The Effect Of Flexible Work Space And Work Discipline On Work Productivity (Study On Employees In The City Of Surakarta)

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ABSTRACT

In this digital era, the world of work is undergoing a significant transformation. The emergence of information and communication technology (ICT) opens up new opportunities for companies to implement more flexible work models. One of the increasingly popular flexible work models is flexible work space (FWS). FWS allows employees to work from anywhere and anytime, not limited to traditional office space. As technology advances, it is necessary to adapt to using this technology. In new routines and habits in their lives, employees become more skilled in using digital work tools. It must be understood that the digital work environment is flexible and adaptable, allowing companies to adapt and change various work practices without requiring technological changes. (Richter & Riemer, 2013) in the journal (Driyantini et al., 2020). This study uses a quantitative approach with a survey method through a questionnaire distributed online to respondents who meet certain criteria . The results of the study indicate that flexible work space and work discipline have a positive and significant influence on employee work productivity.

INTRODUCTION

In theory, “the notion of “flexibility” encompasses a wide range of work practices such as task sharing, “flexible space”, “flexible time” and working from home” (Burnett et al., 2011) in the journal (Driyantini et al., 2020). Flexible work practices have been recognized by the current government as a key component of community service and cooperative work environments. It also shows that these practices are commonly implemented and carried out by political parties, organizations and employees in line with the desire to maximize improvements in working conditions. It has been recognized by the current government as a key component of community service and cooperative work environments. “It also shows that these practices are commonly implemented and carried out by political parties, organizations and employees in line with the desire to maximize improvements in working conditions” (Burnett et al., 2011) in the journal (Driyantini et al., 2020). According to Anderson and Kelliher, “flexible work options offer employees a degree of choice about where and how much they work. Typically these options may include full-time work, telework (usually from home), reduced hours or compressed or suppressed work hours” (Anderson & Kelliher, 2009) in the journal (Driyantini et al., 2020).

However, even though the concept of working is different, work discipline also affects employee performance to achieve company goals. "Good discipline can make employees feel responsible for the tasks given to them, but currently employee discipline is considered not to meet the company's desires. Therefore, work motivation can be considered as a work drive to improve employee performance to achieve company goals. There are several objectives of disciplinary action, including : creating that employee behavior is consistent with company rules, creating or maintaining respect and mutual trust between leaders and subordinates, helping employees to be more productive "(Sayoto & Winarto, 2018).

"In terms of supporting productivity, there is a relationship between the components of the work environment. A comfortable and conducive work environment is born from the awareness of employees and leaders so that both parties need to create such a work environment. The problem that companies often face is declining employee productivity due to an uncomfortable work environment" (Panjaitan, 2017). A good relationship between the company and employees. Employees will believe that the company they work for can understand and understand the needs of life that drive them to work.

For companies, FWS can help improve cost efficiency, because companies do not need to provide large office space for all employees and become a value for employees that they can find space or a place for comfort in doing work. In addition, FWS can also help companies to attract and retain the best talent, because these talents are increasingly looking for companies that offer flexible work models.

Thus, the identification of problems in this research is:

a. Does flexible work space have a significant impact on work productivity?
b. Does work discipline have a significant effect on work productivity?

THEORITICAL REVIEW

Flexible Working Space (FWS)

"Flexible Working Space (FWS) is an alternative for workers in determining various types of flexibility in working, for example, work time arrangements, work intensity, and work location" (Irawati, 2019). FWS is a very flexible space that can be done anywhere, anytime and according to the needs and conditions that support the implementation of work. This is very different from the traditional office model which requires the availability of facilities and infrastructure that are offline in the office, but flexible space is a workspace that offers greater flexibility for its users with the FWS implementation area/location. Flexible space is usually used for collaboration. This flexible space usually provides ready-to-occupy office space for tenants, in the coworking concept. Currently the coworking sector is still in its early stages in Indonesia.

"Co-working spaces focus on fostering togetherness among their communities or residents. Although they provide similar facilities to serviced

offices, they prioritize networking, hosting activities for their tenants. As a result of frequent interaction and communication between large conglomerates, small start-ups and freelancers, this creates a more lively, dynamic environment and encourages innovation. Serviced offices offer business solution companies and provide virtual offices with good wifi network facilities. Supporting facilities for virtual offices usually also provide telephone access, internet and mail services as part of a monthly package. In addition, some also provide access to business equipment such as fax machines, photocopiers, audio-visual equipment and other office furniture" (Azizah & Sri Wahyuningsih, 2020)

The use of the term Work From Home indicates the flexibility of the workplace or conceptually known as Flexible Working Space. Changes in the arrangement of the workplace linearly require changes in the mechanisms and methods of working, for example the leadership style in an organization or workplace. "Transformational Leadership is a leadership style that is adaptive in responding to changes that occur. The existence of this fundamental change essentially changes our current work culture (Organizational Culture). Where the concept of traditional work can only be done in the office, it has finally shifted to a paradigm that was never thought of before" (Ananda, 2022)

From Home or Flexible Working Space indicators consist of (Gultom, 2021): a) Flexible work environment. In this case, it provides an opportunity for workers to choose their own arrangements and methods of when and where they work and complete their tasks. b) Stress Disorders. In this case, with this flexibility, it can minimize stress disorders that usually arise. c) Closeness to family. The role of the family is very important in supporting work and activities. d) Travel Time. In this case, the time or distance required. e) Health and work balance. Maximum work results can be achieved if workers can maintain health and work balance. f) High creativity and productivity. This is needed in terms of work innovation and problem solving. g) Separation of home and office work.

Skryme argues that the 3 types of flexibility are different from the principles of conventional office arrangements (Skyrme, 1994) in (Driyantini et al., 2020). The following are the principles of conventional office arrangements: "1). Workplace: the workplace is flexible and not fixed. Resources can be shared rather than personal. Therefore, consideration must be given to storage arrangements and personal artifacts; 2). Time: many types of flexible work involve working in time zones or flexible working hours. This requires effective time management and effective means of handing over and coordinating work. Computer systems usually support these needs; 3). Communication: staying in touch, regardless of work location and working hours requires a more sophisticated message handling system. Procedures within work teams need to be well developed and understood; 4). Relationships: the nature of peer to peer to manager relationships is changing. Incidental contact or ad hoc meetings that occur in informal office environments may require telecommunications substitutes; 5). Technology: technology and home support services may not be as well developed as in the office. Information systems

support teams must be sensitive to new needs; 6). Security: Security concerns become increasingly important with shared desks or home working. With careful planning, they can usually be managed; 7). Management Style: The management style in a flexible work environment should be one of empowerment rather than control; 8). New Skills: There is a shift in skills from those that are purely task related to those that are operational and personal. This includes handling new communication technologies, planning workflows, and developing new social networks."

Work Discipline

"Discipline is a behavior that must be instilled in every employee inside and outside the company. Every individual must be willing to follow or obey all existing regulations that have been agreed upon at the beginning of work and be able to accept all consequences if they violate these regulations. So that over time this will become a good habit and will be applied in their hearts and souls" (Ariani et al., 2020). "Discipline is very useful for improving the skills and abilities of employees to support changes in employee attitudes based on motivation to excel in an organization. Discipline is also a major factor in increasing employee work productivity in an organization in addition to other factors or resources" (Hendra et al., 2019).

Wardoyo (2015) in (Suryadewi et al., 2020) stated that "a good form of discipline is reflected in the following atmosphere, namely: 1) High sense of employee concern for achieving company goals, 2) High enthusiasm and passion for employee initiative in doing work, 3) High sense of responsibility of employees to carry out their duties as well as possible, 4) Developing a sense of belonging and high solidarity among employees, 5) Increasing employee work efficiency and productivity. "According to Soejono (in Siagan, 2009) in (Hendra et al., 2019) "the first factor that can influence work discipline is punctuality, where in every company activity employees are required to complete their work on time. Employees come to the office on time, orderly and regularly, so it can be said that work discipline is good. The second is using office equipment properly, this shows a careful attitude in using office equipment, can show that someone has good work discipline, so that office equipment can be protected from damage. The third is responsibility where employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work, can also be said to have good discipline. The fourth is obedience to office rules, which means that employees wear office uniforms, use name tags (identification cards), make permission if they are not in the office, do tasks according to procedures without harming the company is a reflection of high discipline. "

Work Productivity

Productivity can generally be interpreted as an indicator in determining the relationship between input and output. "Work Productivity can be defined using

several approaches and dimensions as follows: a) Techno-economic approach which emphasizes the use of technology and economic principles in producing productivity or balancing input and output, b) Combination of efficiency and effectiveness of input, output and achievement of organizational goals, c) Factors that influence organizational functions in the form of strategic functions, services and others "(Oktiani et al., 2019). "Work productivity is the ability to obtain the greatest benefit from the available facilities and infrastructure by producing optimal or even maximum output. Productivity as a measurement of output in the form of goods or services in relation to input in the form of employees, capital, materials or raw materials and equipment. In the process of increasing productivity, managers, technicians and employees must all produce more output (rupiah value, production units and service units) from each unit of input. They must produce more output from every hour of labor used, from every rupiah of capital investment, from every unit of energy consumed in production. So productivity can be defined as the relationship between the inputs and outputs of a production system (Hindriari, 2018)."

"Several scientific arguments related to work productivity have essentially provided a fundamental perspective in understanding the concept of work productivity. The author argues that work productivity is one of the indicators used to measure work results from the availability of resources in a work environment. This has also been essentially emphasized in the Oktiani journal (Oktiani et al., 2019)

"To achieve maximum work productivity, organizations must place the right workforce so that they can work optimally, by considering the following: 1). Quality and Ability The quality and ability of the workforce are influenced by the level of education, training, work motivation, work ethic, mentality, and physical abilities of the workforce concerned. Education is the foundation for self-development and the ability to utilize all available facilities around for smooth implementation. The higher the level of education, the higher the productivity. Job training equips the workforce with the skills and the right ways to use work equipment, work motivation, work ethic, work attitude, among others by creating a pleasant work environment and appropriate industrial relations, 2). Supporting facilities are grouped into two, namely: First, concerning the work environment, including technology and production methods, production facilities and equipment used, the level of occupational safety and health, and the atmosphere and work environment itself. Second, concerning the welfare of the workforce which is reflected in the wage and social security system, as well as guarantees of job continuity. 3). Supra Sarana Management's ability to use resources optimally and create an optimal work system will determine the level of work productivity. The role of management is very strategic in increasing work productivity, namely by combining and utilizing all means of production, implementing management functions, creating systems and division of labor, placing the right people in the

right jobs, and creating safe and comfortable working conditions and environments "(Hindriari, 2018).

RESEARCH METHODS

Types of research

The type of research is adjusted to the independent variables used. From the variables used, it is more directed at quantitative research using an approach to collecting data in the form of numbers and applied in statistical analysis to understand the relationship between variables . This study aims to determine the causal relationship between these variables with quantitative methods.

Population and Sample

Population is the entire unit that is the main focus of the research and from which samples can be taken. This includes all individuals, objects, and events that are to be studied. Based on the research, the population used by the researcher is all employees. who works in the Surakarta area.

" A sample can also be said to be a part or representative of a population that represents the characteristics of the population as a whole. Sampling in this study used a simple random sampling technique because the data was considered homogeneous. This similarity is based on the similarity of regulations that underlie the teaching profession, instructions for carrying out tasks, competencies that must be met, technical implementation, supervision, evaluation carried out, and the form of the institution that oversees it " (Hera & Elvandari, 2021). Before taking a sample, it must first be determined how much sample size will be used, namely the number of employees, and others that will be used in a study. In this regard, there are several things that must be considered in determining the sample size, namely:

a. " The level of uniformity, the more diverse the data to be sampled, the more samples must be taken;
b. Analysis plan, the more detailed the analysis plan, the more samples must be taken;
c. Cost, time, and energy available. " (Heri Retnawati, 2015)

Data and data sources

This type of research data uses primary data obtained directly from respondents by filling out questionnaires. "Primary data" is material used to collect data directly from the source. The study was conducted with the aim of knowing in depth the influence of flexible work space (X1) and work discipline (X2) on work productivity (Y), so by distributing questionnaires to respondents who are sources of information about employees who sell in Surakarta City.

Method of collecting data

The data collection method applied in this study is by distributing questionnaires distributed through the Google Forms platform. By providing closed questions to respondents, especially MSME employees who sell in Surakarta City.

Quantitative data analysis techniques were used by filling out a Likert scale questionnaire (1-5).

SS = Strongly Agree (score 5)

S = Agree (score 4)

N = Neutral (score 3)

TS = Disagree (score 2)

STS = Strongly Disagree (score 1)

Data Analysis Techniques

"Data analysis is a stage of analyzing data obtained in the field in a structured manner by diversifying, describing it into its respective parts, synthesizing, compiling a framework, determining which is important and selected to be described" (Sugiyono,). In testing the hypothesis in this study using structural equation model analysis (SEM). "SEM is a statistical method for testing complex research as a whole" (Waluyo, 2019). The SEM used is Partial Least Square (PLS) with the Smart PLS application tool to process the data. Because it can be used for a limited number of samples with a complex research model.

1. Outer Model (Measurement Model Evaluation)

"The outer model is a model for measuring the validity of data, the structure of which includes discriminant validity, convergent validity, and finally reliability to measure internal consistency based on composite reliability" (Jogiyanto).

a. Validity test

“Validity testing is a test that functions to see whether a measuring instrument is valid or not. The measuring instrument referred to here is the questions in the questionnaire. A questionnaire is said to be valid if the questions in the questionnaire can reveal something that is measured by the questionnaire. For example, we want to measure Employee Performance” (Syamsuryadin & Wahyuniati, 2017). In this article, we will explain the validity test that correlates each indicator item score with the total construct score. The level of significance used is 0.05.

b. Convergent Validity

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item score component scores calculated using PLS. The measure of individual reflexivity is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7 for

exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5. However, according to Chin in Ghozali and Latan (2015: 74) for early stage research from the development of the measurement scale, the loading factor value of 0.5 - 0.6 is still considered adequate.

c. Discriminant Validity

Discriminant validity of the measurement model with reflective indicators is assessed based on cross loading for each variable must be greater than 0.07. If the correlation of the construct with the measurement item is greater than the size of the other constructs, then it indicates that the latent construct predicts the size of their block better than the other blocks. Another way to measure and test discriminant validity is to compare the square root of the Average Variance Extracted (AVE) for each construct with the correlation value between the construct and other constructs in the model. According to Fornell and Larcker in Ghozali and Latan (2015: 74) good discriminant validity is indicated by the square root of the AVE for each construct being greater than the correlation between constructs in the model. (Research Methods.Pdf, nd)

d. Reliability Test

According to Ghozali (2012) in the journal (E-issn, 2023), "Reliability testing is a measure of a questionnaire which is an indicator of one variable. A questionnaire is said to be credible or credible if a person's answer to the question is consistent or stable over time. If Cronbach's alpha is greater than 0.06 or> 0.7, the survey item is considered credible."

e. Multicollinearity Test

According to Ghozali (2021: 157) "multicollinearity test is conducted to test whether there is a correlation between independent variables in the regression model. A good regression model does not have a correlation between independent variables. The basis for making decisions on multicollinearity tests is as follows: (1) If the tolerance value ≤ 0.10 and the variance inflation factor (VIF) value ≥ 10, it means that multicollinearity occurs. (2) If the tolerance value > 0.10 and the variance inflation factor (VIF) value < 10, it means that there is no multicollinearity."

2. Inner model (Structural Model Evaluation)

"The inner model is a structural model to describe the causal correlation (causality) between latent variables that have been arranged based on theory" (Ghozali, 2019).

a. R-Square (R^2)

In analyzing the PLS model, it is opened by looking at the R-square for each latent variable (its dependent). The R-square value functions to assess how much the endogenous latent variable can be influenced by changes in the exogenous latent variable. The lower the R-square value, the worse the calculation model of the proposed research, and vice versa.

b. Hypothesis Testing

The path coefficient hypothesis test is used to measure how much influence there is between the tested variables and to find the path coefficient value that indicates the level of significance in testing the research hypothesis. Direct effect is useful for testing the hypothesis

of the direct influence of an independent variable (exogenous) on a dependent variable (endogenous). The path coefficient value is indicated by the T statistic value (t-statistic). If the path coefficient value indicated by the T statistic > 1.95 then the hypothesis is supported.

The basis for analyzing hypothesis testing is the value of the output path coefficient. The criteria for accepting a hypothesis can be seen from the t-statistic> t-table and is usually also seen from the p-value that meets the requirements (<0.05). However, if the hypothesis has a p-value> 0.05, then the hypothesis does not have a statistically significant effect. "Basically, to see whether the hypothesis is accepted or rejected by looking at the criteria if the p-value <0.05 and t-statistic> 1.96 " (Sujatmiko & Prismana, 2022).

RESULTS AND DISCUSSION

A. Respondent Description

The data used is primary data obtained from the distribution of distributed questionnaires. The distribution of questionnaires was carried out online via *Google Form* . From the distribution of the questionnaire, 168 respondents were obtained with predetermined criteria. Respondent descriptions are used to identify the characteristics of respondents including name, age, gender, last education, occupation, and how long you have worked at your current job.

1. Age Description

Description of respondents based on age is explained in the table below:

Table 1.2 Age Description

Age	Frequency
< 20 Years	20
20-30 Years	131
31-40 Years	5
41-50 Years	7
> 50 Years	5
Amount	168

Source: Primary Analysis Data, 2024 (Appendix 9, page 56)

Based on Table 1.2, the characteristics of respondents based on age show that the highest number of respondents is aged 20-30 years, with 131 respondents and the highest compared to other ages .

2. Gender Description

Description of respondents based on gender is explained in the table below :

Table 1.3 Description of Gender

Gender	Frequency
Man	108
Woman	60
Amount	168

Source: Primary Analysis Data, 2024 (Appendix 9, page 56)

Based on Table 1.3, the characteristics of respondents based on gender show that there are 108 male respondents. While there are 60 female respondents. So it can be concluded that the male respondents are the most with 108 respondents.

3. Education

Description of respondents based on education is explained in the table below:

Table 1.4 Description of Education

Education	Frequency
SENIOR HIGH SCHOOL	76
Diploma	18
Bachelor	74
Amount	168

Source: Primary Analysis Data, 2024 (Appendix 9, page 56)

Based on Table 1.4, the characteristics of respondents based on Education. It can be concluded that the high school education level of 76 respondents is the highest compared to the others.

4. Length of Service in Current Job

The description of respondents based on their length of service will be explained in the following table:

Table 1.5 Job Description

Length of work	Frequency
< 1 Year	102
1-3 Years	42
4-6 Years	11
> 6 Years	13
Amount	168

Source: Primary Analysis Data, 2024 (Appendix 9, page 56)

From the data in table 1.5, it can be concluded that respondents with a working duration of <1 year have 102 respondents, which is the largest number of respondents in this criterion.

B. Evaluation of Measurement Model (Outer Model)

The outer model is a model for measuring the validity of data, the structure of which includes discriminant validity, convergent validity, and finally reliability to measure internal consistency based on composite reliability (Jogiyanto).

a) *Convergent Validity*

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item scores and component scores calculated using PLS. The measure of individual reflexivity is declared high if the loading factor value is more than > 0.7.

Table 1.6 Convergant Validity

Variable	Indicator	Outer Loadings	Information
Flexible Work Space (X1)	A.1	0.854	**Valid**
	A.2	0.860	**Valid**
	A.3	0.876	**Valid**
	A.4	0.860	**Valid**
	A.5	0.870	**Valid**
Work Discipline (X2)	B.1	0.798	**Valid**
	B.2	0.832	**Valid**
	B.3	0.803	**Valid**
	B.4	0.866	**Valid**
	B.5	0.848	**Valid**
Work Productivity (Y)	C.1	0.611	**Invalid**
	C.2	0.578	**Invalid**
	C.3	0.815	**Valid**
	C.4	0.818	**Valid**
	C.5	0.836	**Valid**

Source: Primary Analysis Data, 2024 (Appendix 10, page 57)

Based on Table 1.6, it is known that each indicator of the research variable has many outer loading values > 0.7 or valid. While there are 2 indicators that do not meet the value > 0.7 or can be said to be invalid. However, according to Chin in Ghozali and Latan (2015: 74) for the initial stage of research from the development of the measurement scale, the loading factor value of 0.5 - 0.6 is still considered sufficient.

b) *Discriminant Validity*

Assessing discriminant validity is by looking at the AVE (Average Variance Extracted) value > 0.5. So it can be said to be valid in terms of discriminant validity. Here are the AVE values of each research variable:

Table 1.7 Discriminate Validity

Variables	*AVE (Average Variance Extracted)*	Information
Flexible Work Space (X1)	0.747	**Valid**
Work Discipline (X2)	0.689	**Valid**
Work Productivity (Y)	0.548	**Valid**

Source: Primary Analysis Data, 2024 (Appendix 10, page 57)

Based on Table 1.7, each variable in this study shows an AVE (Average Variance Extracted) value of .> 0.5. This shows that each variable in this study can be said to be valid in terms of discriminant validity.

c) Reliability Test

Reliability test is a measure of a questionnaire that is an indicator of one variable. A questionnaire is said to be credible or credible if a person's answer to the question is consistent or stable over time. If the Cronbach alpha is greater than 0.06, or > 0.7, the survey item is considered credible. Reliability testing in this study uses Composite Reliability and Cronbach Alpha.

Table 1.8 Composite Reliability

Variables	*Composite Reliability*	Information
Flexible Work Space (X1)	0.936	**Valid**
Work Discipline (X2)	0.917	**Valid**
Work Productivity (Y)	0.856	**Valid**

Source: Primary Analysis Data, 2024 (Appendix 10, page 57)

From Table 1.8, it can be shown that the *composite reliability value* of all research variables is > 0.7. This shows that each variable has met *the composite reliability* so that it can be concluded that all variables have a high level of reliability.

The second reliability test is *Cronbach's Alpha. Cronbach's Alpha* is a test where this test is a statistical technique used to measure internal consistency in the reliability test of psychometric instruments or data. A construct is said to be reliable if *the Cronbach's alpha value* is more than 0.60. Below is *the Cronbach's Alpha value* in this study.

Table 1.9 *Cronbach's Alpha*

Variables	*Cronbach's Alpha*	Information
Flexible Work Space (X1)	**0.915**	**Valid**
Work Discipline (X2)	**0.887**	**Valid**
Work Productivity (Y)	**0.791**	**Valid**

Source: Primary Analysis Data, 2024 (Appendix 10, page 57)

Based on Table 1.9 above, it shows that the *Cronbach alpha value* for the 2 variables in this study has a value of ≤ 0.6 which means that the *cronbach alpha value* can be said to be quite valid, but there are still flaws that should be fixed. While 1 other variable has a value above 0.7 which has met the requirements so that the construct can be said to be reliable.

d) Multicollinearity Test

According to Ghozali (2021: 157), the multicollinearity test is carried out to test whether there is a correlation between independent variables in the regression model. A good regression model does not have a correlation between independent variables. The basis for making decisions on the multicollinearity test is as follows: (1) If the tolerance value ≤ 0.10 and the variance inflation factor (VIF) value ≥ 10, it means that multicollinearity occurs. (2) If the tolerance value > 0.10 and the variance inflation factor (VIF) value < 10, it means that there is no multicollinearity.

Table 1.10 *VIF*

	Work Productivity
Flexible Work Space (X1)	1,021
Work Discipline (X2)	1,021
Work Productivity (Y)	

Source: Primary Analysis Data, 2024 (Appendix 10, page 57)

In table 1.10, detecting the presence or absence of multicollinearity by looking at the tolerance value and the Variance Inflation (VIF) value. From the results in the table above, it can be concluded that there is no multicollinearity in this study.

C. Structural Model Evaluation (Inner Model)

The inner model is a structural model to describe the causal correlation (causality) between latent variables that have been arranged based on theory (Ghozali, 2019). Evaluation of this model is carried out using the coefficient determination (R2) or R Square.

a) R-Square

In analyzing the PLS model, it is opened by looking at the R-square for each latent variable (its dependent). The R-square value functions to assess how much the endogenous latent variable can be influenced by changes in the exogenous latent variable. The lower the R-square value, the worse the calculation model of the proposed research, and vice versa. The following are the results of the R-square test in this study.

Table 1.11 *R Square*

	R Square
Work-Life Balance (Y1)	0.450

Source: Primary Analysis Data, 2024 (Appendix 11, page 58)

b) Hypothesis Testing

The path coefficient hypothesis test functions to measure how much influence there is between the tested variables and to find the path coefficient value that indicates the level of significance in testing the research hypothesis. The following are the results of the hypothesis test in this study:

Table 1.12 Path Coefficient (Direct Effect)

	H	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Flexible Work Space (X1) -> Work Productivity (Y)	**H1**	0.454	0.459	0.047	9,710	0,000	**Significant Positive**
Work Discipline (X2) -> Work Productivity (Y)	**H2**	0.599	0.602	0.044	13,688	0,000	**Significant Positive**

Source: Primary Analysis Data, 2024 (Appendix 11, page 58)

Based on the results of the path coefficient in table 1.12, it can be interpreted as follows:

H.1 Results The first hypothesis shows that Flexible Work Space has a significant positive effect on Work Productivity.

H.2 The results of the second hypothesis show that Work Discipline has a significant positive effect on Work Productivity.

Discussion

1. **Flexible work space for work productivity**

The results of the analysis of the hypothesis test show that flexible work space has a positive and significant effect on work productivity. This is in accordance with the results of the hypothesis test that the t statistics value is 9.710 where the results are greater than t table = 1.96 with a large influence (original sample) of 0.454 and p values of 0.000 which is less than 0.05. from these results it can be concluded that hypothesis 1 is accepted which means that flexible work space is proven to have a positive and significant effect on employee work productivity in the city of Surakarta.

The results of this study are in line with research conducted by Widiyati et al. (2022) that flexible working space affects the ability to produce solutions to work problems. The existence of flexible patterns or procedures makes the workforce more responsive to economic activities. The productivity of activities produces a design for the ability to compete. Flexible

activity patterns can provide opportunities or opportunities to get other income with work adaptation. Flexible working space can reduce stress or tension levels from the work profession (Sutarto et al., 2021).

2. Work Discipline on Work Productivity

The results of the analysis of the hypothesis test show that Work Discipline has a positive and significant effect on Work Productivity. This is in accordance with the results of the hypothesis test that the t statistics value is 13,688 where the results are greater than t table = 1.96 with a large influence (original sample) of 0.599 and P Values of 0.000 which is less than 0.05. From these results it can be concluded that hypothesis 2 is accepted which means that work discipline is proven to have a positive and significant effect on employee work productivity in Surakarta City.

This result is in accordance with the results of research conducted by Wirawan et al., (2019) that the work discipline variable has a significant influence on the work productivity of production employees at PT. Tirta Mumbul Jaya Abadi in 2016 with the analysis results showing that the calculated value = 4.756 ttable = 2.021 and the -value of 0.000 <α = 0.05.

Conclusion

Based on the results of the research that has been conducted , the following conclusions can be drawn:

1) Flexible Work Space has a significant positive effect on Work Productivity, as evidenced by the t statistic results of 9.710 and P values of 0.000, meaning that H1 is accepted.
2) Work Discipline has a significant positive effect on Work Productivity, as evidenced by the results of the t-statistic value of 13.688 and P values of 0.000, meaning that H2 is accepted.

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