

THE EFFECT OF FLEXIBLE WORKING SPACE (FWS) ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE AT THE BPS-STATISTICS IN DELI SERDANG REGENCY

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Abstract. *Flexible Working Space is an innovative approach in human resource management that gives employees the freedom to choose their work location according to their needs and comfort. One common application of Flexible Working Space is an office with an open office concept, where partitions between desks are removed to create a more open, collaborative, and informal work environment. This study aims to analyze the effect of Flexible Working Space on employee performance at BPS-Statistik Deli Serdang Regency, with job satisfaction as a mediating variable. The population of this study was all civil servants at BPS-Statistik Deli Serdang Regency, with a sample of 36 respondents selected using the purposive sampling method. Data collection was carried out through questionnaires and document studies, and analyzed using structural equality modeling (SEM) with Smart PLS as an analysis tool. The results showed that Flexible Working Space has a positive and significant effect on employee performance through job satisfaction as a mediating variable. These findings indicate that providing flexibility in determining work locations can improve employee performance, especially if supported by a high level of job satisfaction. This study also provides recommendations for management to improve supporting facilities and adaptation programs that can further strengthen the impact of Flexible Working Space on employee performance.*

Keywords: *Employee Performance, Flexible Working Space, Job Satisfaction.*

1. INTRODUCTION

The ability to develop and improve employee performance is a prerequisite for having competent and quality human resources. Employee performance is the culmination of work results that have been evaluated, measured both in terms of volume and quality. Achieving organizational goals is highly dependent on the effectiveness and efficiency of employees in carrying out their duties and responsibilities, a conducive and comfortable workplace will contribute to employee comfort and enable them to do their best which directly affects employee performance and satisfaction levels.

The dynamics of an increasingly complex work environment require an innovative approach to improving employee performance, one of which is through the implementation of Flexible Working Space (FWS). The concept of Flexible Working Space (FWS) gives employees the freedom to choose a workplace that suits their personal preferences, be it in an open space, collaboration area, or private space. This flexibility can increase comfort, facilitate creativity, and encourage innovation, which in turn contributes to increased productivity. BPS-Statistics in Deli Serdang Regency has also adopted the concept of Flexible Working Space (FWS), which allows them to more easily overcome existing challenges and encourage employees to contribute optimally in achieving organizational goals.

BPS-Statistics in Deli Serdang Regency is a government agency responsible for collecting, processing, and presenting statistical data for the purposes of development planning, public policy, and data-based decision-making. BPS of Deli Serdang

Regency collects statistical data on various aspects of community life, such as economic, social, demographic, and others, which are used by local governments and the community to formulate more effective policies and programs. As part of the national BPS, BPS-Statistics in Deli Serdang Regency also plays a role in supporting the achievement of sustainable development targets by providing accurate and relevant data.

Based on internal data from BPS Deli Serdang Regency, although the general performance indicators have reached the target, the realization of the superior Human Resources Statistics indicator is only 70.85 percent. This indicates the need for more targeted improvement efforts, including through flexible workspace management. In addition, it is known that the average performance achievement of employees of BPS-Statistics in Deli Serdang Regency has not reached the maximum figure, which is 100 percent, this indicates that there are obstacles in achieving the performance targets that have been set, both at the individual and team levels. This is influenced by the less than optimal implementation of management strategies, such as managing a work environment that supports employee productivity. This study indicates the need for a new approach including the development of work flexibility through the implementation of Flexible Working Space (FWS), to increase job satisfaction and encourage employee performance towards achieving maximum performance.

Based on the background above, the purpose of this study is to test the effect of Flexible Working Space (FWS) on the performance of employees of the BPS- Statistics in Deli Serdang Regency, with job satisfaction as a mediating variable. This research is important to provide evidence-based recommendations regarding more effective workspace management that is relevant to the needs of modern organizations.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is the work results achieved by a person in carrying out their duties in accordance with the responsibilities given (Mangkunegara 2020). Performance is the main indicator for assessing the effectiveness and efficiency of individuals in achieving organizational goals. According to (Mathis and Jackson 2021), performance is influenced by various factors, including competence, motivation, work environment, and organizational management systems. (Robbins and Judge 2021) state that employee performance is the level of achievement of tasks carried out by an individual or group in an organization, measured by indicators such as productivity, efficiency, and effectiveness, work environment conditions, including the application of technology and innovation in the work process.

Based on the above understanding, it can be concluded that employee performance is a work result achieved by a person in carrying out the tasks entrusted to him and how much contribution is given to his organization. An employee can work well if they have high performance so that they can produce good work too. In this study, to measure employee performance using dimensions and performance indicators according to (Robbins 2021), namely: quality, quantity, responsibility, cooperation and initiative.

2.2 Job Satisfaction

Job Satisfaction is a positive or pleasurable emotional state resulting from an assessment of one's work (Locke, 1976). (Robbins and Judge 2020) explain that job satisfaction reflects the extent to which individuals feel comfortable with their work, both in terms of job content, work environment, and interpersonal relationships. Job satisfaction is one of the important aspects that contribute to employee performance and overall organizational success.

(Rivai 2020) employee job satisfaction is influenced by several factors, including fair and appropriate remuneration, appropriate placement according to expertise, the weight of the work, the work atmosphere and environment, equipment that supports the

implementation of the work, the attitude of the leader and his leadership, and the nature of the work is monotonous or not. Job satisfaction is written by (Colquitt 2022) as a pleasant emotional state resulting from the assessment of a person's work or work experience. In other words, job satisfaction is an expression that represents the feelings of employees/employees towards their work which is reflected in discipline, dedication, work ethic and work performance.

According to (Bordia et al. 2023) job satisfaction is explained as an employee's subjective evaluation of their work based on various internal and external factors, including the quality of work relationships, work environment conditions, and work-life balance. According to (Sutrisno 2019), job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, awards received at work and questions related to physical and psychological factors. In this study, the dimensions and indicators of job satisfaction used according to (Afandi 2021), the dimensions and indicators of job satisfaction are as follows work itself, pay, promotion, supervision, and work colleague.

2.3 Flexible Working Space

Flexible working space is a workspace concept designed to support flexibility and adaptability in the way of working. This concept often involves various types of spaces that can be changed according to user needs, such as co-working spaces, movable meeting rooms, and collaboration areas. According to (Gensler 2023) Flexible working space is a work environment designed to provide a variety of space and layout options that can be adapted to various needs and work styles. This includes the integration of technology that allows rapid adaptation to changing needs and ways of working.

Flexible Working Space (FWS) cannot be solely identified with Work From Home, where Flexible Working Space (FWS) is basically flexibility in space and can be done anywhere, anytime and can be adjusted to the needs and conditions that can support the work of Azizah & Sri Wahyuningsih, (2020). According to Gibson (2020) there are 3 (three) types of flexibility in working, namely: (1) Contract Flexibility, where workers are assigned to various sectors or jobs, (2) Time Flexibility, where workers work based on agreed time, (3) Location Flexibility, where workers can work at the right location, for example at home, at the client's place, and other non-office environments. The dimensions and indicators of Flexible Working Space according to Gajedran & Harrison (2020) used in this study are location freedom, time freedom, technology connectivity.

2.4 Conceptual Framework and Hypothesis

The Influence of Flexible Working Space (FWS) on Employee Performance

Flexible Working Space (FWS) refers to a work environment that can be customized to individual needs and allows flexibility in terms of location and working hours. (Smith & Reddy 2021) found that the productivity of employees working in FWS is higher, especially for those who have greater control over their work environment. Flexible Working Space (FWS) refers to a flexible work environment, which allows employees to choose where they work. Flexible Working Space (FWS) gives employees more freedom to adjust their work space and time according to their personal and professional needs.

According to Bloom et al. (2015), flexibility in the workplace not only has an impact on increasing individual productivity, but also on increasing team collaboration. When employees have the freedom to choose a workplace that suits their work style, they can collaborate more effectively, both in person and through digital platforms, which in turn affects the overall team work results.

H1: Flexible Working Space (FWS) has a positive and significant effect on Employee Performance at the BPS-Statistics in Deli Serdang Regency

The Influence of Flexible Working Space (FWS) on Job Satisfaction

Flexible Working Space (FWS) can allow employees to adjust their workplace according to their preferences, where each employee is free to sit anywhere without any fixed work position/work desk. According to Gifford (2013), the physical environment of the workplace, including the flexibility of the space offered, has a significant influence on employee well-being and comfort. When employees feel comfortable with a workspace that supports their personal and professional needs, this can increase job satisfaction. Job satisfaction itself is a positive feeling that arises from a person's evaluation of the work environment, work conditions, and the impact it has on their well-being.

In addition, Charalampous et al. (2022) showed that Flexible Working Space (FWS) has a significant positive correlation with job satisfaction, especially among millennials and Gen Z. This study found that flexibility in time and place of work has a major impact on feelings of autonomy, work-life balance, and employee engagement, all of which contribute to increased job satisfaction.

H2: Flexible Working Space (FWS) has a positive and significant effect on Job Satisfaction at the BPS-Statistics in Deli Serdang Regency

The Influence of Job Satisfaction on Employee Performance

Job satisfaction is an important factor in the workplace that affects many aspects of employee behavior, including their engagement and performance. (Saks and Gruman 2021) found that employees who are satisfied with their jobs tend to be more engaged, which improves the quality and quantity of their performance so that employee engagement is a result of high job satisfaction. According to (Allen et al. 2021), employees who achieve this balance through high job satisfaction tend to show better performance because they experience lower stress levels and higher happiness. In their study, employees who are satisfied with their working conditions tend to be more productive, creative, and efficient in carrying out their tasks. This shows that job satisfaction not only affects the quality of work produced, but also the innovation and creativity demonstrated by employees. Employees who are satisfied with their jobs are more open to contributing new ideas and trying to find new, more efficient ways to complete their tasks. According to (Lee and Kim 2022) found that job satisfaction has a significant positive effect on employee performance. This study shows that employees who are satisfied with their working conditions tend to be more productive, creative, and efficient in carrying out their tasks.

H3: Job Satisfaction has a positive and significant effect on Employee Performance at the BPS-Statistics in Deli Serdang Regency

The Influence of Flexible Working Space (FWS) on Employee Performance Through Employee Job Satisfaction

According to (Spreitzer et.al 2017) found that flexibility in work space and time increases employee satisfaction, which then contributes to better performance. Flexible Working Space (FWS) allows employees to feel more appreciated and supported by the organization. Choudhury et.al (2020) found that geographic flexibility increases productivity and job satisfaction, which contributes to better performance.

Research by (Allen et al. 2021) shows that employees who can balance work and personal life through Flexible Working Space (FWS) tend to be more satisfied with their jobs, which in turn improves their performance. Research by (Masuda et al. 2022) confirms that increased job satisfaction through flexibility in work time and location has a significant positive impact on employee performance. Flexible Working Space (FWS) increases employee engagement by providing greater autonomy, which can improve job satisfaction. According to (Zhang et al. 2022), high employee engagement, supported by work flexibility, plays an important mediating role in the relationship between FWS and employee performance.

H4: Flexible Working Space (FWS) has a positive and significant effect on

Employee Performance through Employee Job Satisfaction at the BPS-Statistics in Deli Serdang Regency

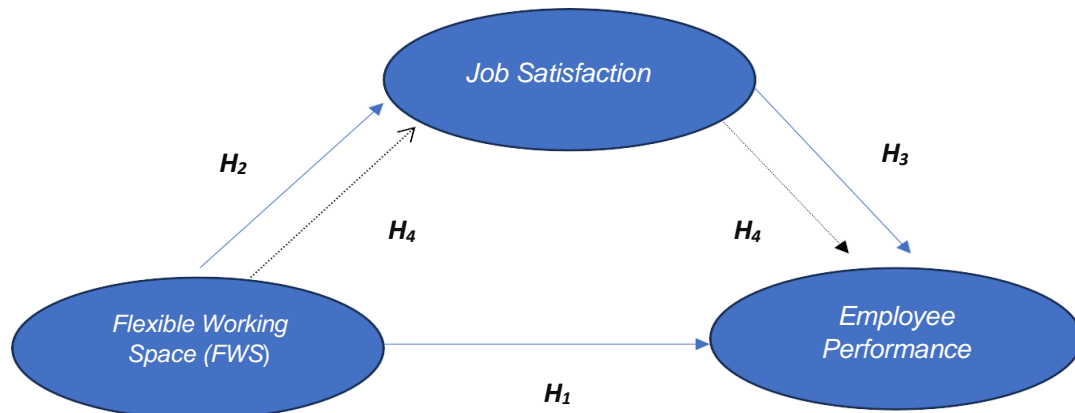


Figure 1. Theoretical Framework of Thought

3. RESEARCH METHODS

Quantitative research methodology was used in this study. All Government employees of the BPS-Statistics in Deli Serdang Regency were the research population studied. The sampling technique used was purposive sampling, which is a sampling technique based on certain criteria or considerations (Sugiyono, 2020) of 36 employees. The consideration used was that not all ASN employees of BPS-Statistics in Deli Serdang Regency work in the Flexible Working Space (FWS) room. Some employees work in certain rooms, such as the head of the office room, general room (administration and personnel), treasurer's room, and integrated statistical service room.

Then, all employees in the Flexible Working Space (FWS) room filled out a questionnaire containing statements about Flexible Working Space (FWS), job satisfaction and employee performance. This study used a questionnaire created with Google Forms as its instrument. The Likert scale with primary data types was used to calculate the variables in this study. In this study, the data was analyzed using Structural Equation Modeling (SEM) using SmartPLS 4.0 software.

4. RESULTS AND DISCUSSION

Researchers analyzed the data with SmartPLS by testing validity, reliability, determination coefficient test, and path coefficient test. Figure 2 shows the test results with PLS Algorithm analysis.

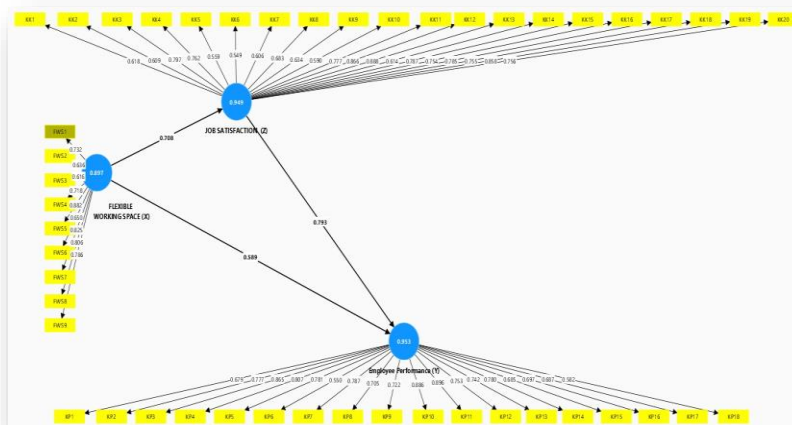


Figure 2 PLS Algorithm Analysis Results

It can be seen that each indicator used to calculate the loading factor of each variable has a value greater than 0.5 (Hair et al., 2019) which indicates that the variable is valid. Table 1 illustrates the validity of the convergent calculation using AVE, Cronbach's Alpha, and Composite Reliability.

Table 1. Results of the Average Variances Extracted, Cronbach's alpha, and composite reliability tests

Variabel	Average variance extracted (AVE)	Cronbach's alpha	Composite reliability (rho_c)
Flexible Working Space	0.554	0.897	0.917
<i>Job Satisfaction</i>	0.519	0.949	0.955
<i>Employee Performance</i>	0.561	0.953	0.958

Table 1 shows that each variable that meets the validity test requirements and can be considered valid is a variable that has an Average Variances Extracted value greater than 0.5 (Hair et al., 2019). The table shows that a variable is said to be reliable if the Cronbach's Alpha value is greater than 0.60 (Hair et al., 2014). A latent variable is said to be reliable if the Composite Reliability value is greater than 0.70 (Hair et al., 2014). Table 2 displays the results of the R-Square or Coefficient of Determination test.

Table 2. Results R-Square

Variabel	R-square
<i>Job Satisfaction</i>	0.502
<i>Employee Performance</i>	0.630

Table 2 shows that the Job Satisfaction variable can provide an influence of 50.2% by the Flexible Working Space (FWS) variable, while the remaining 49.8% can be influenced by other variables outside the variables in this study. While the Employee Performance variable can provide an influence of 63% by the Flexible Working Space (FWS) variable, and Job Satisfaction while the remaining 37% is influenced by other variables other than the variables contained in this study.

Predictive Relevance (Q^2).

The predictive relevance test was conducted with the aim of finding out how the constructs of the variables contained in the study can be used to measure the previously formed research model. The Q^2 value was obtained through the blindfolding method. The results of the predictive relevance test are presented in the table below

Table 3. Results Q^2

Variabel	Q^2
<i>Job Satisfaction</i>	0.464
<i>Employee Performance</i>	0.307

Based on the results of the Q^2 values obtained, it can be stated that to measure this research model, these constructs can be used because the Q^2 value is more than zero.

Effect Sizes (f^2).

To find out how the predictor variables (independent variables and mediating variables) have an effect on the structural model is the purpose of testing effect sizes (f^2). From Cohen (1988), which is still often used as a reference, the f^2 value categories are as follows: $f^2 < 0.02$ means Very weak effect, $0.02 \leq f^2 < 0.15$ means Weak effect, $0.15 \leq f^2 < 0.35$ means Moderate effect, $f^2 \geq 0.35$ means strong effect.

Table 4. Result *Effect Sizes* (f^2)

	<i>Job Satisfaction</i>	<i>Employee Performance</i>
Flexible Working Space	1.006	0.004
<i>Job Satisfaction</i>		0.763

The Flexible Working Space (FWS) variable has a strong effect of 1.006 on the Job Satisfaction variable. Flexible Working Space (FWS) has a very weak effect of 0.004 on employee performance. While job satisfaction has a strong effect of 0.763 on employee performance. The path coefficients analysis test aims to determine and determine the direction of influence between the dependent variable and the independent variable formulated in the research hypothesis. If the path coefficients value (original sample) is negative (-) there is a negative influence. The path coefficients value (original sample) which is 0 means that there is no influence. Meanwhile, the path coefficients value (original sample) which is positive (+) means that there is a positive influence. If the variable has a P-value of less than 0.05 and a T-statistics value greater than 1,96 the hypothesis test can be said to be significant (Abdillah & Hartono, 2015). Table 5 shows the results of the path coefficients test.

Tabel 5. Path Coefficients

	Original sample	T statistics (O/STDEV)	P values
Flexible Working Space -> <i>Employee Performance</i>	0.056	0.411	0.681
Flexible Working Space -> <i>Job Satisfaction</i>	0.708	9.936	0.000
<i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.753	5.816	0.000
Flexible Working Space -> <i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.533	4.822	0.000

From the results of the path coefficient test in Table 5, it can be explained as follows:

- Based on the test of the Flexible Working Space (FWS) variable on employee performance, the original sample value is positive, the t-statistic value is 0.411 < 1.96 while the p-value is 0.681 > 0.05. From the results of the analysis, it can be concluded that although the relationship between Flexible Working Space (FWS) and employee performance shows a positive direction, the effect is not statistically significant. In other words, the implementation of FWS does not have a strong enough effect to significantly improve employee performance in this study and H1 is rejected
- Based on the test of the Flexible Working Space (FWS) variable on job satisfaction, the original sample value is positive, the t-statistic value is 9.936 > 1.96 while the p-value is 0.000 < 0.05. Thus, it can be proven that Flexible Working Space (FWS) has a positive and significant influence on job satisfaction and H2 is accepted.
- Based on the testing of the job satisfaction variable on employee performance, the original sample value is positive, the t-statistic value is 5.816 > 2.03 while the p-value is 0.000 < 1.96. Thus, it can be proven that job satisfaction has a positive and significant influence on employee performance, and H3 is accepted.
- Based on the testing of the Flexible Working Space (FWS) variable on employee performance mediated by job satisfaction, the original sample value is positive, the t-statistic value is 4.822 > 1.96 while the p-value is 0.000 < 0.05. Thus, it can be concluded that Flexible Working Space (FWS) has a positive and significant influence on employee performance through job satisfaction as a mediating variable.

H4 is accepted Based on the results of the variable testing conducted, this study reveals several key findings that align with theories and expert opinions. The analysis

shows that Flexible Working Space (FWS) does not have a significant direct impact on employee performance, as evidenced by a t-statistic value of $0.411 < 1.96$ and a p-value of $0.681 > 0.05$. This finding indicates that the implementation of Flexible Working Space (FWS) alone is not enough to directly improve employee performance. This is consistent with (Robbins and Judge's 2020) opinion, which states that flexibility in working can provide benefits, but its impact on performance largely depends on how such flexibility is managed, including its alignment with both organizational and individual needs.

However, the testing reveals that Flexible Working Space (FWS) has a positive and significant impact on job satisfaction, with a t-statistic value of $9.936 > 1.96$ and a p-value of $0.000 < 0.05$. This means that the implementation of Flexible Working Space (FWS) can increase employee job satisfaction. This view is supported by (Gajendran and Harrison 2007), who state that flexibility in workplace location and hours allows employees to feel more autonomous and comfortable, which ultimately increases job satisfaction. Increased job satisfaction can provide a more positive work atmosphere, reduce stress, and enhance employee motivation.

Furthermore, the testing also shows that job satisfaction has a positive and significant effect on employee performance, with a t-statistic value of $5.816 > 1.96$ and a p-value of $0.000 < 0.05$. This confirms that job satisfaction plays an important role in driving optimal employee performance. As (Locke 1976) states in his job satisfaction theory, employees who are satisfied tend to have higher commitment to the organization and deliver better performance. This is also reinforced by (Luthans' 2011) research, which mentions that job satisfaction is one of the main determinants of improving individual performance in the workplace.

Additionally, the research results show that Flexible Working Space (FWS) has a positive and significant impact on employee performance through job satisfaction as a mediating variable, with a t-statistic value of $4.822 > 1.96$ and a p-value of $0.000 < 0.05$. These findings support the theory that a flexible work environment can enhance employee comfort and well-being, which in turn has a positive impact on their motivation, productivity, and performance. By providing employees the freedom to choose a workspace that aligns with their personal preferences, Flexible Working Space (FWS) enables them to work in an environment that fosters creativity and collaboration, which is essential in facing increasingly complex organizational challenges.

Moreover, the Flexible Working Space (FWS) concept has a direct impact on job satisfaction. High job satisfaction, in turn, contributes to improved employee performance, both in terms of efficiency and work quality. The success of implementing Flexible Working Space (FWS) lies not only in providing more flexible workspaces but also in how it is managed to create an atmosphere that supports a balance between work and personal life, so that employees feel more valued and motivated to excel. Therefore, this research highlights the important role of job satisfaction as a mediator that strengthens the positive influence of Flexible Working Space (FWS) on employee performance, providing empirical evidence that a flexible approach to workspace management can yield optimal results for both individuals and organizations.

Overall, the results of this study emphasize that the implementation of Flexible Working Space (FWS) must be complemented by efforts to enhance job satisfaction in order to achieve optimal employee performance. The flexibility provided should be directed towards creating a supportive work environment so that employees feel satisfied and motivated to contribute their best. Therefore, the implementation of Flexible Working Space (FWS) is not just about offering various workspace options, but also about creating an atmosphere that accommodates individual needs, including comfort, collaboration, and freedom to express themselves.

Proper flexibility can enhance employees' sense of belonging to the organization, strengthen interpersonal relationships among employees, and reduce stress levels that

may arise from high job demands. This will encourage employees to feel more appreciated and empowered in carrying out their tasks, which in turn impacts increased productivity and work quality. Furthermore, increased job satisfaction can strengthen employees' commitment to the organization, reduce turnover rates, and create a more positive work atmosphere. Thus, the success of Flexible Working Space (FWS) in improving employee performance does not solely depend on the physical design of the workspace, but also on the organizational culture that supports a balance between flexibility and the need to achieve shared goals.

5. CONCLUSION

Based on the results of the study, it can be concluded that Flexible Workspace (FWS) does not have a significant direct effect on employee performance. However, Flexible Workspace (FWS) has a positive and significant effect on job satisfaction, which then contributes significantly to improving employee performance. In other words, job satisfaction is an important mediating variable in the relationship between Flexible Working Space (FWS) and employee performance. This confirms that the effective implementation of Flexible Working Space (FWS) can improve employee performance indirectly through increased job satisfaction. This study supports the theories and views of experts such as Robbins, Locke, and Herzberg, who state that factors such as job satisfaction and desire greatly affect employee performance.

After conducting this study, organizations are advised not only to implement Flexible Workspace (FWS) as a policy, but also to ensure that the implementation supports employee needs, such as providing adequate work facilities, technological support, and brotherhood that is appropriate to the type of work. In addition, it is important for organizations to focus on improving job satisfaction through a holistic approach, such as providing recognition, managerial support, and creating an inclusive work culture that supports work-life balance. With this combination, organizations can maximize the potential of Flexible Working Space (FWS) in driving optimal employee performance. Further research is also recommended to explore other factors that can strengthen the relationship between Flexible Working Space (FWS) and employee performance, such as organizational culture and individual characteristics.

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