

The Impact of Work Flexibility and Work Specialization Using Job Satisfaction as Mediation on Employee Performance at PT X

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Abstract

PT X is a company that focuses on the fabrication field. The purpose of the study was to test and analyze the effect of work flexibility and work specialization on employee performance with job satisfaction as an intervening or mediating variable at PT X. Sampling was carried out using purposive sampling method and non-probability sampling technique, so the target sample was 85 people (105 people). The research was conducted using descriptive quantitative analysis method and statistical analysis of path analysis method. The test results prove that (1) Job flexibility and job specialization have a positive and significant effect on employee satisfaction. (2) Work flexibility has no effect on performance, but work specialization affects employee performance. (3) Job flexibility and job specialization have a positive and significant effect on employee performance through job satisfaction as mediation.

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1. Introduction

Employees are the main stakeholders in the formation and development of the organization's human and social capital which is the main source of knowledge and support for the development and implementation of sustainable human resource management, and in facing current challenges, the concept of human resource management needs to be redefined and sustainable human resource management is a more appropriate approach to actual human resource management (Davidescu et al., 2020).

Sustainable human resource management has the main characteristics that play a role in employee development and the combination of flexible working hours and new types of work space is very important to get the impact of the two main results of sustainable HR, namely job satisfaction and employee performance (Davidescu et al., 2020).

In efforts to obtain good performance, work specialization is also very necessary. In an organization, employees will not work alone but rather collaborate with fellow employees. Therefore, the activity of dividing work evenly and in harmony with what a person can do is called job specialization. Work specialization is a division of work that has been divided by an organization into separate jobs (Dewi et al., 2022)

In this research the author took references or reference journals, namely Work Flexibility, Job

Satisfaction, and Job Performance among Romanian Employees Implications for Sustainable Human Resource Management which was researched by Adriana AnaMaria Davidescu (2020), where the journal measures the overall level of employee job satisfaction by investigate the relationship of work time flexibility and employee workspace. The next reference journal is The Influence of Self-Efficacy and Work Flexibility on Employee Performance with Job Satisfaction as a Mediating Variable (Study on Employees of PT Sung Shim Internasional Sempor Branch) (2021), where the journal examines how self-efficacy and work flexibility influence employee performance using job satisfaction as a mediating variable.

Through these references, the author is interested in finding out how job satisfaction and employee performance are influenced by work flexibility and work specialization that employees experience after working from home, as well as when working directly in the office. The results of this research can be a reference for companies in ideas for advancing human resource management. A new development of the reference taken in this research is work specialization on employee performance using job satisfaction as a mediator.

PT X has a system for calculating employee productivity, using GMPS (Global Mcdermott Progressing System) which will provide results for calculating employee performance productivity.

Calculating the accuracy of GMPS productivity is said to be successful in meeting the target or achieved when the results are less than 1%. In the year before Covid, GMPS got a result of 8.8%, in 2020 GMPS got a result above 1.8% due to being affected by Covid and having to work from home, and after Covid, the GMPS calculation was at 0.46% (Mcdermott. com, 2022). Therefore, this research was carried out to measure the influence of work flexibility and specialization in increasing job satisfaction and employee performance after returning to work from the office after being affected by Covid-19.(mcdermott.com, 2022).

This research aims to investigate employee development after experiencing long-term work from home due to the Covid-19 virus yesterday by working directly in the office and the flexibility of employee work time. The labor market will continue to change in the future due to the new rise of society after the corona virus, so there is a need to compare the flexibility of employee work between working at home or working from home and working directly in the office, therefore human resource management needs to be improved or needs to be redesigned. by including the concept of sustainability which is an extension of strategic human resources to present a new approach to human resource management(Davidescu et al., 2020)

2. Theory Study and Hypothesis Development

Work Flexibility

Work flexibility is a person's ability to make choices that will influence when, where, and how long it takes to be involved in a task or job. Findriyani and Parmin's research explains that flexible work arrangements through informal remote work arrangements have a positive indirect effect through job satisfaction on employee performance (Findriyani & Parmin, 2021)(Findriyani & Parmin, 2021). Work flexibility can influence the feeling of comfort with the work carried out by employees so that the employee can have more freedom and will have the effect of increasing their performance(Siskayanti, 2022)

In this research, there are several characteristics that are specific to research on flexibility variables, namely four forms of work flexibility, the first is working time, work contract, functional flexibility and wage flexibility (Casuneanu, I., 2006) in(Davidescu et al., 2020). Flexible working time also has an effect from the perspective of high employee satisfaction, freedom and control which will increase job satisfaction which leads to sustainable human resource management(Stankeviciute & Savanevičiene, 2018)

Work Specialization

The principle of job specialization was first introduced by Taylor in the early 1900s, and then developed by the founder of a world-class automotive company who said that specializing employee work would be efficient so that it would reduce unit costs such as small parts in

automotive engines that only carry out just one small type of work(Wahjono & Marina, 2022)

The purpose of job specialization itself is essentially to make it easier for the organization to achieve its final goal, namely making a profit. A job can be broken down into several steps and divided among several individuals to speed up the organizational process rather than just being done by one individual.(Dewi et al., 2022).

Job satisfaction

Job satisfaction is a person's general attitude towards his work and positive emotions obtained from evaluating his work or work experience. (Cugueró-Escofet et al., 2019). According to the role of employees in the company, job satisfaction can be defined as the emotional orientation of employees towards the work roles they carry out and will influence employee work motivation, influence employee productivity, thereby influencing overall organizational performance.(Davidescu et al., 2020)

Job satisfaction is related to work flexibility, namely because temporary and local work flexibility requires employee control over professional life, improves the relationship between paid work and personal life, and leads to increasing the overall level of satisfaction with the job (Origo, F., et al. , 2006) in (Davidescu et al., 2020). And flexible work can provide job satisfaction and reduce levels of fatigue or stress (Almer, ED, et al., 2002) in(Davidescu et al., 2020)

Employee performance

Employee performance is a central element in industry and organizations which means behavior, actions and calculated results involving employee contributions to the organization or company. Employee performance is also influenced by individual characteristics in the form of experience and abilities, results such as work environment, feedback and job security, as well as employee education. This is determined by employee behavior in contributing to company goals. (Pavalache-Ilie, 2014) in(Davidescu et al., 2020)

Employee performance is a part of a person who must carry out work and carry out actions in line with the work that has been given. Employee performance can be measured using employee discipline attitude factors, such as the way employees behave while carrying out their work.(Dewi et al., 2022). By calculating employee performance, it will contribute positive benefits to the company and its employees.

Hypothesis Development

a. Work flexibility on job satisfaction

The relationship between flexible work, employee satisfaction and employee performance shows that most employees are satisfied with the actual work arrangements and work flexibility which

they can contribute to employees' decisions to remain with their company. Job satisfaction and job flexibility have a strong positive correlation and flexible working relationships will increase employee retention and job satisfaction, and will also increase productivity. (Westmaas, 2022).

H1: Work flexibility has a positive and significant effect on employee satisfaction

b. Work flexibility on employee performance

Flexibility is a positive quality that companies have and a factor that is highly valued by job seekers. Because if a company intends to use sustainable human resource management, the company's focus must be on employee development and advancing employees by assigning task forces, providing in-depth training to employees, providing flexible working hours, and work spaces with a beneficial environmental impact. Research by Ripaldo Surbakti., et al (2023) confirms that work flexibility has a positive influence on employee performance(Surbakti et al., 2023).

H2: Work flexibility has a positive and significant effect on employee performance

c. Job satisfaction on employee performance

Job satisfaction can be interpreted as an employee's emotional orientation towards the work role they perform and will greatly influence employee motivation, productivity and overall organizational performance. Research by Findriyani et al., (2021) confirms that work flexibility has an effect on performance through employee job satisfaction(Findriyani & Parmin, 2021).

H3: Job satisfaction has a positive and significant effect on employee performance

d. Work flexibility on employee performance with satisfaction as mediation

The factor that influences employee performance is work flexibility. The results of Findriyani and Parmin's research say that work flexibility can increase employee performance to a greater extent with job satisfaction.(Findriyani & Parmin, 2021).

H4: Work flexibility has a positive and significant effect on employee performance through job satisfaction as mediation

e. Work specialization on job satisfaction

Work specialization is essentially to make it easier for an organization to achieve its ultimate goal of making a profit, a job can be broken down into several steps and divided among several individuals to speed up the organizational process rather than just being done by one individual.(Dewi et al., 2022).Ayu Agustia's research (2018) showed that 80.56% of respondents felt satisfied with their work because the job description was clear(Agustia, 2018).

H5: Work specialization has a positive and

significant effect on job satisfaction

f. Work specialization on employee performance

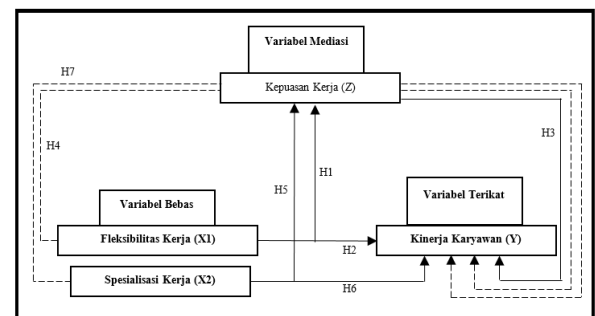
Work specialization is implemented to organize and coordinate employees so that they remain in contact with fellow employees. Work specialization is carried out with a clear and detailed description to make it easier for employees to carry out their work. The research results of Vilani, et al (2019) prove that work specialization or division of work has an influence on employee performance at FKIP UNS(Vilani et al., 2019).Research by Putu Krisma Dewi, et al (2022) proves that work specialization has an effect on employee performance because work specialization is an element that is of concern to companies because it will encourage employees to develop a responsible attitude towards the work they are given.(Dewi et al., 2022).

H6: Work specialization has a positive and significant effect on employee performance

g. Work specialization on employee performance with satisfaction as mediation

Desi Nuraini's research (2017) provides results that job satisfaction can be a mediator in seeking work specialization on employee performance, and emphasizes that when employees are given tasks that are aligned with their respective fields of work, it will produce synergy and performance in the organization. Ai Ria Yulistia's research (2023) proves that job descriptions and job specifications influence employee performance and job satisfaction.(Yulistia, 2023).

H7: Work specialization has a positive and significant effect on employee performance through job satisfaction as mediation



Picture1 Framework of thinking

Source: Processed Data, 2024

3. Research methods

Testing was carried out using descriptive quantitative analysis with the Path Analysis equation to measure the level of job satisfaction and overall employee performance. The testing time is from January to February 2024 by collecting respondent data from employees of PT X.

Table1Operational Variable Indicators

Variable	Operational Definition of Variables	Indicator
Work Flexibility (X1)	Work flexibility can influence the feeling of comfort in the work carried out by employees so that the employee can have more freedom and will have the effect of increasing their performance(Siskayanti, 2022)	1. Contract Flexibility 2. Flexibility of working hours 3. Functional flexibility 4. Workspace flexibility (Davidescu et al., 2020)
Work Specialization (X2)	Work specialization is essentially to make it easier for an organization to achieve its ultimate goal of making a profit, a job can be broken down into several steps and divided among several individuals to speed up the organizational process rather than just being done by one individual.(Dewi et al., 2022).	1. Job placement 2. Workload 3. Work specialization 4. Job skills (Vilani et al., 2019)
Job Satisfaction (Z)	Job satisfaction is an individual's general attitude towards their job, which is reflected in positive emotions that originate from their assessment of their job or work experience (Robbins, SP, 1996; Locke, EA, 1990) in(Cugueró-Escofet et al., 2019).	1. Job satisfaction 2. Salary or wage satisfaction 3. Supervision satisfaction 4. Coworker satisfaction 5. Promotion satisfaction (Findriyani & Parmin, 2021).
Employee Work Performance (Y)	Operational employee performance is the main aspect in industrial and organizational psychology that shows actions, behavior and measurable results involving employee contributions to the organization or company. (Davidescu et al., 2020).	1. Work quality 2. Punctuality of work time 3. Work effectiveness 4. Work commitment 5. Working quantity 6. Employee independence (Findriyani & Parmin, 2021).

Source: Processed Data, 2024

The table above is an operational table of indicators for each variable used. This research will use 3 types of variables, namely 2 independent variables,

one mediating variable, and one dependent variable.

Determination of the sample will be carried out using the purposive sampling method, which is a sampling technique of non-probability sampling where testing is carried out by determining sampling and determining special characteristics that are relevant to the research objectives. The population of this study consisted of PT X employees who worked in the office. The targeted employees are employees in various divisions in departments that have employees working in the office. There are 35 departments, and 14 departments have employees who can work in the office. Based on calculations, the target sample was 85 people and the respondents who filled out the questionnaire were 105 employees of PT X.

The data collection technique is by using a questionnaire. The questionnaire contains information regarding the overall level of job satisfaction and salary, the four main elements of work flexibility experienced by employees, work specialization, the level of job satisfaction experienced by employees, the new work space and how working in this space can affect well-being, professional growth and development, social and professional relationships, personal professional performance, and improving organizational performance. In this research, data observation techniques and documentation of data obtained from the company were also used.

The analysis technique used is a descriptive analysis method using the Statistical Package for the Social Sciences (SPSS) with the Path Analysis equation to measure the level of job satisfaction and overall employee performance. Data analysis will be carried out descriptively for respondent characteristics and statistically through a number of tests such as validity tests, reliability tests, classical assumption tests, hypothesis tests, path analysis tests, influence calculations, and finally the mediation test. at a significance level of less than 0.05. So it can be concluded that all the questions on the research variables are declared valid.

4. Results and Discussion Respondent Characteristics

Based on the calculation of the percentage data on gender characteristics above, it is known that of the 105 respondents there were 63 (60%) male respondents and 42 (40%) female respondents. The following are the characteristics of respondents based on the department studied:

Table2Respondent Characteristics

Department Characteristics		
Department	Frequency	Percentage
Apac Traffic	2	2%
Batam Travel Service	2	2%
Clinic	2	2%
Craft School	2	2%
Customer Service	15	14%

Department Characteristics		
Department	Frequency	Percentage
Doc. Control	7	7%
Draftsman	22	21%
Hses School	1	1%
Personnel	4	4%
Purchasing	2	2%
Records And Time Management	5	5%
Safety	6	6%
Warehouse	32	30%
Welding Engineer	3	3%
Total	105	100%

Source: Processed Data, 2024

Based on the percentage calculation of the department characteristics questionnaire data above, it is known that of the 105 respondents there were 2 people (2%) from the Apac Traffic department, 2 people (2%) from the Batam Travel Service department, 2 people (2%) from the Clinic department, 2 people (2%) from the Craft School department, 15 people (14%) from the Customer Service department, 7 people (7%) from the Doc.Control department, 22 people (21%) from the Draftsman department, 1 person (1%) from Hses School department, 4 people (4%) from the Personnel department, 2 people (2%) from the Purchasing department, 5 people (5%) from the Records and Time Management department, 6 people (6%) from the Safety department, 32 people (30%) from the Warehouse department, 3 people (3%) from the Welding Engineer department.

Validity test

Table3 Validity Test Results

Variable	Question Items (Max & Min)	Correlated Items Total Correlation	R Table	Ket
Work	X1.1	0.495	0.161	Valid
Flexibility	X1.11	0.333	0.161	Valid
Work	X2.9	0.665	0.161	Valid
Specialization	X2.6	0.518	0.161	Valid
Job satisfaction	Z1.2	0.628	0.161	Valid
	Z1.8	0.262	0.161	Valid
Employee performance	Y1.9	0.756	0.161	Valid
	Y1.8	0.390	0.161	Valid

Source: Processed Data, 2024

According to Dr. Imam Machali Validity tests are carried out to show the reliability and validity of a measuring instrument, by comparing the values must be $>$ from to so that the data can be declared valid $R_{hitung} > R_{tabel}$ (Machali, 2021). Referring to the validity testing table for each question item on all variables, it is stated that this research is valid because the value is greater than the value (0.161), at a significance level of less than 0.05. So it can be concluded that all the questions on the research variables are declared valid. $R_{hitung} > R_{tabel}$

Reliability Test

Table4 Reliability Test Results

Variable	Question Items (Max & Min)	Correlated Items Total Correlation	R Table	Ket
Work	X1.1	0.917	0.60	Reliable
Flexibility	X1.11	0.915	0.60	Reliable
Work	X2.9	0.914	0.60	Reliable
Specialization	X2.6	0.913	0.60	Reliable
Job satisfaction	Z1.2	0.916	0.60	Reliable
	Z1.8	0.913	0.60	Reliable
Employee performance	Y1.9	0.916	0.60	Reliable
	Y1.8	0.912	0.60	Reliable

Source: Processed Data, 2024

Dr. Imam Machali said that reliability means consistency or stability and reliability in the data so it is necessary to carry out this test to test the consistency of the data (Machali, 2021). The reliability test has provisions, namely r alpha must be > 0.60 , so each question item for all variables is said to be reliable. Based on the data table above, all questions on each variable are > 0.60 so it can be concluded that all variables in this study are said to be reliable.

Normality test

The data normality test was carried out to determine the residual values or differences that exist in the research according to the norm distribution (Machali, 2021).

Table5 KS Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residuals
N	105
Statistical Tests	0.065
Asymp Sig. (2-tailed)	0.200

a. Test distribution is Normal

Source: Processed Data, 2024

The results of the Kolmogorov-Smirnov test in this study show that the Asymp, Sig, (2-tailed) results for the four variables are greater than 0.05, so this research can be said to have a normal distribution.

Heteroscedasticity Test

The heteroscedasticity test is carried out to see whether in an instrument there are symptoms of unequal variants of the variables in the model or unequal variances of the residuals. (Machali, 2021).

Table6 Heteroscedasticity Test Results

Variable	Q Count	Sig.	Information
Work Flexibility (X1)	1,514	0.133	

Work Specialization (X2)	-2,381	0.059	There are no symptoms of heteroscedasticity
Job Satisfaction (Z)	0.617	0.5338	

Source: Processed Data, 2024

The table above shows that the test was carried out using the Glejser test method, which determines the value based on the calculated t value and sig value. The Sig value for the variables work flexibility, work specialization, and job satisfaction is > 0.05 , so the results according to the heteroscedasticity test confirm that these three variables do not experience symptoms of heteroscedasticity.

Multicollinearity Test

Table7 Multicollinearity Test Results

Variable	Collinearity Tolerance	VIF Statistics	Ket
Work Flexibility	0.915	1,093	No Symptoms of Multicollinearity Occur
Work Specialization	0.558	1,792	
Job satisfaction	0.527	1,897	

Source: Processed Data, 2024

Good data is data that does not have symptoms of multicollinearity in it. To show that the data does not experience symptoms of multicollinearity, the tolerance value must be greater than 0.10 and the VIF value must be smaller than 10.0. The data above shows that the three variables have a tolerance value above 0.10 and a VIF value below 10.0, so it can be concluded that there are no symptoms of multicollinearity in the three variables above.

F test

Table8 F Test Results (simultaneous) Model 1

ANOVAa				
	Sum of Squares	df	Mean Square	F
Regression	1307,398	2	653,699	45,756
Residual	1457,230	102	14,287	
Total	2764,629	104		

a. Dependent Variable: Job Satisfaction

Source: Processed Data, 2024

Table9 F Test Results (simultaneous) Model 2

ANOVAa				
	Sum of Squares	df	Mean Square	F
Regression	1877,688	3	653,699	47,321
Residual	1335,874	101	14,287	
Total	3213,562	104		

a. Dependent Variable: Employee Performance

Source: Processed Data, 2024

The F test aims to determine the independent variable together with the dependent variable (Machali,

2021). Referring to table 1, it can be seen that the value is $(45.756) > (3.09)$. This means that there is a joint positive and significant influence on the variables of work flexibility and work specialization on job satisfaction. Table 2 shows the results $(47.321) > (3.09)$, so it can be concluded that work flexibility, work specialization, and satisfaction have an influence on employee performance. $F_{hitung} > F_{tabel}$

Coefficient of Determination Test

Basically, the coefficient of determination is used to assess the ability of the variable model to explain variations in the dependent variable (Ghozali, 2018)

Table10 Model 1 Determination Coefficient Test

Results				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	0.688	0.473	0.463	3,780

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Z

Source: Processed Data, 2024

The magnitude of the influence of work flexibility, work specialization, on job satisfaction can be seen in the table above (Model Summary) is 0.463. So it can be concluded that the contribution of work flexibility and work specialization to job satisfaction is 46.3%, the remaining 53.7% is factors that were not studied.

Table11 Model 2 Determination Coefficient Test

Results				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	0.764	0.584	0.572	3,637

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Z

Source: Processed Data, 2024

The magnitude of the influence of work flexibility, work specialization, on employee performance with satisfaction as mediation can be seen in the Adjusted R Square (Model Summary) table of 0.572. So it can be concluded that the contribution of work flexibility and work specialization to job satisfaction is 57.2%, the remaining 42.8% is a factor that was not studied.

t Test (Partial t Test)

The T test was carried out to determine the influence of individual independent variables in explaining variations in the dependent variable (ghozali, 2018). In this study, a significance of 5% was used with a df of 0.05, so the value obtained from the t table was 1.983. The t table value must be $<$ the calculated t value so that the independent variable is declared influential.

Table12Model 1 t test results

Model	t	Sig.
(Constant)	2,913	0.004
1 Work Flexibility	3,071	0.003
Work Specialization	8,979	0,000

Source: Processed Data, 2024

The resulting calculated t values for the flexibility and specialization variables are 3.071 and 8.979 > 1.983, respectively. The Sig values produced by the two variables above are 0.003 and 0.000 < 0.05, which means that individually they influence job satisfaction.

Table13Model 2 t test results

Model	t	Sig.
(Constant)	2,377	0.019
1 Work Flexibility	1,701	0.092
Work Specialization	7,046	0,000
Job satisfaction	2,201	0.03

Source: Processed Data, 2024

The resulting value for the work flexibility variable is 1.707 < 1.983 and the sig value is 0.092 > 0.05, which means that work flexibility has no effect on employee performance. Next, the calculated t for work specialization is 7.046 > 1.983 and the sig value is 0.000, which means that work specialization has an effect on employee performance. The value of the intervening variable job satisfaction is 2.201 > 1.983 and the sig value is 0.030 < 0.05, which means the intervening variable job satisfaction has a significant effect on the performance of PT X employees.

Path Analysis

Table14Path Analysis Test Results 1

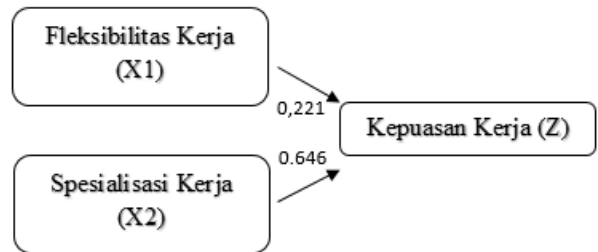
Model	β	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	9,089	3.12		2,913	0.004
Work Flexibility	0.129	0.042	0.221	3,071	0.003
Work Specialization	0.640	0.071	0.646	8,979	0,000
R	0.688	F count	45,756		
R Square	0.473	Probability F	0,000		
Adjusted R ²	0.463				

Source: Processed Data, 2024

It is known that the R square value is 0.473, which is the influence of the work flexibility and work specialization variables on job satisfaction. The percentage of influence of variables X1 and X2 on Z is 47.3%.

Calculation of the e1 value can be obtained by:

$$e1 = \sqrt{(1 - 0,473)} = 0,752$$



Picture2Path Analysis Model 1

(Source: Processed Data, 2024)

Table15Path Analysis Test Results 2

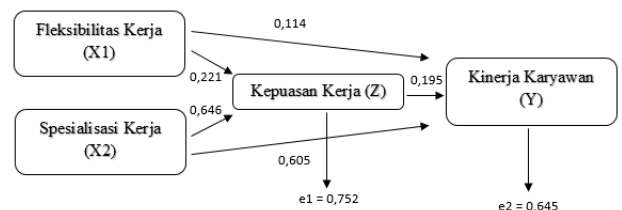
Model	β	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	7,429	3,125		2,377	0.019
Work Flexibility	0.072	0.042	0.114	1,701	0.092
Work Specialization	0.646	0.092	0.605	7,046	0,000
Job satisfaction	0.210	0.095	0.195	2,201	
R	0.764	F count	47,321		
R Square	0.584	Probability F	0,000		
Adjusted R ²	0.572				

Source: Processed Data, 2024

It is known that the R square value is 0.584, which is the influence of the work flexibility and work specialization variables on job satisfaction. The percentage of influence of variables X1 and X2 on Z is 48.4%.

Calculation of the e1 value can be obtained by:

$$e1 = \sqrt{(1 - 0,584)} = 0,645$$



Picture3Path Analysis Model 2

(Source: Processed Data, 2024)

Interpretation of Influence Calculations in Path Analysis:

- a. Work flexibility on employee performance through job satisfaction (X1 → Y through Z)
Direct influence value X1 → Y = 0.114

Indirect influence value $X1 \rightarrow Y$ through $Z = 0.221 \times 0.195 = 0.043$

The indirect influence value of 0.043 is smaller than the direct influence value of 0.114. So, work flexibility does not have a significant effect on employee performance through job satisfaction as mediation.

- b. Work specialization on employee performance through job satisfaction ($X2 \rightarrow Y$ through Z)

Value of direct influence $X2 \rightarrow Y = 0.605$

Indirect influence value $X2 \rightarrow Y$ through $Z = 0.221 \times 0.195 = 0.120$

The indirect influence value of 0.120 is smaller than the direct influence value of 0.605. So work specialization does not have a significant effect on employee performance through job satisfaction as mediation.

Mediation Test

The mediation test is carried out to determine the influence of the mediating variable by carrying out a sobel test, namely:

- a. Standard error of the indirect effect coefficient ($Sp1p5$), namely work flexibility on employee performance through job satisfaction as mediation:

$$= \sqrt{p^5 Sp1^2 + p1^2 Sp5^2 + Sp1^2 Sp5^2}$$

$$= \sqrt{((0,210^2 \times 0,042^2) + (0,129^2 \times 0,095^2) + (0,042^2 \times 0,095^2))}$$

$$= 0,01562$$

Based on the calculation above, the value can be calculated, namely: t_{hitung}

$$= \frac{P_1 \times P_5}{SP_1 \times SP_5} = \frac{0,129 \times 0,210}{0,042 \times 0,095} = 6,789$$

$$t_{tabel} = 1.983$$

The value (6.789) is $>$ than the significance level of 5% (1.983), which means that the mediation coefficient of 0.01562 has a mediating effect. Based on the data from the stages above, it can be concluded that the hypothesis that variable Z mediates the influence of $X1$ on Y . $t_{hitung} > t_{tabel}$

- b. Standard error of the indirect effect coefficient ($Sp2p5$), namely work specialization on employee performance through job satisfaction as mediation:

$$= \sqrt{p^5 Sp2^2 + p2^2 Sp5^2 + Sp2^2 Sp5^2}$$

$$= \sqrt{((0,210^2 \times 0,071^2) + (0,640^2 \times 0,095^2) + (0,071^2 \times 0,095^2))}$$

$$= 0,06296$$

Based on the calculation above, the value can be calculated, namely: t_{hitung}

$$= \frac{P_1 \times P_5}{SP_1 \times SP_5} = \frac{0,640 \times 0,210}{0,071 \times 0,095} = 19,926$$

The value (19.926) $>$ than the significance level of 5% (1.983), it can be concluded that the mediation coefficient of 0.06296 has a mediation effect. Based on the data from the stages above, it can be concluded that the hypothesis that variable Z mediates the influence of $X2$ on Y . $t_{hitung} > t_{tabel}$

Discussion

a. Work flexibility \rightarrow job satisfaction

Based on the results of research data processing, results with a value of 3.071 $>$ 1.983. These results prove that increasing work flexibility will have an impact on increasing job satisfaction so that the hypothesis is accepted. These results are consistent with research by Findriyani, et al., (2021) which shows that the higher work flexibility implemented by PT. Sung Shim International, employee job satisfaction will also increase $t_{hitung} > t_{tabel}$ (Findriyani & Parmin, 2021). The research results show that work flexibility has a positive influence on overall job satisfaction and shows statistical significance.

The results of Laura Westmaas' research are that the relationship between flexible work, employee satisfaction and employee performance shows that the majority of employees are satisfied with the actual work arrangements and work flexibility which they can contribute to employees' decisions to remain with the company. Job satisfaction and job flexibility have a strong positive correlation and flexible working relationships will increase employee retention and job satisfaction, and will also increase productivity. (Westmaas, 2022)

b. Work flexibility \rightarrow employee performance

The results of research data processing show that the value of work flexibility on employee performance is 1.701 $<$ of the value 1.983. These results prove that work flexibility has no effect in improving employee performance so that the proposed hypothesis is rejected. These results are consistent with research conducted by Ni Komang Siskayanti which stated that work flexibility does not have a significant effect on employee performance $t_{hitung} < t_{tabel}$ (Siskayanti, 2022). Not accepting the influence of work flexibility on employee performance means that the size and size of work flexibility indicators, namely contract flexibility, work time flexibility, functional flexibility, work space flexibility cannot have an influence on employee performance because the work carried out by employees has been determined and selected based on the employee's criteria.

Based on the results of recapitulation calculations, respondents' assessments of the work flexibility variable obtained an average result of 3.32 and a presentation of 67.3% which was included in the medium category. These results prove that the influence of work flexibility at PT X is still at a medium level and not yet at a high level. The average value and presentation of the recapitulation results of respondents' assessments for employee performance variables is an average of 4.28 and a percentage of 85.7% which is included in the very high category. These results prove that the performance of employees at PT X is in the high and good interval category.

Based on the results of the analysis of questions on each variable, it is known that the question with the highest presentation value on the work flexibility variable is "I can share responsibilities with my colleagues" with 78.1% proving that the majority of respondents agree that the work and work targets that must be achieved can be shared, or work together with other employees flexibly. The lowest percentage value in respondents' assessments for the work flexibility variable was in the question "I am free to use the rooms in the office as my work space" with a presentation of 54.3% which is included in the medium interval. This proves that most employees do not agree with this statement because the work space that has been divided means that it cannot be changed as the employee wishes without permission from the company itself.

Meanwhile, the results of the analysis of questions on each variable show that the question with the highest presentation value on the employee performance variable is "I do my work effectively" with a presentation value of 89.8%, included in the very high interval category. This proves that the majority of employees agree that employees carry out the work assigned by the company effectively. The lowest percentage value in the respondent's assessment for the employee performance variable is in the question "I do my work without asking or asking for help from others" with an average value of 3.66, the presentation of 73.1% is still in the high interval category. This proves that some employees do their work without asking other people, it can also mean that the employees already understand the tasks given by the company.

c. Job satisfaction → employee performance

The results of data processing show that the value of job satisfaction on performance is 2.201 > from a value of 1.983. These results prove that job satisfaction has an influence on improving employee performance so that the hypothesis is accepted. This research is in line with research conducted by Findriyani & Parmin (2021) which confirms that the higher the job satisfaction felt by employees, the higher the employee's performance will be. $t_{hitung} > t_{tabel}$ (Findriyani & Parmin, 2021). Job satisfaction can also be interpreted as an employee's emotional orientation towards the work role they

perform and will greatly influence employee motivation, productivity and overall organizational performance. (Davidescu et al., 2020).

d. Work flexibility → employee performance through job satisfaction as mediation

The results of research data calculations show that the value is 6.789 > the value 1.983, confirming that work flexibility has a significant effect on employee performance through job satisfaction as mediation so that the hypothesis is accepted. This research is in line with and consistent with research conducted by Alfian Perdana Putra, et al (2024) which concluded that job satisfaction can mediate the effect of work flexibility on employee performance. $t_{hitung} > t_{tabel}$ (Perdana Putra et al., 2024). The factor that influences employee performance is work flexibility. The results of Findriyani and Parmin's research state that work flexibility can increase employee performance to a higher level with satisfaction. (Findriyani & Parmin, 2021).

e. Work specialization → job satisfaction

The results of research data processing show that the value of work specialization on job satisfaction is 8.979 > from a value of 1.983, proving that the level of work specialization has a significant effect on job satisfaction so that the hypothesis is accepted. This research is in line with and consistent with research conducted by Desi Nuraini (2017) who emphasized that the higher the employee's work specialization, the higher the employee's job satisfaction. This research is in line with Ai Ria Yulistia's research which confirms that job specifications have a positive effect on job satisfaction. $t_{hitung} > t_{tabel}$ (Yulistia, 2023).

f. Work specialization → employee performance

The results of research data processing show that the value of work specialization on employee performance is 7.046 > from a value of 1.983, proving that the level of work specialization has a significant effect on performance so that the hypothesis is accepted. This research is in line with and consistent with research conducted by Putu Krisma Dewi, et al (2022) explaining that increasing work specialization will improve employee performance. $t_{hitung} > t_{tabel}$ (Dewi et al., 2022). The influence of work specialization on employee performance also occurs because work specialization is an important element that must exist in a company because the high level of understanding and responsibility of each individual employee in the work process they carry out will provide support for the employee's work process so that it will influence the employee's performance.

g. Work specialization → employee performance through job satisfaction as mediation

The results of research data calculations show that the value is $19.926 >$ the value 1.983 , confirming that work specialization has a significant effect on employee performance through job satisfaction as mediation. This research confirms that the higher the work specialization, the higher the employee's performance through job satisfaction as mediation. in line and consistent with research conducted by Ai Ria Yulistia (2023) which proves that job descriptions and job specifications have an influence on increasing employee performance with job satisfaction as a mediator. $t_{hitung} > t_{tabel}$ (Yulistia, 2023).

5. Closing Conclusion

From the results of testing the effect of work flexibility and work specialization on employee performance using job satisfaction as mediation, it can be concluded that in the first hypothesis variable the effect of work flexibility on job satisfaction has partially influential and significant results. Proposing the second hypothesis is that the effect of work flexibility on employee performance has no significant effect. Proposing the third hypothesis of the influence of job satisfaction on employee performance has positive and partially significant results. Furthermore, the fourth hypothesis, namely the effect of work flexibility on employee performance with job satisfaction as mediation, has the result that job satisfaction is successful in mediating work flexibility on employee performance or has an influence and is significant. The fifth hypothesis has the result that work specialization has a significant partial influence on job satisfaction. Next, the sixth hypothesis is that the results of work specialization partially have a significant influence on employee performance. And the final proposed hypothesis has the results that work specialization partially has a significant influence on employee performance by using job satisfaction as a mediator for employees of PT X.

Suggestion

a. Practical Advice

1. Job satisfaction plays a role in the relationship between work flexibility and work specialization on employee performance. Flexibility or freedom in carrying out work provided by the company in harmony with the portion of each employee is something that plays a very important role in increasing comfort for employees, so that it can lead to satisfaction with the work carried out by employees and improve employee performance.
2. In an effort to increase employee respect for the company, good relations between superiors and subordinates are needed. By holding workshops or regular meetings, relations between employees will improve, so

that they can provide comfort to employees when carrying out their daily work, which will influence increased employee satisfaction and performance.

b. Theoretical Suggestions

1. Further research is recommended to develop variables to be more innovative and more specific.
2. Further research is needed or to review the influence of work flexibility on employee performance on a larger scale, both from the target sample and the company where the research is carried out.

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