

# Flexible Work Dynamics And Internal Motivation In Realizing Job Satisfaction: A Qualitative Study At PLN UP3 Bukit Barisan

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**Abstract**-This study aims to explore how work flexibility and internal motivation are perceived by employees in relation to job satisfaction, especially in the context of work-life balance in the environment of PT. PLN (Persero) UP3 Bukit Barisan. With a qualitative approach and phenomenological methods, this study explores the experiences, perceptions, and meanings formed by employees in dealing with work dynamics that demand productivity while maintaining the harmony of personal lives. The data was obtained through in-depth interviews with purposively selected informants, consisting of employees who live a flexible work system and have dual roles in personal and professional lives. The results show that work flexibility has a positive impact on autonomy and time management, which in turn strengthens employee intrinsic motivation. Internal motivation that grows from a sense of responsibility, achievement, and perceived meaning of work, encourages deeper job satisfaction. In addition, a balance between the demands of work and personal life is key in creating healthy and productive working conditions. These findings emphasize the importance of flexible work policies and strengthening personal motivation as an organizational strategy in improving job satisfaction and employee well-being holistically.

**Keywords:** *Work flexibility, internal motivation, job satisfaction, work-life balance*

## I. INTRODUCTION

Changes in work patterns due to technological developments, global pandemics, and the demand for work-life balance, have prompted many organizations to implement a more flexible work system. Flexible work is not only interpreted as adjusting time and workplace, but also as a managerial strategy in creating an adaptive and productive work environment (Putri & Rahayu, 2023). In a work environment such as PT. PLN (Persero) UP3 Bukit Barisan, which manages electricity services with high technical demands, flexibility is a strategic need to support welfare while maintaining employee performance.

Work flexibility is considered to be able to provide space for employees to balance professional responsibilities and personal lives. Previous studies have shown that flexibility has a positive correlation to increased job satisfaction, especially when supported by strong internal motivation

(Robbins & Judge, 2022). Internal motivation, such as the need for achievement, responsibility, and self-actualization, is one of the important psychological factors in maintaining employee morale and loyalty (Goleman, 2013).

Job satisfaction itself is a positive emotional condition that arises from a person's assessment of their work (Kreitner & Kinicki, 2014). In the context of public services such as PLN, job satisfaction is very important to ensure sustainable service quality. The Rahayu & Sembiring (2024) study in SOEs shows that employees who feel satisfied tend to have higher work attachment and resilience to work pressure.

However, the dynamics between work flexibility, internal motivation, and job satisfaction have not been studied in depth with a qualitative approach. Therefore, this study aims to explore in depth how PLN UP3 Bukit Barisan employees interpret their work flexibility and internal motivation in relation to their daily job satisfaction. This research is expected to contribute to understanding the psychological and organizational aspects underlying job satisfaction in the flexible work-based public service sector.

The transformation of the post-pandemic work environment and the acceleration of digitalization have encouraged many organizations, including SOEs such as PT. PLN (Persero), to implement a more flexible work system. Work flexibility is considered to be able to provide autonomy to employees to adjust their time and work methods without neglecting the achievement of organizational targets (Putri & Rahayu, 2023). At PLN UP3 Bukit Barisan, which operates in the electricity and public service sectors, flexible work arrangements are an important adaptive effort to maintain productivity while improving employee welfare.

However, work flexibility will not have a significant impact on performance or job satisfaction without encouragement from within employees, namely internal motivation. Employees who have intrinsic motivation tend to work not because of external pressure, but because of a sense of responsibility, personal achievement, and the meaning of the work itself (Goleman, 2013; Robbins & Judge, 2022). In flexible working conditions, internal motivation is the main driver for maintaining the quality of work without direct supervision.



Job satisfaction is an important psychological condition in organizations, because it is directly related to employee attachment, productivity, and loyalty (Kreitner & Kinicki, 2014). Employees who are satisfied with their work will show greater dedication and commitment, even in work systems that demand independence such as flexible working.

On the other hand, the reality on the ground shows that not all employees are able to adapt optimally to the flexible work system. Some of them experience role confusion, difficulty managing time, and decreased work motivation. This shows that the successful implementation of work flexibility is highly dependent on the extent to which individuals are internally motivated and able to maintain a balance between personal and work life (Rahayu & Sembiring, 2024).

Based on these dynamics, this study focuses on exploring the meaning and subjective experience of PLN UP3 Bukit Barisan employees on work flexibility, internal motivation, and their impact on job satisfaction. This research is important to gain a deeper understanding of the psychological and social factors that shape job satisfaction in a flexible work system, so that it can be the basis for more humanistic and contextual organizational policies.

#### A. Problem Formulation

This research aims to explore the meaning and subjective experiences of employees related to work flexibility, internal motivation, and job satisfaction. Based on the background that has been described, the formulation of the problem in this study can be formulated as follows:

- 1) *How do employees perceive the implementation of flexible work within PT. PLN (Persero) UP3 Bukit Barisan?*
- 2) *What is the role of internal motivation in encouraging employee morale in a flexible work system?*
- 3) *How is flexible working, internal motivation, and job satisfaction related to employee perspective?*
- 4) *What are the challenges and strategies faced by employees in maintaining work-life balance in a flexible work system?*

#### B. Research Objectives

In general, this study aims to understand in depth how work flexibility and internal motivation contribute to employee job satisfaction in the context of work-life balance in the environment of PT. PLN (Persero) UP3 Bukit Barisan.

Specifically, the objectives of this study are to:

- 1) *Describing the perception and experience of employees towards the flexible work system implemented at PT. PLN (Persero) UP3 Bukit Barisan.*
- 2) *Identify the role of internal motivation in supporting employee morale and work ethic in a flexible work system.*
- 3) *Analyze the relationship between work flexibility, internal motivation, and job satisfaction levels from an employee's perspective.*
- 4) *Explain the challenges and strategies employees use in maintaining a balance between the demands of work and personal life.*

## II. LITERATURE REVIEW

### A. Employee Job Satisfaction

The level of happiness or satisfaction an employee has with his or her job, which includes positive sentiments about tasks, the workplace, and relationships with superiors and coworkers, is known as employee job satisfaction (Phanniphong, Kanakarn, 2024). A healthy work atmosphere, increased loyalty, and improved performance are typically associated with high job satisfaction (Bartholomeyczik, Karen, 2024).

As for ways to increase employee satisfaction in an institution or institution, according to Badri, Masood (2022) is:

- 1) *Offer fair compensation*
- 2) *Creating a positive work environment*
- 3) *Build good communication between superiors and subordinates*
- 4) *Build a good relationship between superiors and subordinates*
- 5) *Make rewards and punishments for employees.*

Indicators of employee job satisfaction according to (Phanniphong, Kanakarn, 2024).

In an institution or institutions are:

- 1) *High engagement in work*
- 2) *High productivity*
- 3) *Good communication*
- 4) *Good working relationship between superiors and subordinates*

### B. Officers' Life Balance

An employee's ability to allocate his or her time, energy, and attention in a balanced manner between work and personal life is known as an employee's work-life balance (Goswami, Munmun and Jena, 2023). Maintaining mental, physical, and emotional health and improving work outcomes and job satisfaction all depend on a work-life balance for employees (Rabiul, Md Karim, 2022).

The factors that affect the balance of employees' lives are:

- a) *Flexible working hours and easy to manage*
- b) *Leave or rest policy that complies with the rules*
- c) *Digitalization of technology*
- d) *Strong support from superiors to subordinates (Chen, 2024).*
- e) *The indicators of the balance of employees' lives according to (Bourini, Islam, 2019).*

in an institution or institution, namely:

- 1) *Harmony in personal life*
- 2) *Lack of work stress*
- 3) *High job satisfaction*
- 4) *Work Flexibility*

The term known as "work flexibility" gives employees autonomy to choose how, when and where they work while performing their duties (Zhu, Dan, 2024). Because it can improve employee satisfaction, work-life balance, and productivity, it can create work flexibility. However, businesses can also benefit from increased operational

effectiveness and employee retention (Wang, Fang, Liu & Fan, 2024).

The aspects of work flexibility according to Yang, Fei Ran and Chen (2023) are:

- 1) *Time flexibility, where workers have the option to choose their own working hours, such as a reduced workweek or a flexible time system.*
- 2) *Location flexibility, where in a remote or hybrid work environment, employees can work from any location.*
- 3) *Role flexibility, where employees can tailor their duties and responsibilities to their interests and expertise.*
- 4) *Contract flexibility, such as project-based contracts, freelancing, or part-time work*

Indicators of the flexibility of work carried out by institutions or institutions according to Wang, Fang, Liu & Fan, (2024) be:

- 1) *Flexible working hours.*
- 2) *Job rotation*
- 3) *Use of technology*
- 4) *Work targets*

### C. Employee Work Motivation

Work motivation is internal and external energy that triggers the enthusiasm and direction of an employee's behavior to work effectively and integrated, for the achievement of organizational goals and personal satisfaction. Stuart (2018).

The internal and external drives that drive a person to be enthusiastic, dedicated, and productive in the workplace are known as employee motivation (Bourini, Islam, 2019). Work motivation directly affects employee performance, loyalty, and overall organizational well-being (Zhanbiao, Jackie, 2025). The ways to increase employee motivation in an institution or institution are:

- 1) *Give appreciation and appreciation*
- 2) *Create a positive work environment*
- 3) *Able to create high work flexibility*

Provide opportunities for career development (Morgan, Jenelle A. and Chapman, 2024).

The indicators of employee work motivation according to (Bourini, Islam, 2019).in an institution or institution, namely:

- 1) *A comfortable working environment*
- 2) *Work that can be done flexibly*
- 3) *There is appreciation from the management*
- 4) *There is an award to employees when their performance increases*

## III. RESEARCH METHODS

### A. Approaches and Types of Research

This study uses a qualitative approach with a phenomenological study type, as it aims to understand employees' subjective experiences related to the application of flexible work, internal motivation, and their job satisfaction in the context of work-life balance. A phenomenological approach was chosen to explore the

meaning of the informants' life experiences in their work environment (Creswell & Poth, 2018).

### B. Research Subject and Location

The subjects in this study are employees of PT. PLN (Persero) UP3 Bukit Barisan which has undergone a flexible work system for at least 1 year. The research was carried out directly in the work unit so that the researcher could understand the social and cultural context of the organization in depth.

### C. Informant Selection Techniques

Informants were selected by purposive sampling, with the following criteria:

- 1) *Have worked at PLN UP3 Bukit Barisan for at least 2 years.*
- 2) *Have been or are undergoing a flexible work system.*
- 3) *Willing and able to express their experiences and perceptions openly.*
- 4) *The number of informants in this study was adjusted to the principle of data saturation, which is when no significant new information was found.*

### D. Data Collection Techniques

Data is collected through:

- 1) *In-depth interviews use semi-structured interview guidelines.*
- 2) *Non-participatory observation, to observe work situations and interactions in the work environment.*
- 3) *Documentation, in the form of internal company documents such as flexible work policies, HRD reports, or work welfare policies.*

### E. Data Analysis Techniques

The data were analyzed using thematic analysis according to Braun and Clarke (2006), which included the following stages:

- 1) *Familiarization with data (interview transcripts and field notes).*
- 2) *Initial code to meaningful data.*
- 3) *Theme search from the code set.*
- 4) *A study of themes and their relationships.*
- 5) *Theme naming.*
- 6) *Systematic preparation of the narrative of findings.*

### F. Data Validity Test

The validity of the data is obtained through:

- 1) *Triangulation of sources and methods, to compare interview results with observations and documentation.*
- 2) *Member check, which is confirming the findings to the informant.*
- 3) *Peer debriefing, by involving academic colleagues as evaluators of the results of the analysis.*

## IV. CONCLUSION

Based on the results of in-depth interviews and thematic analysis of the experience of PT. PLN (Persero) UP3 Bukit Barisan, can be concluded as follows:

Flexible Work is positively perceived by most employees as a form of modern work adaptation that provides space for them to manage their time and workload more independently, which has an impact on improving work comfort and personal life balance.

Employees' internal motivations such as a sense of responsibility, commitment to tasks, and a desire to improve are the main forces that encourage them to remain productive even though they are in a flexible work scheme.

Job satisfaction increases when work flexibility and internal motivation come together, especially when management provides support through open communication, fair performance monitoring, and recognition of individual achievements.

Work-life balance is an important indicator that is influenced by employees' ability to balance the demands of work and personal life. Employees who are able to manage flexibility wisely tend to experience higher job satisfaction.

Challenges such as time discipline, uneven workloads, and blurred boundaries between work and personal time emerge as risks from flexible work systems. However, this can be overcome through organizational support and effective personal time management strategies.

## V. SUGGESTION

**Work Flexibility;** The company's management is expected to continue to develop a flexible work system that not only provides flexibility of time for employees, but also pays attention to a fair monitoring and evaluation system. It is necessary to create clear flexible work guidelines so as not to cause multiple interpretations or inequality of workload between employees.

**Work Motivation;** It is recommended that companies further strengthen the intrinsic motivation of employees through strengthening organizational values, personal development programs, and giving trust in decision-making. Recognition of achievements and positive feedback are also important to maintain morale.

**job satisfaction;** Companies need to identify factors that contribute to job satisfaction from an employee's perspective, especially those related to flexibility, recognition, and career development. A supportive work environment and healthy interpersonal relationships also play an important role in increasing job satisfaction.

**Work-Life Balance;** It is recommended that companies provide facilities and policies that support work-life balance, such as realistic flexibility in working hours, an adaptive leave system, and psychological support. Awareness campaigns about the importance of maintaining a balance between work and personal life also need to be improved.

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