



# The impact of digital competence, organizational culture, and work flexibility on employee productivity with job satisfaction as a moderation variable

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## ABSTRACT

This study aims to analyze the influence of organizational culture, work flexibility, and digital competence on work productivity and job satisfaction. The respondents in this study were 200 respondents who were employees working in various industrial sectors in Bangka Belitung who experienced digital transformation in their work environment. Using the path analysis method, the results of the study showed that organizational culture has a positive and significant influence on work productivity and job satisfaction. Work flexibility has also been shown to contribute significantly to Job Satisfaction, showing that the higher the flexibility in the work environment, the more employee satisfaction increases. However, digital competencies do not have a significant relationship with Work Productivity, which indicates that competitive factors in the work environment do not necessarily drive increased productivity. These findings contribute to the development of theories in human resource management by emphasizing the importance of organizational culture and work flexibility in increasing employee productivity and satisfaction. Practically, the results of this research can be a reference for organizations to create a more collaborative and flexible work environment to improve employee welfare and performance. However, this study has limitations in sample coverage and does not consider moderator or mediator variables that can affect the relationship between variables. Therefore, future research is suggested to explore additional factors, such as management support and work-life balance, for a more comprehensive understanding of organizational dynamics and employee productivity.

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## 1. INTRODUCTION

Digital competence refers to the ability of individuals to use information and communication technology effectively in completing job tasks. These skills include an understanding of various digital applications as well as the ability to adapt to evolving technological innovations (Smith, Brown, & Green, 2019). In today's digital age, digital competence does not only mean mastering software or hardware but also includes analytical and problem-solving skills through the use of technology. A deep understanding of digital workflows is key for employees to contribute optimally

in a fast-paced and dynamic work environment (Zhang, Li, & Wang, 2018). The application of digital competencies in the work environment has been proven to increase operational efficiency. By using the right technology, employees can complete tasks faster and reduce the potential for errors, making the work process more streamlined and time-saving (Garcia & Lee, 2020). In addition to efficiency, work effectiveness can also increase along with the use of digital technology. Employees who have digital competencies tend to be able to integrate various sources of information, collaborate virtually, and make more informed decisions based on real-time data, which overall improves the quality of work output (Ahmed & Khan, 2021).

The positive impact of improving digital competencies can also be seen on employee productivity. When technology is optimally integrated into daily activities, automation processes and cross-departmental collaboration become smoother, which contributes to improved work outcomes and overall organizational performance (Hernandez, Perez, & Thompson, 2022). During global competition and increasingly intensive digital transformation, organizations are required to develop employee digital competencies as one of the main strategies to maintain competitive advantage. This not only impacts the improvement of internal processes but also the organization's ability to adapt to rapid market changes (Müller & Schmid, 2019). Mastering digital competencies is an important foundation in creating an efficient and effective work environment. Recent research shows that increasing employees' digital capabilities are significantly correlated with increased productivity, so organizations that invest in these competency developments can reap strategic advantages in the digital age (Lee, Choi, & Park, 2023).

The impact of digital competencies, organizational culture, and work flexibility on employee productivity is multifaceted, with job satisfaction playing a crucial role in moderation. Digital competencies improve employee performance by fostering empowerment and technological autonomy, while organizational culture and work flexibility contribute to a supportive environment that further increases productivity. Job satisfaction acts as a mediator, increasing the positive effect of these factors on productivity. Digital leadership and a culture that supports digitalization create an environment that supports increased productivity and employee engagement (Yunita & Isnaini, 2024). Remote work flexibility has been shown to increase productivity by allowing employees to work in an environment that suits their personal needs, thereby improving work-life balance (Asriandi et al., 2024).

Flexibility in work arrangements can lead to greater job satisfaction, which in turn increases productivity (Judijanto et al., 2024). Job satisfaction mediates the relationship between digital competencies, organizational culture, and employee performance, increasing the positive effects of these factors on productivity (Eduardo & Nelly, 2024). Careful device management and digital strategies can increase job satisfaction, which is essential for maintaining high productivity levels (Judijanto et al., 2024). While the positive impact of digital competencies, organizational culture, and work flexibility on productivity is clear, challenges such as the limitations of digital infrastructure and potential job insecurity must be addressed to fully realise these benefits. In addition, the role of job satisfaction as a moderator variable highlights the importance of employee welfare in achieving optimal productivity results (Asriandi et al., 2024). This study aims to analyze the influence of digital competencies, organizational culture, and work flexibility on employee productivity, with job satisfaction as a moderation variable.

## **2. RESEARCH METHOD**

This research employs a quantitative methodology utilizing survey techniques to investigate the interplay between digital competence, organizational culture, and work flexibility on employee productivity, with job satisfaction acting as a moderating variable. The study's population comprises employees across various industries in Bangka Belitung undergoing digital transformation, sampled purposively to include individuals with a minimum of one year of experience in organizations that prioritize structured culture and flexible work policies, resulting in a total of 200 respondents. Data validity and reliability were assessed through Confirmatory Factor Analysis (CFA) and Cronbach's Alpha, while the relationships among variables and the moderation effect of job satisfaction were analyzed using Moderated Regression Analysis (MRA) with Partial Least Squares - Structural Equation Modeling (PLS-SEM).

### 3. RESULTS AND DISCUSSIONS

Based on the images of the results of data testing using Partial Least Squares Structural Equation Modeling (PLS-SEM), this study evaluates the impact of digital competencies, organizational culture, and work flexibility on employee productivity, as well as the role of job satisfaction as a moderation variable. This figure shows the p-values for each relationship between variables in the research model. The P-value is used to assess the significance of relationships between variables, with the conditions:  $P\text{-value} \leq 0.05 \rightarrow$  Significant relationship,  $P\text{-value} > 0.05 \rightarrow$  Insignificant relationship

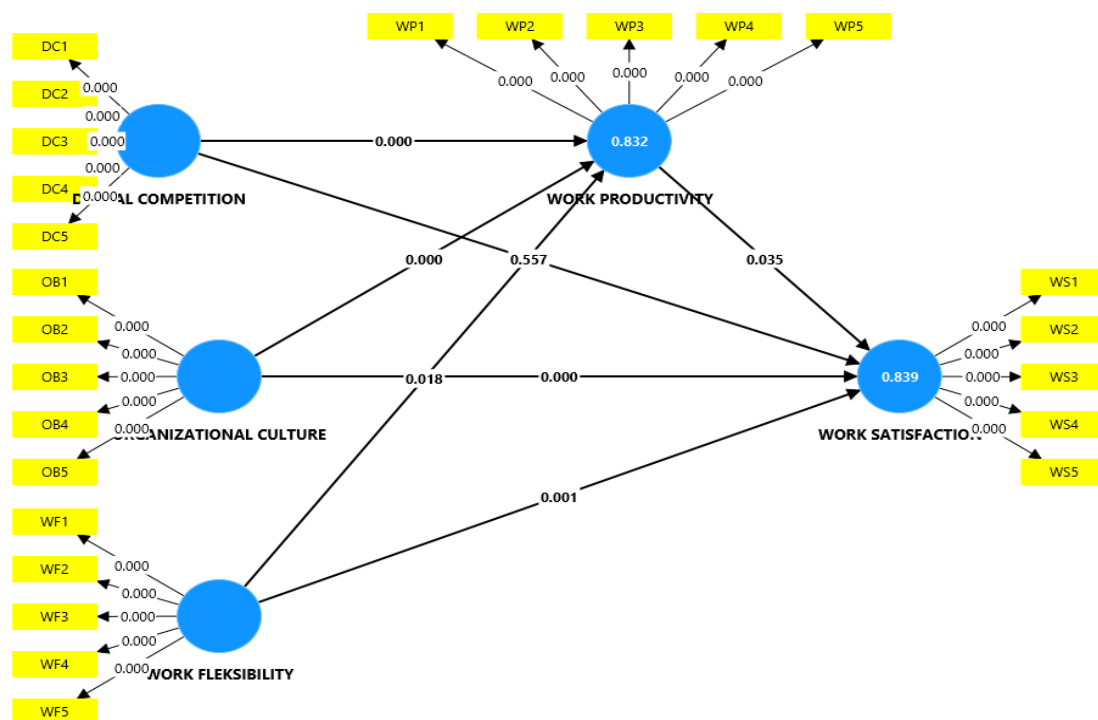


Figure 1. Test results bootstrapping

The Effect of Digital Competence on Work Productivity,  $P\text{-value} = 0.000 \rightarrow$  Significant relationship, the coefficient of the previous path shows that digital competence has a positive effect on work productivity. This means that the higher the level of digital competence of employees, the more their productivity will increase. Based on this data, Digital Competence has a positive and significant influence on Work Productivity, which is shown by a P-value of 0.000. This means that the higher the level of digital competence of employees, the more their productivity will increase.

These results are in line with several previous studies that have highlighted the importance of digital skills in improving individual performance in the modern work environment. For example, research by Ashdaq and Mandasari (2022) found that digital competencies contribute significantly to the effectiveness of human resource work in public institutions. Similarly, a study by Elisnawati, Mas'ud, and Selong (2023) revealed that digital competencies, along with motivation and work discipline, positively affect employee performance at the South Sulawesi Provincial Human Resources Development Agency.

However, some studies emphasize that digital competencies alone may not be enough to optimally increase productivity. Other factors such as work motivation, discipline, and appropriate job placement also play an important role. For example, a study by Iswadi highlights that employee competencies have a significant impact on productivity, but other factors such as training and work experience also play an important role. In addition, research by Al-Dabbagh et al. (2016) shows that self-discipline in the use of Information and Communication Technology (ICT) affects employee productivity, emphasizing the importance of self-management in the use of technology.

Digital literacy is a key factor in increasing employee productivity. Digital literacy involves the ability to use digital devices and platforms effectively, which is essential for optimizing work processes and achieving organizational goals (Afrizal et al., 2024). In the context of government employees, digital literacy is very important to simplify bureaucratic processes and improve service delivery, thereby increasing productivity (Afrizal et al., 2024). Digital competency training has a direct positive impact on employee productivity. Training programs that focus on improving digital skills lead to increased job satisfaction and productivity, which in turn reduces employee turnover rates (Mayasari et al., 2024). In technology companies, the adoption of Industry 4.0 technology requires continuous skill development to maintain high levels of productivity. Digital skills training is essential for employees to adapt to new work environments and technologies (Nurrohmat et al., 2024).

The advent of Industry 4.0 has changed work behaviour, requiring employees to be flexible and proficient with new technologies. This shift underscores the importance of digital competencies in maintaining productivity in a rapidly changing work environment (Nurrohmat et al., 2024). Transformational leadership and a supportive work environment are essential in fostering digital competencies and increasing productivity in technology companies (Nurrohmat et al., 2024). Digital literacy, combined with intensive communication, significantly improves employee performance. A teamwork system that utilizes digital devices can mediate and strengthen the positive effects of digital competencies on productivity (Handayani et al., 2024). While digital competencies are a significant driver of productivity, it's important to consider other factors such as organizational culture, leadership, and employee well-being. These elements can also affect productivity and must be integrated with digital competency strategies to achieve optimal outcomes.

The findings from these studies support that Digital Competence has a positive and significant influence on Work Productivity. The implication of these findings, both theoretically and practically, is the need for a holistic approach to the development of digital competencies in the workplace. Theoretically, these results broaden the understanding of how digital competencies interact with other factors in influencing productivity. Practically, organizations are advised to not only focus on improving employees' digital skills, but also pay attention to aspects of motivation, discipline, and proper job placement. This is important to ensure that investment in digital training has the maximum impact on work productivity.

Effect of Digital Competency on Job Satisfaction, P-value = 0.000 → Significant relationship, However, the value of the previous path coefficient shows the negative direction of digital competence on job satisfaction, which may indicate that improving digital competence does not necessarily improve employee satisfaction. This can happen if the pressure on the use of technology increases in the absence of adequate support from the organization. Based on these data, Digital Competency has a significant influence on Job Satisfaction with a P-value of 0.000. However, the path coefficient points in a negative direction, which indicates that improving digital competencies does not necessarily improve job satisfaction. This can happen if the pressure on the use of technology increases without adequate support from the organization.

The results of the study show that increasing digital competencies is not always directly proportional to increasing employee job satisfaction. These results are in line with the findings of several previous studies that highlighted the complexity of the relationship between digital competencies and psychological aspects in the work environment. For example, research by Rosmaini (2020) revealed that competence has a positive but not significant influence on employee performance, while job satisfaction has a positive and significant effect on employee performance. This shows that while digital competencies are important, other factors such as job satisfaction are more dominant in influencing employee performance.

On the other hand, some studies emphasize that digital competence can increase work effectiveness if it is supported by other factors such as motivation and work discipline. A study by Elisnawati, Mas'ud, and Selong (2023) found that digital competence, work motivation, and work discipline together have a positive and significant effect on employee performance at the South Sulawesi Provincial Human Resources Development Agency. However, this study focuses more on performance than job satisfaction, so it does not directly discuss the impact of digital competencies on employee satisfaction.

The implication of these findings, both theoretically and practically, is the need for a holistic approach to the development of digital competencies in the workplace. Theoretically, these results broaden the understanding of how digital competencies interact with other factors in influencing employee satisfaction and performance. Practically, organizations are advised to not only focus on improving employees' digital skills but also pay attention to aspects of adequate organizational motivation, discipline, and support. This is important to ensure that investment in digital training has a positive impact not only on performance but also on employee job satisfaction.

The Influence of Organizational Culture on Work Productivity, P-value = 0.018 → Significant relationship. A good organizational culture contributes to increasing employee work productivity, as it can create a more collaborative and comfortable work environment. Based on this data, Organizational Culture has a significant influence on Work Productivity, with a P-value of 0.018. This shows that a good organizational culture contributes to increasing employee work productivity by creating a more collaborative and comfortable work environment.

Studies show that organizational culture shapes employee behavior, motivation, and engagement, which ultimately influences productivity levels. A supportive culture encourages employee discipline, which mediates the relationship between culture and performance, increasing overall productivity (Nafisah, 2024). Key cultural attributes, such as shared values and beliefs, directly influence employee motivation and engagement, leading to improved outcomes (Jerab, 2025). Organizations that align management practices with cultural values tend to see higher employee satisfaction and productivity (Tavares & Shouhong, 2024). The proposed framework suggests that organizations should focus on cultural transformation that prioritizes employee engagement and performance improvement (Dragomir-Pânzaru & Lia, 2024). On the contrary, it is important to realize that not all cultural attributes positively affect productivity; Some can lead to dissatisfaction or disengagement among employees, highlighting the complexity of these relationships.

The Influence of Organizational Culture on Job Satisfaction, P-value = 0.000 → Significant relationship. A strong organizational culture has a significant influence on employee job satisfaction. This emphasizes that good organizational values, norms, and policies can improve employee welfare and satisfaction. Based on these data, Organizational Culture has a significant influence on Job Satisfaction, with a P-value of 0.000. This shows that good organizational values, norms, and policies can improve employee welfare and satisfaction.

Research conducted by Wahyuddin et al. (2021) found that organizational culture has a positive effect on lecturers' job satisfaction. Another study by Wulandari (2020) revealed that organizational culture contributes to employee job satisfaction. Research by Zain et al. (2009) found that the dimensions of organizational culture have a positive relationship with organizational commitment. A strong company culture forms a high commitment from employees, which in turn increases their job satisfaction. Research by Chandra and Panjaitan (2018) shows that organizational culture and work motivation together have a positive and significant effect on employee job satisfaction. A strong and positive organizational culture has a significant influence on employee job satisfaction. Good organizational values, norms, and policies create a supportive work environment, improve well-being, and ultimately increase employee satisfaction. Therefore, it is important for organizations to build and maintain a positive culture in order to achieve optimal performance and high job satisfaction among employees.

Effect of Work Flexibility on Work Productivity, P-value = 0.001 → Significant relationship, Work Flexibility allows employees to have a better work-life balance, which has a positive impact on increased productivity. Based on these data, Work Flexibility has a significant influence on Work Productivity, with a P-value of 0.001. This shows that work flexibility allows employees to achieve a better work-life balance, which in turn has a positive impact on increased productivity.

The impact of work flexibility on employee productivity is multifaceted, with numerous studies highlighting its positive impacts while acknowledging potential challenges. Flexible Work Arrangements (FWAs) increase productivity by improving work-life balance, reducing stress, and fostering job satisfaction. However, organizations must overcome communication barriers and collaboration issues that may arise from such arrangements. FWAs allow employees to work in an

environment that suits them, leading to increased focus and efficiency (Egasmara et al., 2025) (Hu, 2024).

Flexible schedules contribute to a better work-life balance, which is associated with higher job satisfaction and motivation (Lisnawati, 2024) (Mandalahi et al., 2024). Employees save on travel and meal costs, which can further increase their productivity (Egasmara et al., 2025). Remote work can cause difficulties in team collaboration and communication (Hu, 2024) (Lisnawati, 2024). Employees may struggle to manage their workload effectively in a flexible environment (Hu, 2024). While FWAs generally increase productivity, organizations must implement supportive measures to mitigate related challenges, ensuring that flexibility results in sustained performance improvements. By providing flexibility in work hours and workplaces, employees can achieve a better work-life balance, increase efficiency, and have a higher commitment to the organization. Therefore, organizations are advised to consider implementing a work flexibility policy to increase employee productivity.

Effect of Job Flexibility on Job Satisfaction, P-value = 0.000 → Significant, Work Flexibility also significantly increases job satisfaction, as it gives employees more control over how they complete tasks. Based on these data, work flexibility has a significant influence on job satisfaction, with a P-value of 0.000. This suggests that flexibility in work allows employees to have more control over how they complete tasks, which ultimately increases their job satisfaction.

Research conducted by Siregar et al. (2022) shows that work flexibility has a positive and significant effect on job satisfaction of Generation Z and Millennial employees. Employees who have flexibility in determining time and place of work tend to feel more satisfied because they can tailor work to their personal needs. A study by Siregar et al. (2023) examined the relationship between work flexibility, work-life balance, and job satisfaction showed that work flexibility and work-life balance have a positive and significant effect on job satisfaction. Employees who are able to balance the demands of work and personal life through work flexibility report higher levels of job satisfaction. Research by Yusuf et al. (2022) shows that work flexibility has a positive and significant effect on job loyalty. Employees who are satisfied with the flexibility provided tend to have higher loyalty to the company. Research by Putri and Setiawan (2020) shows that work flexibility has a positive effect on job satisfaction, which in turn increases employee work motivation. Work flexibility has a positive and significant influence on employee job satisfaction. Giving employees more control over how and when they complete tasks allows them to tailor work to personal needs, which ultimately improves their well-being and job satisfaction. Therefore, organizations are advised to consider implementing work flexibility as a strategy to increase employee satisfaction and loyalty.

Effect of Work Productivity on Job Satisfaction, P-value = 0.035 → Significant relationship, High work productivity has a positive impact on employee job satisfaction, as they feel more valued and have greater achievements in their work. Work Productivity has a significant influence on Job Satisfaction, with a P-value of 0.035. This shows that increased work productivity is positively related to employee job satisfaction levels. Productive employees tend to feel more valued and have greater accomplishments in their jobs, which ultimately increases their satisfaction.

Research conducted by Sukmana and Dewi (2019) shows that work productivity has a significant effect on job satisfaction, this indicates that auditors who have high productivity tend to feel more satisfied in their work. The Syahputra study (2020) explores the relationship between job satisfaction and employee productivity showing a positive relationship between the two variables. Employees who feel satisfied with their jobs tend to show an increase in work productivity. Research by Sari (2017) examining the effect of job satisfaction on work productivity in field workers shows that job satisfaction has a significant effect on work productivity. Although the direction of the relationship studied is different, these findings reinforce the concept that there is a close relationship between job satisfaction and productivity. A study by Posumah et al. (2022) examining the influence of the quality of human resources and the work environment on employee work productivity shows that these two variables have a significant effect on employee work productivity. Although the study did not directly examine the relationship between productivity and job satisfaction, the findings suggest that factors such as the quality of human resources and the work environment can affect productivity, which in turn can impact employee job satisfaction.

Productive employees tend to feel more satisfied in their jobs because they feel valued and see tangible accomplishments from their efforts. Conversely, high job satisfaction can also drive increased productivity. Therefore, organizations are advised to create a work environment that supports productivity and job satisfaction simultaneously, to achieve optimal performance and better employee well-being.

Job satisfaction plays an important role in moderating the relationship between digital competencies and employee productivity. Research shows that job satisfaction not only mediates but also increases the positive effects of digital competencies on employee performance in various sectors. Job satisfaction significantly mediates the relationship between digital competencies and employee performance, as evidenced by research showing that higher job satisfaction leads to increased productivity outcomes (Eduardo & Nelly, 2024) (Erfan et al., 2020). In the context of digital leadership, job satisfaction was found to mediate the effects of digital competencies on employee performance, highlighting the importance of digital competencies in the digital era (Hidayat et al., 2023).

Digital competency training has been linked to increased job happiness, which in turn has a positive impact on employee productivity (Mayasari et al., 2024). Employees with higher digital skills tend to report greater job satisfaction, which correlates with increased productivity levels (Erfan et al., 2020). Organizations should focus on improving job satisfaction through digital competency training and a supportive work environment to optimize employee productivity (Mayasari et al., 2024) (Erfan et al., 2020). Conversely, although job satisfaction is a significant factor, some studies suggest that digital competence alone can affect productivity without having to rely on job satisfaction as a mediator, which suggests a complex interaction between these variables (Hidayat et al., 2023) (Yudha et al., 2023).

Job satisfaction plays an important role in moderating the influence of organizational culture on employee productivity. The interaction between these elements is important, as a positive organizational culture can increase job satisfaction, which in turn boosts employee performance. A positive organizational culture, characterized by shared values and supportive leadership, significantly increases job satisfaction (Rohith & Murthy, 2024) (Shahriar et al., 2024). Elements such as open communication, recognition, and professional development opportunities are essential in fostering a fulfilling work environment (Rohith & Murthy, 2024) (Shahriar et al., 2024).

Job satisfaction serves as a mediating variable that strengthens the relationship between organizational culture and employee performance (Pratama et al., 2025) (Hindami et al., 2024). Studies show that when employees feel satisfied, they tend to be more productive, as their engagement rates increase (Tavares & Shouhong, 2024). Organizations that align their culture with employee needs and values can expect higher productivity and retention rates (Rohith & Murthy, 2024) (Hindami et al., 2024). Conversely, a negative culture can lead to decreased job satisfaction and lower productivity, which highlights the importance of cultural alignment (Tavares & Shouhong, 2024). While the evidence supports the positive role of job satisfaction in increasing productivity through organizational culture, it's important to consider that not all employees may respond to cultural initiatives equally, which suggests the need for a tailored approach to employee engagement.

Job satisfaction plays an important role in moderating the impact of work flexibility on employee productivity. Research shows that flexible work arrangements increase job satisfaction, which in turn positively affects productivity levels. Flexible work systems, such as telecommuting and flextime, significantly improve employee job satisfaction by encouraging work-life balance (Hu, 2024) (Rajaram & Jha, 2024). Increased job satisfaction leads to higher productivity, as satisfied employees are more engaged and motivated (Fatmawati, 2024) (Ratono et al., 2024).

Job satisfaction acts as a mediator between work flexibility and employee performance, as a buffer against negative factors such as burnout (Westover, 2024). Studies show that job satisfaction can amplify the positive impact of flexible work arrangements on productivity, suggesting that organizations should prioritize employee satisfaction to maximize productivity outcomes (Ratono et al., 2024). Conversely, while flexibility can improve job satisfaction and productivity, it can also pose challenges such as communication barriers and workload

management issues, which can negatively impact overall performance if left unaddressed (Hu, 2024).

#### 4. CONCLUSION

Based on the results of the research shown in the figure, it was found that Organizational Culture and Work Flexibility have a significant influence on Job Satisfaction. This shows that a work environment that has a strong culture and high flexibility can improve employee satisfaction. However, Local Competition does not have a significant influence on Work Productivity. Meanwhile, Organizational Culture also has a significant relationship with Work Productivity, indicating that a supportive work environment can increase employee productivity.

While this study provides valuable insights into the factors that affect productivity and job satisfaction, there are some limitations to consider. One of them is the scope of research that may be limited to industries or regions in Bangka Belitung only, so the generalization of these findings needs to be done carefully. In addition, this study did not consider moderator or mediator variables that may have an important role in the relationship between variables. Therefore, further research is recommended to explore additional factors such as management support, work-life balance, as well as intrinsic motivation that may influence the relationship between organizational culture, work flexibility, and employee satisfaction and productivity.

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