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The Influence of Flexible Working Arrangements and Job Satisfaction on Employee Work Productivity Mediated by Self-Efficacy in the Operational Department of PT ABC

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Abstract

In the context of modern work system development, the implementation of flexible working patterns is increasingly being used by organizations as an effort to support employee productivity, although its effectiveness is highly dependent on job characteristics, organizational policies, and individual employee conditions. However, in the Operations Department of PT ABC, work productivity has not been optimal even though flexible work patterns have been implemented, as indicated by fluctuations in attendance and low levels of job satisfaction and employee trust. This study aims to analyze the influence of flexible work patterns and job satisfaction on work productivity with self-efficacy as an intermediary variable. This study uses a quantitative method with a descriptive, associative, and mediating approach. Data were obtained through questionnaires given to 30 employees and their immediate supervisors, then analyzed using multiple linear regression and Sobel's test. The results show that flexible work patterns do not affect self-efficacy, while job satisfaction does. Furthermore, neither flexible work arrangements nor job satisfaction directly affect work productivity, but self-efficacy can affect work productivity. However, self-efficacy cannot mediate the effect of flexible work arrangements or job satisfaction on work productivity. Based on these findings, managers should focus on strengthening employees' self-efficacy through targeted training, clear performance feedback, and supportive supervision as a strategic approach to improving productivity rather than relying solely on flexible work policies.

KEYWORDS

flexible working arrangement; job satisfaction; self-efficacy; work productivity.

Introduction

Achieving organizational objectives relies on well-organized resource management. A collection of people who work together toward a shared objective in a way that is both coordinated and harmonious is what we call an organization (Gaurifa, 2024). Technological advancements, globalization, and the need for more efficient and productive work have all had a profound impact on the dynamics of Indonesian organizations and businesses in the last several decades.

According to (Krymska et al., 2024), businesses are being pushed to adapt even more so they can stay competitive. Outsourcing, or contracting out some or all of an organization's operational tasks to other parties, is one popular approach. One of the main goals of outsourcing is to let businesses concentrate on what they do best while simultaneously cutting expenses and increasing operational efficiency (Khan et al., 2022). In practice, outsourcing can cover various business functions, such as information technology services, human resource management, production, and

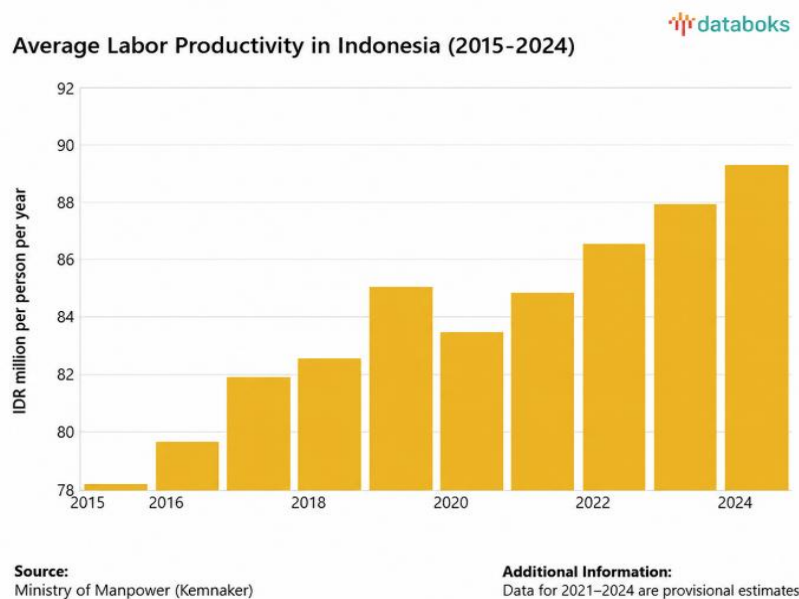


Figure 1. Work Productivity in Indonesia 2015-2024

Source: Ministry of Manpower, 2025

Table 1. Legal Basis for the Implementation of Flexible Work Arrangements

No.	Regulation	Main Provisions	Remarks
1	Law No. 13 of 2003 concerning Labor	Article 77 paragraph (2) argued working hours may be regulated more flexibly in accordance with the nature and type of work.	This serves as the primary basis for working time flexibility in formal employment relationships.
2	Law No. 11 of 2020 concerning Job Creation	Article 81(22) reinforces that working hours may be adjusted according to the nature of specific jobs.	Reaffirming the flexibility of working hours for various industrial sectors.
3	Government Regulation No. 35 of 2021 concerning Fixed Term Employment Agreements, Outsourcing, Working Hours and Rest Periods, and Termination of Employment.	Article 21(2) states that employers may establish different working hours according to the type and nature of the work.	Regulates the technical aspects of adjusting working hours in companies with dynamic operational characteristics.
4	Minister of Manpower Circular Letter No. M/3/HK.04/III/2020	Introduces the work-from-home system as a form of flexible work arrangement.	Issued during pandemic, it serves as the initial reference for the implementation of flexibility Working Arrangements at private sector.
5	Ministry of State Apparatus and Regional Government Regulation No. 4 of 2025 on actualizations of Flexible Official Duties	Serves as the national guideline for regulating flexibility in work time and location to enhance productivity and work-life balance.	Strengthening aactualization flexibility work systems in the public also private parts.

Source: Derived from Laws, Government Regulations, and Circular Letters issued by the Ministry of Manpower and the Ministry of Administrative and Bureaucratic Reform (2020-2025)

customer service. The third parties that provide these services are usually companies that specialize in certain fields, so they are expected to provide better service quality or lower costs than if done internally (Gatuslao, 2025). PT ABC is a legal entity outsourcing facility services company located in the city of Bandung with a vision of "Becoming a Large and Professional Security Services Company". To realize this vision, the company requires skilled and competent human resources who are able to demonstrate performance in line with the company's goal of becoming a leading outsourcing service provider in Indonesia. According to (Sano & Firdausiah, 2025), Productivity in the workplace is defined as the rate and quality of improvement in output by an individual or group. According to (Wisnuwardhana et al., 2024), a high level of productivity indicates that resources are being used efficiently and that firm objectives are being effectively achieved. Work productivity impacts both the company's

performance and the reputation and happiness of clients when it comes to outsourcing facility services. Therefore, understanding the factors that influence work productivity is important as a basis for policy-making and improving service quality (Octarini et al., 2021). Additionally, increasing work productivity has also been a focus of the Indonesian government in strengthening the national economic competitiveness through various labor policies since 2022 (Limanseto, 2025).

Data released by the Ministry of Manpower shows that Indonesia's labor productivity has tended to increase in recent years (see Figure 1). According to the Ministry of Manpower, accessed through (Muhamad, 2025), labor productivity in Indonesia shows an upward trend from 86.55 in 2022 to 87.96 in 2023, and will increase again to 89.33 in 2024. However, 2024 productivity figure is preliminary data and not a projection, so it is still subject to adjustment as the Gross

Table 2. Employee Attendance Data for PT ABC Operations Department

Month	Attendance Percentage	Total Absence (Days)
Januari	98%	13
Februari	99%	7
Maret	99%	7
April	98%	13
Mei	100%	0
Juni	100%	0
Juli	100%	0
Agustus	99%	7
September	98%	13
Oktober	97%	20
November	95%	33
Desember	95%	33

Source: HRD of PT. ABC, reprocessed, 2025

Domestic Product and labor data are finalized. This upward trend reflects improvements in work efficiency and the quality of human resources. Nevertheless, conditions at the firm level do not always correspond with this national trend. According to (Chaerul Rizky, 2022) there are several factors that can influence work productivity, one of which is flexible working arrangements. According to (Intan et al., 2024) FWA is work system which provides flexibility for employees in arranging their working hours, both in terms of quantity and variation. In practice, PT ABC implements FWA that is tailored to the characteristics of project-based operational work, changing work locations, and the need to meet clients outside of conventional working hours. This situation requires employees to adjust their working hours and locations flexibly.

Although PT ABC does not yet have a written internal policy that explicitly regulates Flexible Working Arrangements (FWA), the implementation of work flexibility within the company is still applied operationally and consistently based on managerial practices that refer to the applicable labor laws in Indonesia. In the context of this study, FWA is defined as granting limited flexibility to employees in terms of work time and location arrangements based on operational considerations and the approval of their immediate supervisor. In practice, the approval of FWA implementation rests with the immediate supervisor or head of the work unit, while still taking into account the workload, type of tasks, and performance targets that must be achieved. The limitations on the application of FWA are determined by service requirements, job characteristics, and attendance obligations at certain times, so that the flexibility provided is conditional and subject to review at any time. Thus, although not formalized in a written internal company policy, FWA at PT ABC has clear and uniform operational rules in accordance with those applicable in Indonesia, as shown in Table 1.

Based on applicable regulations, PT ABC has adjusted the implementation of its flexible work system while still paying attention to the working hours, workload, and job characteristics of employees in the Operations Department. According to interviews and observations, operator workers are primarily responsible for customer service. This involves coordinating across departments, managing service data, and ensuring quality control according to business operating requirements. Customer happiness and the company's reputation are directly impacted by this position, thus it demands excellent communication skills, precision, and a great deal of responsibility.

By lowering the need for space, logistics, and administration, among other things, PT ABC is able to increase operational cost efficiency via the use of flexible working arrangements (FWA). With FWA, it's possible to accomplish certain reporting and administrative work remotely, which

saves time and money. Employee productivity rises when employers provide them more leeway in scheduling and where they do their jobs (Sholihat, 2022). Employee productivity is significantly correlated with flexible work arrangements, according to previous research. (Dunan & Saputri, 2025), conducted research in Lampung and discovered that employees' productivity is greatly affected by flexible work arrangements. This is supported by other research that demonstrate that flexible work arrangements have a favorable and considerable impact on employee productivity (Dayamayanti & Suwandana, 2021); (Ratono et al., 2024).

When it comes to outsourcing organizations, job happiness is just as important as work flexibility when it comes to staff productivity. The degree to which one's work is able to fulfill one's expectations and demands is a good indicator of job satisfaction. (Robbins & Judge, 2017) found that workers that are happy in their jobs are more invested in the company, loyal to their coworkers, and efficient overall. In line with this (Ningrum & Sudiro, 2024) found that an increase in absenteeism can indicate low job satisfaction. Therefore, to illustrate the job satisfaction conditions in the company studied, Table 2 presents attendance data for 30 employees of the Operations Department at PT ABC for the period from January through December 2024:

The data shows a significant downward trend in attendance rates, particularly in the second half of the year. Attendance rates, which were initially at 100% from May to July, began to decline in August and reached a low of 95% in November and December, with total absences increasing to 33 days in the last two months. High absenteeism rates may reflect a range of internal or external factors, including but not limited to job dissatisfaction, health conditions, personal circumstances, or work-family conflicts. Therefore, absenteeism data in this study are not treated as a direct indicator of job satisfaction, but rather as an early organizational signal that warrants further examination. Previous organizational behavior literature suggests that unproductive behaviors such as tardiness and absenteeism are often associated with lower levels of job satisfaction (Robbins & Judge, 2017). This research is motivated by preliminary indications that several employees experience unclear task assignments and incompatibility with customer demands, as identified through initial observations and short interviews with operational staff and supervisors of the Operations Department at PT ABC. Maintaining employee efficiency across diverse backgrounds and job characteristics remains a challenge for PT ABC as an outsourcing company with a highly mobile workforce. Compensation, work relationships, working environment, and career advancement are widely recognized as determinants of job satisfaction (Osak et al., 2025). When these factors are inadequately addressed, employee motivation and productivity may decline (Wijaya, 2023). Empirical evidence from the service sector further supports this relationship, indicating that higher job satisfaction is associated with more sustainable employee performance (Mahendra & Mahyuni, 2023).

Internal psychological factors, such as self-efficacy, have a significant influence in enhancing the work productivity of outsourced personnel, alongside flexible working conditions and job happiness. According to Bandura in (Siregar et al., 2025), a person's self-efficacy may be defined as their confidence in their own abilities to plan and execute the steps necessary to reach their objectives. Because of the high level of task and situational variability in the Operations Department, employees' belief in their own abilities serves as psychological capital that amplifies the impact of work environment on output. According to (Wang & Xie, 2023), who discovered that self-efficacy mediated the association between flexible work arrangements and employee performance, employees with high levels of self-efficacy are more likely to remain persistent

Table 3. Results of the pre-survey on self-efficacy among employees of the Operational Department of PT. ABC

No	Statement	Value Score					
		1	2	3	4	5	Σ
		Percentage (%)					
1.	Confidence in facing easy to difficult tasks.	3	64	3	30	0	100
2.	Consistency in optimism towards work results.	0	17	27	30	27	100
3.	The ability to be confident in facing new situations	0	7	47	23	23	100

Source: Self-Efficacy Theory According to Bandura, Pre-Survey of Employees of the Operational Department of PT. ABC

and task-oriented when faced with difficult work conditions. Table 3 displays the findings of a pre-survey of 30 workers from PT ABC's Operations Department in Bandung. In Table 3, most of these employees exhibit low self-confidence when faced with challenges at work:

The findings show that the majority of workers lack confidence when faced with jobs of varied degrees of complexity, as 64 percent of respondents picked score 2 on the questionnaire. Among those who took the survey, 30% expressed a moderate level of confidence and 3% a high level of certainty. While 44% of people were optimistic about the outcomes of their labor, 17% were pessimistic. At the same time, when asked about their confidence in handling novel circumstances, 47% of respondents said they were very confident and 23% said they were extraordinarily confident. In general, these results show that employees have a modest level of self-efficacy, with signs of persistent doubt when faced with challenging tasks, despite generally positive outlooks and occasional instances of confidence.

Research by (Agustin & Tyas, 2024) demonstrates that self-efficacy mediates the connection between intrinsic motivation and organizational engagement in the public sector of Indonesia. This suggests that self-efficacy mediates the impact of extrinsic variables on result in the workplace. This shows that self-efficacy should be included as intervening variable when trying to understand the effect of job satisfaction and flexible work arrangements on productivity on the job. There has been little research on the effects of self-efficacy as a intervening variable in studies that examine the relationship between work flexibility, job satisfaction, and productivity; this is especially true in the context of Bandung's outsourcing enterprises. The capacity to believe in one's own abilities is crucial in the fast-paced, highly-adaptive outsourced workplace since it connects job policies, employee happiness, and performance. Therefore, the purpose of this research is to examine the relationship between job satisfaction, flexible work arrangements, and productivity in the Operations Department of PT ABC in Bandung, Indonesia, via the mediating role of self-efficacy.

Flexible Working Arrangement

(Marinda et al., 2024), the term "flexible working arrangements" refers to a policy in the workplace that allows workers some leeway in how, when, and where they get their jobs done, as long as it's all in line with what the employer and worker have agreed upon. Thus, in this context, flexibility does not imply total autonomy, but rather a customized work structure that caters to the requirements of each individual involved. In line with the regulations established by the organization, flexible working arrangements allow workers to

choose their own start time, work location, and working hours (Sedaju et al., 2020). A dynamic adaptation-based workforce management strategy, flexible working arrangements allow employees more leeway in terms of when, where, and how they get their jobs done. The goal is to strike a balance between workers' needs and the needs of the organization as a whole, with an emphasis on welfare, productivity, and structural innovation in the workplace.

Job Satisfaction

A worker's level of job satisfaction is an indicator of how they feel about their job overall. Job satisfaction is defined by (Pratiwi & Rizky, 2024) as an optimistic outlook on one's work, including one's emotions and actions, as a result of seeing one's job as a means to an end a feeling of appreciation for the importance of one's labor. From these points of view, we can deduce that job satisfaction is the emotional state or attitude that workers have toward their jobs. This state or attitude is shaped by workers' perceptions, assessments, and evaluations of different parts of their jobs, including their expectations, the reality they face, and the nature of the work itself. When an employee's expectations and the reality of their employment are congruent, and when their job fulfills their values, then job happiness is outcome.

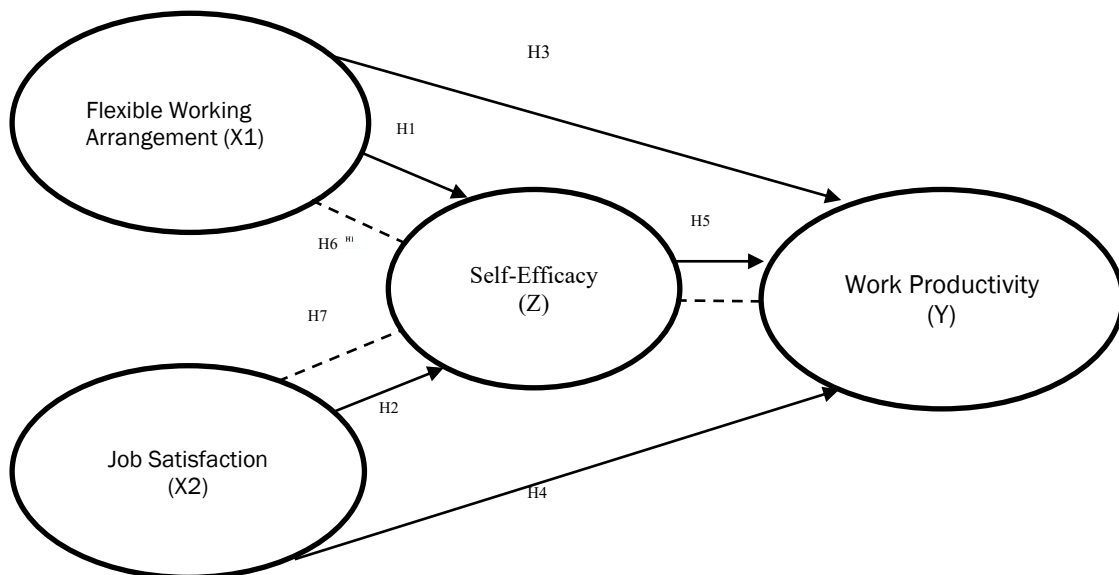
Self-efficacy

The confidence that one has in one's own talents, abilities, and capacity to deal with challenges and achieve one's goals is known as self-efficacy (Hardianto, 2022). Additionally, according to (Djauhar & Nugrohoseno, 2024), self-efficacy is characterized by a person's strong trust in their own talents, which allows them to confidently do prescribed tasks. An individual's self-efficacy may be defined as their conviction in their own capacity to perform tasks, confront problems, or overcome particular circumstances, according to their ideas. When people have high levels of self-efficacy, they believe in their own skills and know that they can succeed in anything they set their minds to, whether it's at work or in their personal lives.

Work Productivity

One way to look at the connection between the resources (land, labor, and capital) and the final result is via the idea of work productivity (Asriyanti et al., 2024). Work productivity is defined by (Mangkunegara, 2021) as the capacity of workers to generate a product or service within a certain time period that meets specific criteria. In light of the foregoing, we can say that labor productivity is the degree to which an individual or group is able to use their time, effort, and money to create output (goods or services) that meets or exceeds the criteria established by their employer. (Aziz et al., 2022), (Yuliandany et al., 2023), (Aprilina & Martdianty, 2023), and (Ramadian et al., 2024) are only a few of the research that have proven that flexible work arrangements boost productivity on the job. According to (Ratono et al., 2024), there is a favorable correlation between job happiness and productivity on the job. Moreover, self-efficacy is a key mediator between the effects of flexible work arrangements, job satisfaction, and productivity, according to a number of research (Wang & Xie, 2023); (Cho & Jung, 2025). Maximizing the good effects of job satisfaction and flexible work policies on attaining optimum work results, high self-efficacy empowers workers to believe in their own capacities to handle complicated and ever-changing work demands. The results of the studies conducted by (Cho & Jung, 2025) support the idea that self-efficacy plays a crucial role in mediating the relationship between workplace factors like meaningfulness, motivation, and flexibility, and employee outcomes like engagement, productivity, and performance. With this model as a foundation, we can learn more about how self-efficacy functions as a mediator between flexible work

2.



Figure

Research Paradigm

arrangements, job happiness, and productivity on the job. Employees in the operational department of PT. ABC, the following paradigm could be observed (see Figure 2)

According to the above study paradigm, the research hypotheses in this study are formulated as follows:

- H1 : Flexible Working Arrangement has a positive effect on the Work Productivity of Employees in the Operations Department of PT. ABC.
- H2 : Job satisfaction has a positive effect on the work productivity of employees in the Operations Department of PT. ABC.
- H3 : Flexible Working Arrangements have a positive effect on the self-efficacy of employees in the Operations Department of PT. ABC.
- H4 : Job satisfaction has a positive effect on the self-efficacy of employees in the Operations Department of PT. ABC.
- H5 : Self-efficacy has a positive effect on the work productivity of employees in the Operations Department of PT. ABC.
- H6 : Self-Efficacy mediates the effect of Flexible Working Arrangements on the Work Productivity of Employees in the Operations Department of PT. ABC.
- H7 : Self-Efficacy mediates the effect of Job Satisfaction on the Work Productivity of Employees in the Operations Department of PT. ABC.

Methods

The impact of job satisfaction, flexible work arrangements, and self-efficacy on productivity on the job is examined in this quantitative research using descriptive, causal associative and mediating approaches. All thirty people working at PT ABC's operations department made up the study population, hence a census sample strategy was employed to collect responses from everyone in the operational department. To further decrease self-assessment bias and get more objective data, the evaluation of job productivity also included direct supervisors as extra informants. This study used a structured questionnaire as the main data collection tool, which was developed by adapting and operationalizing measurement scales from established theories and previous empirical studies to ensure content validity and research replicability. The questionnaire consisted of four constructs: flexible work

arrangements (FWA), job satisfaction, self-efficacy, and work productivity. The flexible work arrangements construct was measured using 15 items, covering five dimensions: flexitime, compressed work week, remote work/telecommuting, part-time working, and job sharing. Furthermore, the job satisfaction variable was measured using 12 items, which consisted of four dimensions: job conditions, personality, pay, and co-workers. The self-efficacy construct was measured using 9 items, which consisted of three dimensions: magnitude, strength, and generalizability. Meanwhile, work productivity was measured using 15 items that were evaluated through supervisor assessments to reduce self-reporting bias and increase objectivity. This construct consists of five dimensions: work quality, work quantity, timeliness, efficiency in resource use, and work discipline. All items are measured using a 5-point semantic differential, with 1 being very negative and 5 being extremely positive, was used to assess responses in the study instrument, which was a structured questionnaire based on the theoretical indications of each variable. Google Forms-based structured online surveys were used to gather data. The goal of this research and the fact that it was voluntary were made clear to all respondents in accordance with the ethical norms defined by the (Committee on Publications Ethics (COPE), 2022). Testing for validity and reliability was carried out first. If the $r_{\text{calculated}}$ value was higher than the r_{table} , then the item was considered legitimate; otherwise, it was considered invalid. To conclude that an instrument is dependable, the reliability test looks for a Cronbach's alpha value greater than 0.6 (Sugiyono, 2022). The findings demonstrate the validity and reliability of every item in every variable. After that, in order to prove that the multiple regression equation was valid, we ran the traditional assumption tests for normalcy, heteroscedasticity, and multicollinearity. In order to meet the fundamental classical assumptions or to implement Ordinary Least Square, one might use the Best Linear Unbiased Estimator (BLUE) (Imam Ghozali, 2018). All data were found to be normally distributed, free from multicollinearity, and avoided heteroscedasticity, according to the findings of the classical assumption tests. Additionally, in cases when one variable is dependent on another, multiple linear regression seeks to identify the link between all of the variables. Sugiyono (2022:286) states the following equation formulaically for multiple linear regression:

$$Y = a_1 + b_1X_1 + b_2X_2 + e$$

Furthermore, the following equation is provided in accordance with Sugiyono (2022:286) to examine the influence of job satisfaction (X2) and flexible working arrangements (X1) on work productivity, with self-efficacy (Z) serving as an intervening:

$$Y = a_1 + b_1X_1 + b_2X_2 + b_3Z + e$$

The variables X1 stand for factors pertaining to flexible work arrangements, X2 for job satisfaction, and Z for self-efficacy, while Y stands for work productivity. We used SPSS version 26 for all of our analyses. Finally, the self-efficacy variable's mediating function was examined using a mediation or Sobel test. Mediation analysis in this study was conducted using the Sobel test to examine the significance of the indirect effect of the independent variable on the dependent variable through the intervening variable of self-efficacy. The Sobel test calculation was performed using the online Sobel Test calculator developed by Preacher & Hayes, which is widely used in quantitative research, including research conducted by (Bolung, 2025). Technically, the Sobel test in this study uses four main parameters, namely: (1) path coefficient a, which is the effect of independent variables (flexible working arrangement or job satisfaction) on intervening variables (self-efficacy); (2) path coefficient b, which is the effect of the intervening variable (self-efficacy) on the dependent variable (work productivity); (3) standard error of coefficient a (Sa); and (4) standard error of coefficient b (Sb).

Result and Discussion

Descriptive Statistical Analysis

Based on the results of descriptive statistical analysis of 30 respondents from the Operations Department of PT ABC, it was found that the flexible working arrangement variable had a total average of 3.18, which was classified as moderately flexible on a scale ranging from very flexible to moderately flexible (see Table 4). This was derived from the sub-variables of flexitime, compressed work week, remote work/telecommunication, part-time working, and job sharing. Furthermore, the job satisfaction variable obtained a total average of 3.08, which is in the "quite satisfied" category of the maximum criteria, which is "very satisfied," resulting from the sub-variables of job conditions, personality, pay, and co-workers. Then the next variable, self-efficacy, obtained a total average of 3.30, which is in the fairly confident category of the maximum criteria, which is very confident, resulting from its sub-variables, namely magnitude, strength, and generality. Finally, the work productivity variable produced a total average of 3.32, which is in the moderate category of the maximum criteria, which is very high, resulting from its sub-variables of work quality, work quantity, timeliness, effectiveness of resource use, and work discipline.

Hypothesis Testing

The following regression equation is derived from aforementioned findings (see Table 5):

$$\text{Self-efficacy} = 4,538 + 0,149 * \text{Flexible Working Arrangement} + 0,244 * \text{Job Satisfaction}$$

According results (see Table 6), regression equation as:

$$\text{Work Productivity} = 4,905 + 0,146 * \text{Flexible Working Arrangement} + 0,231 * \text{Job Satisfaction} + 0,547 * \text{Self-efficacy}$$

Partial Test (T-test)

Regression Model I

There is a statistically significant relationship between self-efficacy and the variable representing flexible work arrangements ($p = 0.095 > 0.05$). That is why we accept H_0 and reject H_a ; in other words, we find no evidence that more adaptable work schedules boost confidence. The work

satisfaction variable has a significant impact on self-efficacy, with a magnitude of $0.015 < 0.05$. Thus, we accept H_a and reject H_0 , which indicates that self-efficacy is positively impacted by work satisfaction.

Regression Model II

A significant value of $0.278 > 0.05$ indicates that flexible work arrangements have no effect on work productivity. The results show that flexible work arrangements do not boost productivity, hence H_0 is true and H_a is false. Additionally, the significance value of the relationship between job happiness and productivity is 0.145, which is greater than 0.05. Thus, we accept H_0 and reject H_a , which means that happiness on the job does not boost efficiency. The self-efficacy variable also has an influence on productivity at work; this effect is statistically significant ($p = 0.027$, $p < 0.05$). That is why we accept H_a and reject H_0 ; self-efficacy does, in fact, increase productivity on the job.

Sobel Test

An outcome of $1.411 < 1.708$ was seen in the t-statistic (Sobel test statistic) on the connection between self-efficacy and job productivity as it pertains to flexible working arrangements, as shown by the data mentioned earlier. Since the self-efficacy variable cannot mediate the effect between flexible working arrangements and job productivity (see Table 7), H_0 is accepted and H_a is rejected. A t-statistic value of $1.402 < 1.708$ was discovered in the study on the association between self-efficacy and work productivity as it relates to job satisfaction. This means that the self-efficacy variable does not mediate the link between job happiness and work productivity; so, H_0 is accepted and H_a is rejected.

The Effect of Flexible Work Arrangements on Employee Work Productivity

Employees at PT. ABC's Operations Department are more productive when given more leeway to decide how and when they get their jobs done, according to the premise. The study's findings, however, disprove the idea that more adaptable work schedules boost productivity. This conclusion suggests that PT. ABC's Operations Department has not been able to directly stimulate an improvement in staff productivity via the deployment of flexible working arrangements. This situation indicates that there is a lack of harmony between the given freedom in working hours and location, a method to track performance, and individuals' preparedness to handle the level of autonomy they have on the job.

Findings from this research corroborate those from (Pandi et al., 2025) showing flexibility in the workplace does not significantly impact productivity. Possible causes for this insignificance include workers' lack of self-discipline and time management skills, the nature of operational work which necessitates physical presence and direct coordination, and the narrow scope of applied flexibility. With well-defined goals, strong management oversight, and a focus on producing tangible outcomes, job flexibility may, in theory, boost morale and productivity. So, although most people are in favor of more adaptable work schedules, there is little evidence that these rules really boost productivity in the workplace.

The Effect of Job Satisfaction on Employee Work Productivity

According to the hypothesis, workers at PT. ABC's Operations Department are more productive when they are happy with their jobs. The study's findings, however, disprove the hypothesis that contentment in one's employment increases productivity. This data suggests that the degree to which PT. ABC Operations Department personnel are satisfied with their jobs is not now a significant factor in driving up productivity. These findings also show that workers are happy in their positions, but that happiness does not always convert into better performance; so, the business should look into a

Table 4. Descriptive Statistical Analysis Result

Variable	N	Total Average	Criteria
Flexible Working Arrangement	30	3,18	Fairly Flexible
Job Satisfaction	30	3,08	Fairly Satisfied
Self-efficacy	30	3,30	Fairly Confident
Work Profuctivity	30	3,32	Moderate

more all-encompassing HRM plan to boost output. This study's findings are consistent with those of (Nurhasanah et al., 2025), who examined 110 bank employees and found that, although job satisfaction did influence organizational commitment, which in turn affected performance via other mediating variables, it did not significantly improve employee performance. The fact that these findings are consistent with one another demonstrates that there are often psychological and organizational factors at play when examining the relationship between work happiness and productivity or performance on the job. In such a setting, job satisfaction is more of a precondition for positive attitudes on the part of employees; however, it is not sufficient on its own to boost productivity; additional elements such as a well-designed reward system, defined roles, the backing of managers, and a fair distribution of responsibilities are necessary. In light of these results, it is clear that organizations can't boost their productivity without addressing employee happiness on the job and implementing more strategic HR practices.

The Effect of Flexible Work Arrangements on Self-efficacy

The working premise of PT. ABC's Operations Department is that workers' self-efficacy is positively impacted by flexible work arrangements. On the other hand, flexible work arrangements do not boost self-efficacy, according to the study. According to these results, PT. ABC's Operations Department workers are still not more confident in their abilities to get the job done well after implementing flexible working arrangements (FWA). This suggests that the given job flexibility is more of a structural or administrative kind, and that there has been a lack of sufficient support to boost self-efficacy, such as well-defined goals, enough resources, training, and constructive criticism from above. Furthermore, operational work's features such as high coordination, procedural compliance, and tight goal achievement can hinder workers' ability to use work flexibility to boost their self-confidence and sense of control over their job. Consistent with this study's findings, other prior research have also shown that FWA's do not significantly impact self-efficacy. Because prior work experience, job clarity, and supervisor support had a greater impact on employees' confidence in their ability to complete tasks, (Dewi, 2024) concluded that work s flexibility did not boost self-efficacy. (Adi Luthfi et al., 2025) also found similar results, stressing that FWA does not directly influence self-efficacy, particularly in the setting of operational work, since mastery experiences, training, and social support are more powerful influences.

The Effect of Job Satisfaction on Self-efficacy

According to the hypothesis, workers at PT. ABC's Operations Department see an uptick in self-efficacy when they report high levels of job satisfaction. Job satisfaction does boost self-efficacy, according to the research. According to these results, workers' confidence in their abilities to finish tasks and handle work demands is directly proportional to their degree of job satisfaction at PT. ABC's Operations Department. Employees who report high levels of job satisfaction are more likely to have good feelings about their work, their abilities, and their contributions, all of which contribute to a more favorable outlook on their self-efficacy.

Employees gain self-assurance, mastery, and the belief that they can accomplish their goals when they are happy with their job, their supervisors, and the work environment.

The Effect of Self-efficacy on Employee Work Productivity

Workers at PT. ABC's Operations Department benefit from higher levels of self-efficacy, according to the premise. According to the findings, self-efficacy boosts productivity on the job. These results show that PT. ABC's Operations Department workers are more productive when they have a high degree of self-efficacy. If workers have faith in themselves, they will push through operational stresses, finish jobs more quickly, and achieve their goals. Workers who have faith in their own abilities are more likely to see problems on the job as chances to shine, rather than roadblocks, and this mindset boosts productivity. In operational work situations that require resilience, precision, and consistency in performance, our results suggest that self-efficacy is a significant psychological component in boosting work productivity. Consequently, businesses should promote the development of employees' self-efficacy by providing opportunities for training and feedback in a positive manner and by designing work experiences that foster success.

The Role of Self-Efficacy in Mediating the Effect of Flexible Working Arrangements on Employee Work Productivity

The working hypothesis of this study is that employee self-efficacy mediates the relationship between flexible working arrangements and productivity in the Operations Department of PT ABC. Contrary to expectations, the study found that self-efficacy does not play a mediating role between flexible working arrangements and increased productivity. These results indicate that self-efficacy does not function as the primary psychological mechanism that bridges the influence of flexible working arrangements on employee productivity in the Operations Department of PT ABC, which can be explained by several contextual and theoretical factors. The characteristics of operational work, which tend to be routine, standardized, and procedure-based, limit individual discretion, so that productivity is determined more by compliance with SOPs, team coordination, and work system support than by personal beliefs about one's abilities. In addition, the implementation of FWA, which is administrative in nature and limited to the arrangement of work time or location without being accompanied by increased autonomy, training, and clarity of performance targets, is not strong enough to form or increase self-efficacy. Self-efficacy also tends to be relatively stable and homogeneous if it is not supported by experiences of success and continuous competency development, thereby weakening its role as an intervening variable. These findings are in line with research by (Ferdous et al., 2023) which shows that the impact of FWA on productivity is stronger through situational and contextual factors, especially in operational work, than through individual cognitive factors such as self-efficacy.

The Role of Self-Efficacy in Mediating the Effect of Job Satisfaction on Employee Work Productivity

Employees' sense of self-efficacy at PT ABC's Operations Department acts as a mediator between job happiness and productivity, according to the study's working hypothesis. Nevertheless, contrary to expectations, this research found that self-efficacy could not mediating the relationship between job satisfaction and productivity on the job. This finding suggests that self-efficacy does not play a mediating role between job satisfaction and work productivity. This is because, within the context of PT ABC's Operations Department, job characteristics reduce the influence of individuals' beliefs about their abilities on translating job satisfaction into increased productivity. Hence, structural elements inside the company, such as management structures, job objectives, and workloads, have a

Table 5. Regression Model I Result

Variable	Coefficient	t-statistic	P-Value	Decision
C	4.538	3.801	0.001	
Flexible Working Arrangement	0.149	1.728	0.095	H0 Accepted
Job Satisfaction	0.244	2.592	0.015	H0 Rejected

Table 6. Regression Model II Result

Variable	Coefficient	t-statistic	P-Value	Decision
C	4.905	2.273	0.032	
Flexible Working Arrangement	0.146	1.107	0.278	H0 Accepted
Job Satisfaction	0.231	1.504	0.145	H0 Accepted
Self-efficacy	0.657	2.341	0.027	H0 Rejected

Table 7. Sobel Test Result

Variable	T-statistic	P-value	Decision
Flexible Working Arrangement on Work Productivity through Self-efficacy	1,352	0.176	H0 Accepted
Job satisfaction on Work Productivity through Self-efficacy	1.402	0.160	H0 Accepted

greater impact on the connection. In addition, self-efficacy is often developed via years of experience on the job, so little shifts in happiness at work won't transfer into big leaps in confidence in one's abilities on the job, and vice versa. This is consistent with the results of the research by (Setyaningsih & Fitriyani, 2025), which found that self-efficacy and job satisfaction were not mediators of the relationship between working circumstances and performance.

Conclusion

This study examines the direct and indirect effects of flexible working arrangements, job satisfaction, and self-efficacy on employee productivity in the Operations Department of PT ABC. The findings show that self-efficacy has a positive and significant effect on work productivity, while flexible working arrangements and job satisfaction do not have a significant direct effect. Mediation analysis also indicates that self-efficacy does not mediate the relationship between flexible working arrangements and productivity, nor between job satisfaction and productivity. Nevertheless, self-efficacy remains a key psychological factor that directly contributes to improving employee productivity. These results suggest that flexible work policies and job satisfaction alone are insufficient to enhance productivity without strengthening employees' psychological resources, particularly their confidence, competence, and perceived capability. Therefore, organizations, especially outsourcing companies, should prioritize the development of self-efficacy to optimize the benefits of flexible working systems.

This study also provides empirical contributions to the limited literature on productivity within outsourcing contexts. However, several limitations must be acknowledged. First, the mediation analysis was based on a relatively small sample (30 respondents), which may reduce statistical power and the ability to detect indirect effects. Second, the focus on a single organizational setting limits the generalizability of the findings. Future research should involve larger and more diverse samples to improve statistical power and external validity. The use of bootstrapping techniques in mediation analysis is recommended to obtain more robust estimates.

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Further studies may also include additional organizational and psychological variables, such as leadership style, work engagement, and organizational support, to develop a more comprehensive understanding of productivity determinants in flexible work systems.

Author Contributions

This statement is intended to ensure clarity and transparency regarding the respective contributions of each party involved in the research process and manuscript preparation. All stages of the research, including problem identification, development of the theoretical framework, data collection, statistical analysis, as well as manuscript drafting and revision, were conducted independently by the primary author. Throughout the research process, R.M. Juddy Prabowo, S.E., M.P., in his role as the academic supervisor, provided continuous scientific direction, methodological guidance, critical substantive feedback, and rigorous academic evaluation to maintain the integrity, validity, and reliability of the analysis. The integration of these complementary contributions enabled the research to be completed effectively, systematically, and in full compliance with established academic and ethical standards.

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