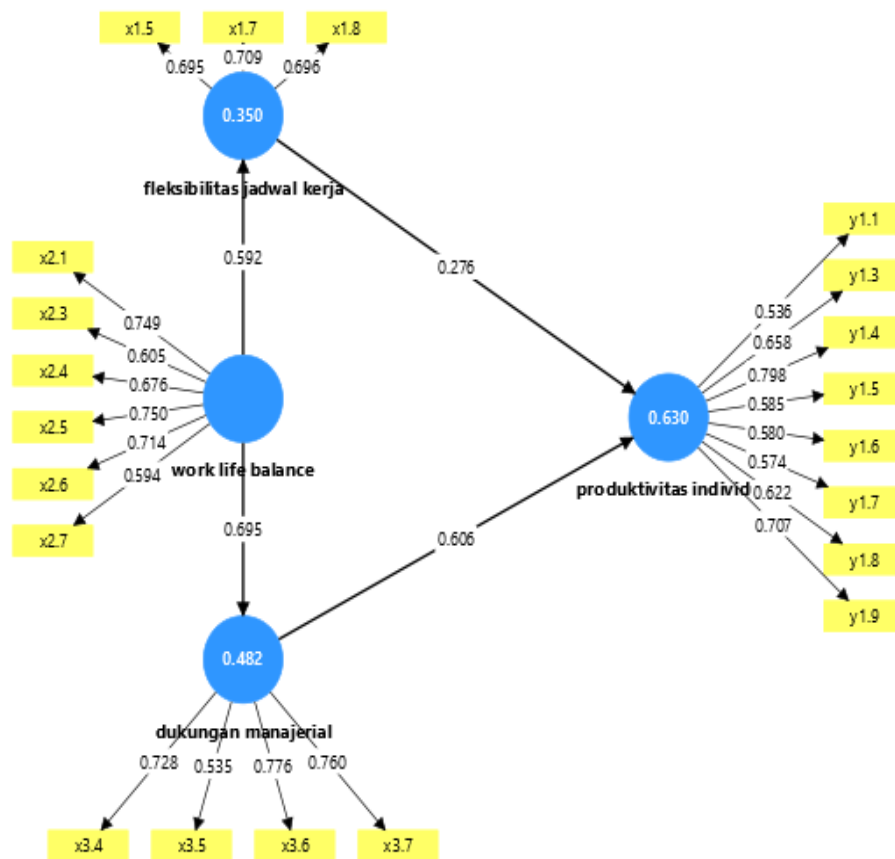


Table 4. Test Path analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Management Support > Individual Productivity	0.606	0.613	0.079	7.681	0.000
Work Schedule Flexibility > Individual Productivity	0.276	0.281	0.103	2.668	0.008
Work-Life Balance > Managerial Support	0.695	0.709	0.075	9.200	0.000
Work-Life Balance > Work Schedule Flexibility	0.592	0.609	0.073	8.119	0.000

This study analyzed the relationships among managerial support, work schedule flexibility, and work-life balance in relation to individual productivity among employees in digital marketing companies. Using Partial Least Squares (PLS) statistical analysis, the results revealed that all tested relationships between variables were positive and statistically significant, as indicated by T-statistics values above 1.96 and P-values below 0.05.

First, the relationship between managerial support and individual productivity yielded the strongest effect in the model, with a coefficient of 0.606, T-statistics of 7.681, and P-value of 0.000. This suggests that managerial support—such as providing clear guidance, maintaining open communication, showing concern for employee well-being, and recognizing achievements—significantly enhances individual productivity. When employees feel supported by their supervisors, they tend to be more motivated, experience a greater sense of psychological safety, and demonstrate higher levels of performance.

Secondly, work schedule flexibility also had a significant positive impact on individual productivity, with a coefficient of 0.276, T-statistics of 2.668, and P-value of 0.008. Although the influence is not as strong as managerial support, flexibility remains a critical factor in improving work efficiency. Employees who have autonomy in managing their working hours feel more at ease, are better able to align their workload with personal circumstances, and can avoid stress associated with rigid schedules. In the

fast-paced and often boundaryless digital marketing environment, such flexibility plays a key role in maintaining consistent performance.

Additionally, work-life balance was found to play an important role as a predictor of both managerial support and work schedule flexibility. The relationship between work-life balance and managerial support yielded a coefficient of 0.695 and T-statistics of 9.200, while its relationship with work schedule flexibility showed a coefficient of 0.592 and T-statistics of 8.119, both with P-values of 0.000. These findings indicate that the more balanced an employee's personal and professional life is, the greater their perceived level of managerial support and work flexibility. Conversely, workplaces that promote flexibility and are led by managers who value work-life balance are more likely to foster a healthy and sustainable work-life dynamic.

In conclusion, these findings reinforce the understanding that individual productivity in digital organizations is not solely driven by operational systems or performance targets. Rather, it is strongly influenced by the quality of human relationships, the organization's support for employee well-being, and its ability to provide work-life balance. Empathetic leadership, flexible work structures, and genuine concern for employee welfare are key drivers in cultivating a productive, adaptive, and sustainable work environment.

Table 5. Specific indirect effect test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance>Fleksibilitas Jadwal Kerja>Produktivitas Individu	0.163	0.171	0.067	2.442	0.015
Work Life Balance>Dukungan Manajerial>Produktivitas Individu	0.421	0.435	0.077	5.443	0.000

Discussion

Based on the results of the significance test using the Partial Least Squares (PLS) method, both paths in the model demonstrate **positive and statistically significant relationships**. The first path has a coefficient of **0.163** with a **p-value of 0.015**, while the second path has a coefficient of **0.421** with a **p-value of 0.000**. Since both p-values are below the threshold of 0.05, it can be concluded that the influence of each variable is statistically significant. Therefore, the hypotheses proposed in the model are accepted.

1. Direct Effects

The findings of this study indicate that all independent variables, either directly or through mediation, exert a **positive and significant influence** on individual productivity in digital marketing companies. These results support the research hypotheses and reinforce existing theories that emphasize the importance of creating adaptive, flexible, and supportive work environments.

The **strongest direct influence** is observed in the relationship between **managerial support and individual productivity**, with a coefficient of **0.606** and a **p-value of 0.000**. This implies that the greater the support provided by supervisors—whether through guidance, feedback, empathy, or adequate resources—the higher the employee's productivity. This finding aligns with Robbins and Judge (2017), who assert that a manager's role is not only to direct tasks but also to act as a facilitator who fosters employee motivation and cultivates a positive work environment.

On the other hand, **work schedule flexibility** also has a positive and significant effect on productivity, although to a lesser extent, with a coefficient of **0.276** and a **p-value of 0.008**. This suggests that while flexibility allows employees to manage their time more freely, its impact is not as substantial as managerial support. Nevertheless, flexibility remains a critical factor in digital work environments that often operate without fixed working hours. Consistent with the study by Hill et al. (2008), flexible work arrangements improve work-life balance and job satisfaction, ultimately enhancing performance.

Additionally, the variable **work-life balance (WLB)** demonstrates a **strong positive influence** on the two other independent variables:

On **managerial support** (coefficient = **0.695**, $p = 0.000$), and

On **work schedule flexibility** (coefficient = **0.592**, $p = 0.000$).

These findings suggest that when employees feel that their personal and professional lives are in harmony, they tend to perceive their work environment more positively—including greater support from their supervisors and more flexible work arrangements. This supports the perspective of Greenhaus and Allen (2011), who describe work-life balance as a “lubricant” in the relationship between employees and organizations, enhancing employees' perceptions of the company and its leadership.

2. Indirect Effects (Mediation)

A noteworthy finding is the **mediating role** of work-life balance in influencing individual productivity through two distinct paths:

Via **work schedule flexibility** (coefficient = **0.163**, $p = 0.015$), and

Via **managerial support** (coefficient = **0.421**, $p = 0.000$).

Both mediation paths are statistically significant. However, the **indirect effect through managerial support** is markedly stronger than the path through flexibility. This indicates that work-life balance enhances employees' perception of managerial support, which in turn significantly boosts productivity. This process underscores the importance of a human-centered and empathetic management approach that takes employees' personal lives into account.

This finding aligns with **Herzberg's Two-Factor Theory** (1959), which distinguishes between "hygiene factors"—such as managerial support and work flexibility, which prevent dissatisfaction—and **motivators**, such as work-life balance, which increase intrinsic motivation. The combination of both factors contributes to a **more conducive and productive work environment**.

3. Theoretical and Practical Implications

From a **theoretical standpoint**, this study enriches the literature on the relationship between modern workplace policies and individual productivity in the digital industry. From a **practical perspective**, digital marketing companies are advised to:

Enhance the role of managers as supportive leaders who prioritize employee well-being,

Implement adaptive work schedule policies that are not burdensome or rigid, and

Integrate work-life balance initiatives into organizational strategies to drive employee performance.

This study was designed to test the **causal relationships** among the latent variables defined in the model: **Managerial Support, Work Schedule Flexibility, Work-Life Balance, and Individual Productivity**. The results of the PLS analysis, presented through various tables and diagrams, comprehensively confirm the proposed hypotheses and provide deeper insights into the dynamics of employee productivity in the digital workplace.

Path Analysis Test (Direct Relationships Between Variables)

The "Path Analysis Test" table presents the results of hypothesis testing for the direct relationships between variables. This forms the core of causal hypothesis analysis.

Managerial Support → [Latent Target Variable Not Clearly Identified]:

The Original Sample (O) value is 0.606, with a Sample Mean (M) of 0.613, Standard Deviation (STDEV) of 0.079, T Statistics (O/STDEV) of 7.681, and a P Value of 0.000. Given that the p-value is 0.000—well below the common significance thresholds of 0.05 or 0.01—it can be concluded that Managerial Support has a statistically significant influence on the intended dependent variable. The positive direction of the effect (O = 0.606) indicates that higher levels of Managerial Support are associated with an increase in the dependent variable, thereby supporting the hypothesis.

Work Schedule Flexibility → Individual Productivity:

The Original Sample (O) value is 0.276, Sample Mean (M) is 0.281, with a Standard Deviation (STDEV) of 0.103, T Statistics of 2.668, and a P Value of 0.008. Since the p-value is 0.008 (which is less than 0.05), the results confirm a statistically significant relationship between Work Schedule Flexibility and Individual Productivity. The positive effect (O = 0.276) suggests that more flexible work schedules are linked to higher levels of individual productivity.

Work-Life Balance → Managerial Support:

The Original Sample (O) value is 0.695, Sample Mean (M) is 0.709, with a Standard Deviation (STDEV) of 0.075, T Statistics of 9.200, and a P Value of 0.000. With a p-value of 0.000, Work-Life Balance demonstrates a strong and statistically significant impact on Managerial Support. The positive effect (O = 0.695) suggests that a better balance between work and personal life contributes to greater support from management.

Work-Life Balance → Work Schedule Flexibility:

The Original Sample (O) value is 0.592, Sample Mean (M) is 0.609, Standard Deviation (STDEV) is 0.073, T Statistics is 8.119, and P Value is 0.000. A p-value of 0.000 provides strong evidence that Work-Life Balance significantly influences Work Schedule Flexibility. The positive direction of the relationship (O = 0.592) indicates that better work-life balance promotes more flexible work schedules.

4. Specific Indirect Effect Test (Indirect Influence)

The “Specific Indirect Effect Test” table examines the significance of mediated or indirect relationships among the variables.

Work-Life Balance → Work Schedule Flexibility → Individual Productivity:

The Original Sample (O) value is 0.163, Sample Mean (M) is 0.171, Standard Deviation (STDEV) is 0.067, T Statistics is 2.442, and P Value is 0.015. With a p-value of 0.015 (less than 0.05), it can be concluded that there is a statistically significant indirect effect of Work-Life Balance on Individual Productivity through the mediating variable of Work Schedule Flexibility. This supports the mediation hypothesis, indicating that flexibility in work scheduling partially or fully mediates the relationship between Work-Life Balance and Individual Productivity.

Work-Life Balance → Managerial Support → Individual Productivity:

The Original Sample (O) value is 0.421, Sample Mean (M) is 0.435, Standard Deviation (STDEV) is 0.077, T Statistics is 5.443, and P Value is 0.000. Given the p-value of 0.000, the results demonstrate a highly significant indirect effect of Work-Life Balance on Individual Productivity via Managerial Support. This further confirms the mediation hypothesis, showing that Managerial Support serves as a strong mediator in the relationship between Work-Life Balance and Individual Productivity.

CONCLUSION

This study concludes that work schedule flexibility, work-life balance, and managerial support both individually and collectively have a positive and significant impact on individual productivity within digital marketing companies. In a fast-paced, dynamic, and creativity-driven work environment, flexible work arrangements allow employees to align their working hours with their personal productivity rhythms. This, in turn, enables them to work more efficiently, comfortably, and without the constraints of rigid time structures.

Maintaining a balance between professional responsibilities and personal life plays a vital role in preserving mental health, reducing stress, and enhancing employee motivation and loyalty – factors that ultimately support sustainable work performance. Managerial support also emerges as a crucial element in fostering a healthy, trust-based workplace environment. Managers who provide clear direction, open communication, and both emotional and strategic support can cultivate a positive organizational climate that empowers employees to grow and thrive.

Furthermore, the findings reveal that work-life balance mediates the relationship between work schedule flexibility and individual productivity. This suggests that the benefits of flexible working hours are maximized when coupled with genuine attention to employees' personal lives. Therefore, digital marketing companies are encouraged to adopt work policies that are not only technically flexible but also human-centered and focused on individual well-being.

Creating a supportive organizational culture and structure is a strategic move to boost overall productivity and build a sustainable competitive advantage especially in an industry as highly competitive and ever-evolving as digital marketing.

LIMITATION

The research was conducted solely among employees of digital marketing companies. As a result, the findings may not be generalizable to other industries with different work characteristics, such as manufacturing or the public sector.

SUGGESTION

The research enriches the academic literature by integrating three key variables – work schedule flexibility, work-life balance, and managerial support – to explain the factors influencing individual productivity. These findings reinforce existing theories on the positive relationship between adaptive work environments and employee performance. Moreover, the study adds empirical evidence to a relatively underexplored area, offering new insights specific to the digital industry context.

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