

FLEXIBLE WORKING AND JOB SATISFACTION: THE MODERATING ROLE OF EMPLOYEE RESILIENCE AMONG GIG ECONOMY WORKERS

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Abstrak

Penelitian ini bertujuan untuk menguji pengaruh *Flexible Working* terhadap Kepuasan Kerja serta menganalisis peran *Employee Resilience* sebagai variabel moderasi pada pekerja *gig economy* di Kota Madiun. Penelitian menggunakan pendekatan kuantitatif asosiatif dengan sampel 160 pekerja *gig economy* yang ditentukan melalui *non probability sampling* dengan teknik snowball sampling. Data dikumpulkan melalui kuesioner berskala Likert dan dianalisis menggunakan IBM SPSS Statistics 27 melalui uji validitas, reliabilitas, asumsi klasik, dan *Moderated Regression Analysis* (MRA). Hasil penelitian menunjukkan bahwa *Flexible Working* berpengaruh positif dan signifikan terhadap Kepuasan Kerja (koefisien regresi 1,516; signifikansi $0,000 < 0,05$), sehingga H1 diterima. *Employee Resilience* juga terbukti memoderasi pengaruh tersebut (koefisien interaksi 0,017; signifikansi $0,000 < 0,05$), sehingga H2 diterima. Semakin tinggi *Employee Resilience* yang dimiliki pekerja, semakin kuat pengaruh *Flexible Working* terhadap Kepuasan Kerja. Temuan ini diharapkan memperkaya kajian Manajemen Sumber Daya Manusia serta menjadi acuan bagi pekerja dan pengelola platform digital dalam merancang kebijakan kerja yang mendukung fleksibilitas dan penguatan resiliensi karyawan.

Kata Kunci: *Flexible Working*, Kepuasan Kerja, *Employee Resilience*, *Gig Economy*, *Moderated Regression Analysis*

Abstract

This study examines whether flexible working translates into greater job satisfaction, with particular attention to how Employee Resilience alters that connection among gig economy workers in Madiun City, Indonesia. A quantitative associative design was employed with a sample of 160 gig economy workers selected through non-probability sampling using the snowball technique. Data were collected using a Likert-scale questionnaire and analyzed with IBM SPSS Statistics 27, including validity, reliability, classical assumption tests, and Moderated Regression Analysis (MRA). The results show that Flexible Working has a positive and significant effect on Job Satisfaction (regression coefficient = 1.516; significance = $0.000 < 0.05$), so H1 is accepted. Employee Resilience is also proven to significantly moderate this relationship (interaction coefficient = 0.017; significance = $0.000 < 0.05$), so H2 is accepted, indicating that workers with higher resilience derive greater job satisfaction benefits from flexible working arrangements. These findings extend Job Demands-Resources Theory in the

gig economy context and offer practical guidance for workers and digital platform managers in designing work policies that support flexibility and strengthen employee resilience.

Keywords: *Flexible Working, Job Satisfaction, Employee Resilience, Gig Economy, Moderated Regression Analysis*

A. INTRODUCTION

Managing people effectively sits at the core of how well an organization and its workforce move toward shared objectives. The rapid growth of digital technology has transformed work arrangements from conventional employment toward more flexible models, one of which is the expansion of the gig economy. The World Economic Forum (2025) reported that digital technology, artificial intelligence, global economic dynamics, and evolving business models are the principal forces projected to reshape labor markets through 2030, with organizations increasingly adopting flexible, platform-based work arrangements that demand greater adaptability and resilience from workers.

This global trend is also evident in Madiun City. National labor force survey data (Sakernas, August 2025) indicate that 57.80% of Indonesia's 146.54 million workers are engaged in the informal sector, a category that largely overlaps with gig work (BPS RI, 2025). At the local level, the informal employment share in Madiun City reached 46.49% of the labor force in August 2025, while the Labor Force Participation Rate rose from 70.60% in 2024 to 71.23% in 2025 (BPS Kota Madiun, 2025). These figures indicate that Madiun City is a representative setting for examining flexible, project-based work, including gig economy activity.

This study draws on Bakker and Demerouti (2014) JD-R framework, which conceptualizes worker wellbeing and performance as an outcome of how job demands are counterbalanced by two categories of resources those provided by the job itself and those the individual brings personally. In the gig economy, flexible working can be regarded as a job resource because it allows workers discretion over the timing, location, and manner of task completion. At the same time, gig work also imposes considerable job demands, such as income uncertainty, algorithmically determined targets, high competition among workers, and limited employment protection (Hasan & Paul, 2026). According to JD-R Theory, the effectiveness of job resources in producing positive outcomes also depends on

personal resources, one of which is employee resilience, defined as the capacity to adapt, persist, and recover when facing job-related pressures and change.

A body of earlier work points in the same direction: workers in conventional employment settings from e-commerce staff to civil servants tend to report greater satisfaction when given flexible arrangements, as documented by e-commerce workers (Azizah et al., 2023), female ICT employees (Aura & Desiana, 2023), private-sector employees in the Jabodetabek area (Viona Iradita et al., 2025), civil servants (Anggara, 2025), Dutch public-sector employees (Possenriede & Plantenga, 2011), and millennial private-sector employees (Aziz & Iqbal, 2022). However, evidence from gig economy contexts suggests a more complex pattern: while flexibility in scheduling benefits ride-hailing drivers, it is often accompanied by pressure to meet platform-driven incentive targets (Fazriansyah & Dewanto, 2023), and the strength of the flexibility-satisfaction relationship among ride-hailing drivers has been found to be comparatively weak (Dwi Rahayu et al., 2023). This suggests that the benefits of flexibility may depend on workers' capacity to manage the uncertainty that characterizes gig work, opening room to examine the moderating role of employee resilience.

The primary reference for this study is Ramadhan and Hayati (2026). As the main empirical anchor for this research, their work tested the same three constructs among 400 Gen-Z formal-sector employees in Bandung via PLS-SEM. While flexibility was shown to boost satisfaction significantly, resilience failed to strengthen that link statistically (t -statistic = 1.356; p = 0.175). The authors suggested that this non-significant moderation might be specific to formal workers who receive organizational support, and recommended re-testing the model among workers who rely more heavily on personal psychological resources, such as gig workers.

This research gap motivates the present study. First, most FWA-job satisfaction research has focused on formal-sector employees (civil servants, e-commerce staff, ICT employees, private-sector employees), while gig workers, who face higher income uncertainty and weaker employment protection, remain underexamined. Second, studies specifically involving gig workers (Dwi Rahayu et al., 2023; Fazriansyah & Dewanto, 2023; Siregar & Panjaitan, 2025) have generally tested only direct relationships, so

integrated models combining flexibility, resilience, and satisfaction are still scarce. Third, few studies have empirically tested whether resilience strengthens or weakens the link between flexible arrangements and satisfaction specifically within gig-based work, and the non-significant moderation reported by Ramadhan and Hayati (2026) for formal Generation Z workers raises the question of whether the same pattern holds among gig workers who lack organizational support structures. Fourth, research specifically situated in Madiun City is scarce compared with major cities such as Bandung, Jakarta, Yogyakarta, and Depok.

This study contributes novelty by focusing on gig economy workers (online transportation drivers, online couriers, food delivery workers, and digital-platform freelancers) in Madiun City, and by re-testing the moderating role of employee resilience in isolation, without the additional variables (such as work-life balance or employee engagement) included in the reference study. Accordingly, this research aims to examine (1) the effect of Flexible Working on Job Satisfaction and (2) the moderating role of Employee Resilience in that relationship among gig economy workers in Madiun City. Based on this rationale, two hypotheses were formulated: H1: Flexible Working affects Job Satisfaction among gig economy workers in Madiun City; H2: Employee Resilience moderates the effect of Flexible Working on Job Satisfaction among gig economy workers in Madiun City.

B. METHOD

1. Research Design

This study employs a quantitative approach with an associative research design intended to examine causal relationships between variables, including the moderating effect of a third variable on the relationship between an independent and a dependent variable (Sugiyono, 2023). The research was conducted among gig economy workers active in Madiun City, including online transportation drivers, online couriers, food delivery workers, and digital-platform freelancers, over a four-month period.

2. Population, Sample, and Sampling Technique

The population comprises all gig economy workers active in Madiun City. Because this population is not officially registered and its exact size is unidentified, the study applied non-probability sampling using the snowball sampling technique (Sugiyono, 2023), beginning with a small number of key respondents who subsequently referred other eligible workers until the target sample size was reached. Respondents were required to be active gig economy workers in Madiun City, at least 18 years old, and to have worked in the gig economy for a minimum of six months.

Sample size was determined following Hair et al. (2010), whose guideline suggests multiplying the indicator count by a factor of five to ten to arrive at an adequate multivariate sample size. With 15 indicators across the three research variables, the minimum sample ranged from 75 (5×15) to 150 (10×15) respondents. This study used the upper bound of 150 respondents as the minimum target to maximize representativeness. After accounting for incomplete or invalid responses, 160 valid questionnaires were collected and analyzed, exceeding the minimum requirement.

3. Research Variables and Operational Definitions

This study involves three variables: Flexible Working (X) as the independent variable, Job Satisfaction (Y) as the dependent variable, and Employee Resilience (Z) as the moderating variable. All variables were measured using a four-point Likert scale (Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1). The operational definitions and indicators are summarized in Table 1.

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicators	Source
Flexible Working (X)	A work system that gives workers freedom to determine when, where, and how they complete their tasks.	Time flexibility; place flexibility; task flexibility; contractual flexibility	Purnawan et al. (2025)
Employee Resilience (Z)	The capacity of individuals to adapt to the work environment and to acquire, integrate, and use available resources effectively.	Aligning work with personal values; seeking feedback; positive coping;	Ramadhan & Hayati (2026)

Variable	Definition	Indicators	Source
		adaptability; persistence under pressure; self-confidence; use of social support	
Job Satisfaction (Y)	A positive feeling or attitude toward one's job arising from evaluation and work experience.	Pay and welfare; the work itself; self-development; job competence	Putra et al. (2020)

Source: Sugiyono (2023); processed research data (2026)

4. Data Collection and Research Instrument

Data were collected through a closed-ended questionnaire distributed both offline, by directly approaching gig workers at strategic locations in Madiun City, and online, through a Google Form shared within local gig-worker communities. Responses were scored on a four-point Likert scale (Sugiyono, 2023).

5. Data Analysis Technique

Data were analyzed quantitatively using IBM SPSS Statistics 27. The analysis began with instrument quality testing through validity testing (Pearson Product Moment correlation) and reliability testing (Cronbach's Alpha, with a threshold of > 0.70; Ghazali, 2016). This was followed by descriptive statistical analysis and classical assumption testing, comprising the Kolmogorov-Smirnov normality test, the multicollinearity test (Tolerance > 0.10 and VIF < 10), and the Glejser heteroscedasticity test (significance > 0.05 indicating no heteroscedasticity).

Hypothesis testing was conducted using Moderated Regression Analysis (MRA), specified as:

$$Y = a + b_1X + b_2Z + b_3(X.Z) + e$$

where Y is Job Satisfaction, a is the constant, b₁, b₂, b₃ are regression coefficients, X is Flexible Working, Z is Employee Resilience, X.Z is the interaction term between Flexible Working and Employee Resilience, and e is the error term. Statistical significance of each coefficient was evaluated through the t-test (significance level of 0.05), and model fit was evaluated using the coefficient of determination (R²) (Ghozali, 2018; Sugiyono, 2023).

C. RESULTS AND DISCUSSIONS

1. Respondent Characteristics

The final sample consisted of 160 gig economy workers in Madiun City obtained through snowball sampling. Respondents were predominantly male (126 people, 78.8%) compared with female (34 people, 21.2%), reflecting the male-dominated nature of the online transportation sector, which demands high mobility (Dwi Rahayu et al., 2023). By age, the largest group was 26-35 years old (79 people, 49.4%), followed by 36-45 years old (45 people, 28.1%), 18-25 years old (23 people, 14.4%), and above 45 years old (13 people, 8.1%), indicating that most respondents belong to the productive age group. By occupation, online transportation drivers were the largest group (45 people, 28.2%), followed by online couriers and freelancers (each 42 people, 26.2%), and food delivery workers (31 people, 19.4%).

2. Validity and Reliability

All items measuring Flexible Working, Employee Resilience, and Job Satisfaction were tested using Pearson Product Moment correlation and found valid, with calculated r-values exceeding the table r-value at the 0.05 significance level. Reliability testing, summarized in Table 2, showed that all three variables achieved Cronbach's Alpha values above the 0.70 threshold, confirming that the research instrument is reliable and internally consistent.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Description
Flexible Working (X)	0.946	0.70	Reliable
Employee Resilience (Z)	0.817	0.70	Reliable
Job Satisfaction (Y)	0.768	0.70	Reliable

Source: SPSS output (2026)

3. Descriptive Statistics

Descriptive statistics show that Flexible Working obtained a mean score of 28.84 (SD = 4.020) from a possible range of 8-32, Employee Resilience obtained a mean score of 73.49 (SD = 5.215), and Job Satisfaction obtained a mean score of 54.19 (SD = 4.695) from a possible range of 22-59. The mean values, which approach the maximum possible scores, together with relatively small standard deviations, indicate

that respondents generally hold favorable and fairly homogeneous perceptions of work flexibility, their own resilience, and their job satisfaction.

4. Classical Assumption Tests

The Kolmogorov-Smirnov test produced an Asymp. Sig. (2-tailed) value of 0.169, which exceeds 0.05, indicating that the residuals are normally distributed. The multicollinearity test (Table 3) showed Tolerance values above 0.10 and VIF values below 10 for both independent variables, indicating no multicollinearity. The Glejser heteroscedasticity test showed significance values above 0.05 for both variables (Flexible Working = 0.944; Employee Resilience = 0.643), indicating that the regression model is free from heteroscedasticity.

Table 3. Multicollinearity Test Results

Independent Variable	Tolerance (> 0.10)	VIF (< 10)	Description
Flexible Working	0.987	1.013	No multicollinearity
Employee Resilience	0.987	1.013	No multicollinearity

Source: SPSS output (2026)

5. Moderated Regression Analysis

The Moderated Regression Analysis produced the following equation: $Y = 7.659 + 1.516X + 0.734Z + 0.017(X.Z)$. The regression coefficients and significance values are presented in Table 4.

Table 4. Moderated Regression Analysis Results

Variable	B	Std. Error	t	Sig.
(Constant)	7.659	9.561	.801	.424
Flexible Working (X)	1.516	.327	4.635	.000
Employee Resilience (Z)	.734	.135	5.452	.000
Interaction (X.Z)	.017	.005	3.672	.000

Source: SPSS output (2026); Dependent variable: Job Satisfaction

The t-test results show that Flexible Working has a significant positive effect on Job Satisfaction ($t = 15.499$ [total-score model]; and $B = 1.516$, $t = 4.635$, $\text{sig.} = 0.000 < 0.05$ in the interaction model), so H1 is accepted. The interaction term (Flexible Working $\times$ Employee Resilience) is also significant ($B = 0.017$, $t = 3.672$, $\text{sig.} = 0.000 < 0.05$), so H2 is accepted: Employee Resilience significantly and

positively moderates the effect of Flexible Working on Job Satisfaction, strengthening the relationship as resilience increases.

6. Coefficient of Determination

The coefficient of determination (R^2) was 0.689, and the Adjusted R^2 was 0.683, indicating that Flexible Working, Employee Resilience, and their interaction jointly explain 68.3-68.9% of the variance in Job Satisfaction, while the remaining variance is explained by factors outside the model, such as compensation, work environment, leadership, workload, and work-life balance. The multiple correlation coefficient ($R = 0.904$) indicates a very strong relationship between the predictors and Job Satisfaction, confirming a good model fit.

Table 5. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square
1	0.904	0.689	0.683

Source: SPSS output (2026); Predictors: (Constant), Flexible Working, Employee Resilience

D. CONCLUSIONS

1. The Effect of Flexible Working on Job Satisfaction

The results confirm that the analysis indicates that flexible working contributes positively and significantly to job satisfaction among gig economy workers in Madiun City, supporting H1. Descriptive results show that respondents generally perceive a high degree of flexibility, particularly regarding their freedom to determine working hours, the manner in which tasks are completed, and the platforms or contractual arrangements they engage with. This pattern fits what JD-R theory would predict: when workers gain control over their schedule, that control operates as a buffer against strain and a lift to overall wellbeing (Bakker & Demerouti, 2014), and aligns with prior evidence from both formal-sector studies (Indradewa & Prasetio, 2023; Azizah et al., 2023; Aura & Desiana, 2023) and gig-economy studies (Dwi Rahayu et al., 2023) reporting a favorable link between scheduling flexibility and how satisfied employees feel. The result also corroborates the main reference study by Ramadhan and Hayati (2026), who reported that flexibility measurably lifted satisfaction levels

among their Gen-Z formal sector sample in Bandung, hinting that flexibility's payoff for satisfaction is not exclusive to salaried roles informal, app mediated work appears to share the same pattern.

2. The Moderating Role of Employee Resilience

Turning to the second hypothesis, the data confirm that Employee Resilience does strengthen how Flexible Working translates into satisfaction, lending support to H2. Descriptive results indicate that respondents generally exhibit a high level of resilience, most notably in their persistence in completing work under difficult conditions, while relatively lower (though still favorable) scores were observed for seeking help from co-workers when facing difficulties, a pattern consistent with the individualized nature of gig work that offers fewer opportunities for peer collaboration. This finding indicates that workers with higher resilience are better able to convert the availability of flexible work arrangements into job satisfaction, by more effectively managing schedule changes, income uncertainty, and the pressures characteristic of gig work, whereas workers with lower resilience may derive comparatively less benefit from flexibility.

This result is noteworthy in light of Ramadhan and Hayati (2026), whose own study forms the empirical foundation and reference point for this research; they explicitly recommended re-testing the moderating role of employee resilience among workers with weaker organizational support structures, such as gig workers, given their non-significant finding among formal Generation Z employees. The significant moderation found in this study is consistent with that expectation and with Kuntz et al. (2016), who argue that resilience is an important psychological resource that helps individuals cope with a changing work environment, sustain performance, and enhance wellbeing. Overall, these findings strengthen empirical support for Employee Resilience operating as an individual-level capacity within the JD-R structure one that determines how efficiently a resource such as flexible scheduling gets converted into felt satisfaction, particularly in work settings characterized by high autonomy but limited organizational support, such as the gig economy.

E. SUGGESTIONS

This study set out to assess the influence that flexible working exerts on job satisfaction and the moderating role of Employee Resilience among 160 gig economy workers in Madiun City. The findings show that Flexible Working has a positive and significant effect on Job Satisfaction, indicating that gig workers who are able to determine their own working time, location, and manner of completing tasks tend to experience greater comfort, motivation, and satisfaction in their work. The findings further show that Employee Resilience significantly and positively moderates this relationship, such that workers with a stronger capacity to adapt, persist, and recover from work-related pressure tend to convert the presence of flexible arrangements more efficiently into a stronger sense of job satisfaction. These results reinforce Job Demands-Resources Theory by demonstrating that the benefit of a job resource, such as flexible working, is amplified by a corresponding personal resource, such as employee resilience, particularly in a work context with limited organizational support.

Practically, digital platform providers and parties engaging gig workers are encouraged to pair flexible work arrangements with clear operational systems, transparent communication, and adequate technological support, while also facilitating resilience-building measures such as self-development training, stress-management education, and peer support networks. Theoretically, this study broadens where JD-R Theory has been tested by carrying it into the gig economy setting and provides empirical grounding for future research examining flexible working, employee resilience, and job satisfaction beyond the formal employment sector.

This study has several limitations. First, it was confined to gig economy workers in Madiun City using a cross-sectional, self-report survey design, which limits generalizability to other regions, the formal sector, and to causal or temporal interpretation. Second, the use of snowball sampling may introduce network-based selection bias. Third, the study examined only three variables, whereas other factors, such as work-life balance, job autonomy, perceived organizational support, job insecurity, and employee engagement, may also influence job satisfaction among gig workers but were outside the scope of this study. Fourth, although the moderating effect of Employee Resilience was

statistically significant, its contribution was comparatively smaller than the direct effect of Flexible Working, suggesting that other moderating or mediating mechanisms may also be at work. Future research is encouraged to incorporate additional variables, expand the geographic and occupational scope of the sample, and consider longitudinal or mixed-methods designs to obtain a more comprehensive understanding of these relationships.

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