

Analysis of the Effect of Self-Efficacy, Competence and Flexible Working Space (FWS) on Employee Performance through Job Satisfaction at the Badan Pusat Statistik Kabupaten Deli Serdang

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ABSTRACT

This research seeks to explore and evaluate the impact of self-efficacy, competence, and flexible workspaces on the performance of employees, with a focus on job satisfaction, within the Badan Pusat Statistik Kabupaten Deli Serdang. It is an associative research using quantitative data. The study's population includes all ASN staff at the Badan Pusat Statistik in Kab. Deli Serdang, and involves a sample size of 40 individuals working within Flexible Working Spaces (FWS). The purposive sampling technique, which involves selecting samples based on specific criteria or considerations aligned with the study's objectives, was employed. Structural Equation Modeling was utilized for data analysis. Findings reveal that self-efficacy positively and significantly influences employee performance both directly and via job satisfaction. While competence significantly affects job satisfaction, it does not significantly impact employee performance directly or indirectly. Flexible Working Spaces positively and significantly influence job satisfaction but do not have a significant direct impact on performance. Job satisfaction is a crucial intervening variable that bridges the effects of self-efficacy and Flexible Working Spaces on performance. This highlights the essential role of job satisfaction as a mediator in enhancing employee performance, underscoring the need to bolster self-efficacy and offer adaptable work environments as strategic human resource management approaches in governmental settings.

INTRODUCTION

As public service becomes increasingly data-driven, BPS Deli Serdang faces significant challenges in improving employee performance. Despite its role as a reliable data provider, only 70.85% of HR development targets have been achieved, and average employee performance remains below expectations. This indicates ongoing internal constraints that need to be addressed.

Performance is generally shaped by employees' competence, motivation, and organizational support (Dessler, 2020; Robbins & Judge, 2021). Equally important is job satisfaction, which reflects how positively individuals perceive their work environment, relationships, compensation, and growth opportunities (Locke, 2019; Johnson, 2023). Greater satisfaction often leads to improved performance.

Another key factor is self-efficacy, or the belief in one's ability to successfully carry out tasks. Research shows that individuals with higher self-efficacy are more persistent, motivated, and better able to overcome setbacks (Bandura, 2022; Schunk & DiBenedetto, 2021).

In addition, competence, defined as a combination of knowledge, skills, and attitudes, plays a critical role in both satisfaction and performance (Spencer & Spencer, 2021). However, shifting work conditions such as remote training and tight deadlines have made it harder for employees to maintain focus and apply their competencies effectively (Smith & Hill, 2022).

To adapt, BPS has implemented Flexible Working Space (FWS), replacing traditional offices with open workstations and allowing seat flexibility. While this aims to promote collaboration and autonomy, early implementation has caused discomfort for some staff.

Given these conditions, this study explores how self-efficacy, competence, and FWS influence employee performance, with job satisfaction acting as a mediating variable, using BPS Deli Serdang as a case study.

LITERATURE REVIEW

Employee Performance

Schmidt and Hunter (2021) describe employee performance as the contribution of a person toward meeting organizational objectives, which can be measured through tangible work outputs and supportive conduct, encompassing skills, knowledge, and attitudes towards work. Meanwhile, Campbell (2020) defines performance as both observable behaviors and work outcomes that can be evaluated from both objective and subjective perspectives. This includes core task execution as well as behaviors that promote a positive work environment, such as collaboration and a strong work ethic.

Job Satisfaction

Spector (2021) defines job satisfaction as an employee's general attitude toward their job, influenced by aspects such as work setting, coworker relations, and compensation. Heller and Watson (2022) add that satisfaction also reflects how content individuals feel with their duties, recognition, and growth opportunities, which in turn affect motivation and performance. Robbins et al.

(2021) highlight that positive job feelings arise from favorable evaluations of one's work. Similarly, Sutrisno (2019) views job satisfaction as an employee's perception of their work environment, including teamwork, rewards, and well-being. This study adopts Afandi's (2021) dimensions, covering job nature, salary, promotion opportunities, supervision, and peer relationships.

Self-efficacy

Albert Bandura (2022) introduced the concept of self-efficacy, describing it as a person's conviction in their capacity to plan and execute the necessary steps to achieve chosen outcomes. Pajares (2023) elaborates that self-efficacy refers to an individual's confidence in their ability to influence both the process and the results of particular tasks, which in turn impacts their motivation and ability to reach goals. Drawing from these definitions, it can be summarized that self-efficacy is the core belief an individual holds regarding their capability to organize and manage actions so that tasks and activities are completed successfully and efficiently.

Competence

Nutt (2022) defines competence as the capacity to perform work to the expected standards, encompassing technical expertise, knowledge, and personal qualities that influence an individual's effectiveness in their role. Similarly, Phillips et al. (2020) describe competence as a blend of the knowledge, skills, and behaviors essential for executing tasks efficiently. Wibowo (2015) emphasizes that competence involves the ability to complete a job, grounded in both skills and knowledge, and supported by the appropriate work attitudes required by the position. Based on these perspectives, it can be summarized that employee competence is the capability derived from an individual's skills and knowledge, enabling them to fulfill their duties and responsibilities within the organization effectively.

Flexible Working Space

Gensler (2023) describes flexible working space as a work setting designed with multiple spatial arrangements and configurations that can be tailored to diverse work requirements and styles, incorporating advanced technology to enable quick adjustments to evolving needs. Driyantini et al. (2020) explain that a Flexible Working Space (FWS) refers to a flexible environment or work arrangement adopted by organizations to allow employees the freedom to choose their work locations. According to Gibson (2020), flexibility in work practices can be categorized into three types: (1) Contract Flexibility, involving workers being assigned to different roles or departments; (2) Time Flexibility, where employees work according to agreed-upon schedules; and (3) Location Flexibility, permitting workers to perform their tasks at various locations such as home, client sites, or other non-traditional workspaces. For this study, the dimensions and indicators of Flexible Working Space, as outlined by Gajedran and Harrison (2020), include location independence, temporal freedom, and connectivity technology.

Conceptual Framework and Hypotheses (Simplified & Rewritten)

A conceptual framework serves as a theoretical guide that outlines relationships among key variables in a study (Creswell, 2022; Denzin, 2023). It helps structure data collection and analysis to support coherent research.

1. Self-Efficacy → Job Satisfaction

Employees with high self-efficacy tend to feel confident in their roles, face challenges positively, and experience greater job satisfaction. They handle stress better and find more meaning in their work (Bandura, 2022).
H1: Self-efficacy significantly and positively affects job satisfaction at BPS Deli Serdang.

2. Competence → Job Satisfaction

Competence – knowledge, skills, and attitudes – enables employees to work effectively. When well-aligned with job demands, it enhances satisfaction and reduces stress (Suwandi & Wijaya, 2021; Singh & Singh, 2022).
H2: Employee competence positively influences job satisfaction at BPS Deli Serdang.

3. FWS → Job Satisfaction

Flexible Working Space allows employees to choose how and where they work. This autonomy supports work-life balance and engagement, boosting satisfaction (Charalampous et al., 2022; Allen et al., 2021).
H3: FWS implementation positively impacts job satisfaction at BPS Deli Serdang.

4. Self-Efficacy → Performance

Self-efficacy fuels motivation and commitment. Confident employees pursue goals more persistently and perform better overall (Stajkovic & Luthans, 2020; Wang et al., 2021).
H4: Self-efficacy positively influences employee performance at BPS Deli Serdang.

5. Competence → Performance

Skills and knowledge directly improve task execution. Competent employees are more productive and contribute meaningfully to organizational goals (Becker, 1964; Sutrisno et al., 2020).
H5: Employee competence positively affects performance at BPS Deli Serdang.

6. FWS → Performance

FWS supports flexibility and autonomy, enhancing employee well-being and productivity. When aligned with technology and communication tools, it improves performance (Johnson et al., 2020; Smith & Reddy, 2021).
H6: FWS positively affects employee performance at BPS Deli Serdang.

7. Job Satisfaction → Performance

Satisfied employees are generally more engaged and committed, which improves their job performance (Zhang et al., 2021; Saks & Gruman, 2021).
H7: Job satisfaction significantly improves employee performance at BPS Deli Serdang.

8. Self-Efficacy → Job Satisfaction → Performance

Self-efficacy enhances satisfaction, which in turn improves performance. Confident employees tend to feel more fulfilled, driving better results (Abdullah et al., 2020).

H8: Job satisfaction mediates the effect of self-efficacy on performance at BPS Deli Serdang.

9. Competence → Job Satisfaction → Performance

Employees with strong competence feel more capable and satisfied, which supports better performance. Training and development are key to strengthening this path (Kristof-Brown et al., 2020; Ng et al., 2022).

H9: Job satisfaction mediates the impact of competence on performance at BPS Deli Serdang.

10. FWS → Job Satisfaction → Performance

FWS improves satisfaction by giving employees control over their work environment and schedule. This satisfaction, in turn, boosts performance (Charalampous et al., 2022; Zhang et al., 2022).

H10: Job satisfaction mediates the relationship between FWS and performance at BPS Deli Serdang.

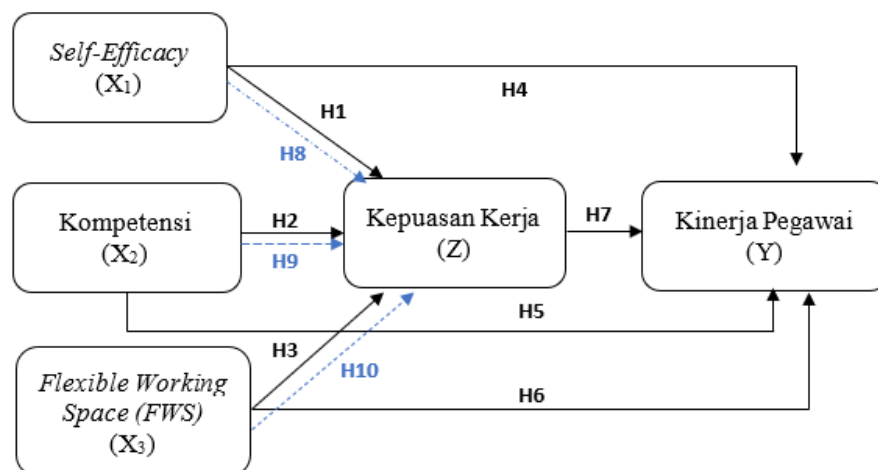


Figure 1. Conceptual Framework

METHODOLOGY

This study employs an associative research approach, which aims to examine the relationships between two or more variables through hypothesis testing. The variables analyzed include the independent variables – Self-efficacy (X₁), Competence (X₂), and Flexible Working Space (FWS) (X₃). The mediating variable is Job Satisfaction (Z), and the outcome variable is Employee Performance (Y). The research was carried out at the Badan Pusat Statistik Kabupaten Deli Serdang, located at Jalan Karya Utama, within the Deli Serdang Regency Government Complex in Lubuk Pakam, with the data collection period spanning from December 2024 to April 2025.

According to Hair et al. (2021), a population consists of all units – such as individuals, objects, transactions, or events – that are the focus of a study. It is a group of identifiable elements, like people, products, or organizations, that are relevant to the research objectives and provide valuable information for analysis.

Identifying the population is a crucial step in the research process, as it helps in gathering pertinent data. In this study, the population includes all ASN employees at the Badan Pusat Statistik Kabupaten Deli Serdang, totaling 49 individuals.

According to Sugiyono (2016), a sample represents a portion or subset of the population, characterized by specific traits or features. In this study, the sampling method employed was a non-probability sampling approach, meaning that each member of the population did not have an equal chance of being selected. Specifically, purposive sampling was used, which involves choosing participants based on certain criteria or considerations that align with the research goals (Sugiyono, 2020). The selection was made because only some of the ASN employees at the Central Statistics Agency (BPS) of Deli Serdang Regency work within the Flexible Working Space (FWS).

This research utilizes several data collection methods: (1) Questionnaires, involving the distribution of written questions or statements to respondents to gather information related to the study variables; (2) Interviews, where researchers pose oral questions to specific individuals to acquire pertinent data; and (3) Document review, which entails collecting information from relevant articles, journals, magazines, online sources, and books to support the research. The information obtained through these methods serves as essential references for the study.

RESEARCH RESULT

Based on Hair et al. (2022), path models are graphical representations employed to illustrate hypotheses and the connections among variables analyzed in Structural Equation Modeling (SEM). To aid in visual understanding, each variable is assigned a specific code: the independent variables include Self-Efficacy (SE), Competence (Kom), and Flexible Working Space (FWS); the mediating variable is Job Satisfaction (KK); and the dependent variable is Employee Performance (KP). The initial, or first-order, model is examined using a fundamental reference framework, as depicted in the accompanying figure:

Measurement Model Evaluation (Outer Model)

1. Convergent Validity Test

Convergent validity in reflective constructs is assessed by examining the loading factor scores. Each indicator within a construct is evaluated according to its loading factor, with values exceeding 0.7 indicating high validity. Loadings between 0.5 and 0.6 are regarded as moderate, while those below 0.5 are deemed invalid and should be eliminated from the analysis.

All variable indicators in this study have outer loadings exceeding 0.5, indicating a moderate level that fulfills the criteria for convergent validity. The data suggests that these indicators are deemed appropriate and reliable for inclusion in the analysis, allowing for ongoing research procedures. Average Variance Extracted (AVE) for all constructs in the final model exceeds the threshold of 0.5, indicating that the model satisfies the conditions for convergent validity.

2. Reliability Test

Assessing the reliability of a reflective construct can be performed using two methods: Composite Reliability and Cronbach's Alpha, also known as Dillon-Goldstein's coefficient. For confirmatory studies, the Composite Reliability value should exceed 0.7 to be considered acceptable. All research constructs have Composite Reliability and Cronbach's Alpha scores above 0.70, indicating that they satisfy the standards for reliability.

Evaluasi Structural Model (Inner Model)

1. R-Square (R^2) Test

The R-squared values for the variables, as obtained from the measurement results, are presented in Table 5.

Tabel 5. R Square Result

	R Square
Job satisfaction (Z)	0,794
Employee Performance (Y)	0,947

Source: Primary data (processed, 2025)

The R-Square (R^2) value indicates the extent to which the independent variables account for variance in the dependent variable within the structural model. As reflected in the analysis presented in Table 5, the R^2 for each of the endogenous variables are as follows:

- a. The R^2 for Job Satisfaction is 0.794, indicating that 79.4% of its variation is accounted for by the variables Self-Efficacy, Competence, and Flexible Working Space, with the remaining 20.6% influenced by factors outside the model. Since this R^2 value exceeds 0.75, it suggests that the model has a robust ability to explain variations in Job Satisfaction.
- b. The R^2 for Employee Performance is 0.947, indicating that 94.7% of the variance in performance is explained by the combined influence of Self-Efficacy, Competence, Flexible Working Space, and Job Satisfaction. Given that this value falls within the high category, it can be inferred that the developed structural model possesses a very strong capacity to predict Employee Performance.

2. Evaluasi Path Coefficient

The significance of path coefficients is tested to assess the direct effects among variables within the structural model. This evaluation determines the magnitude and significance of each independent variable's impact on the dependent variable, whether occurring directly or mediated by intervening variables.

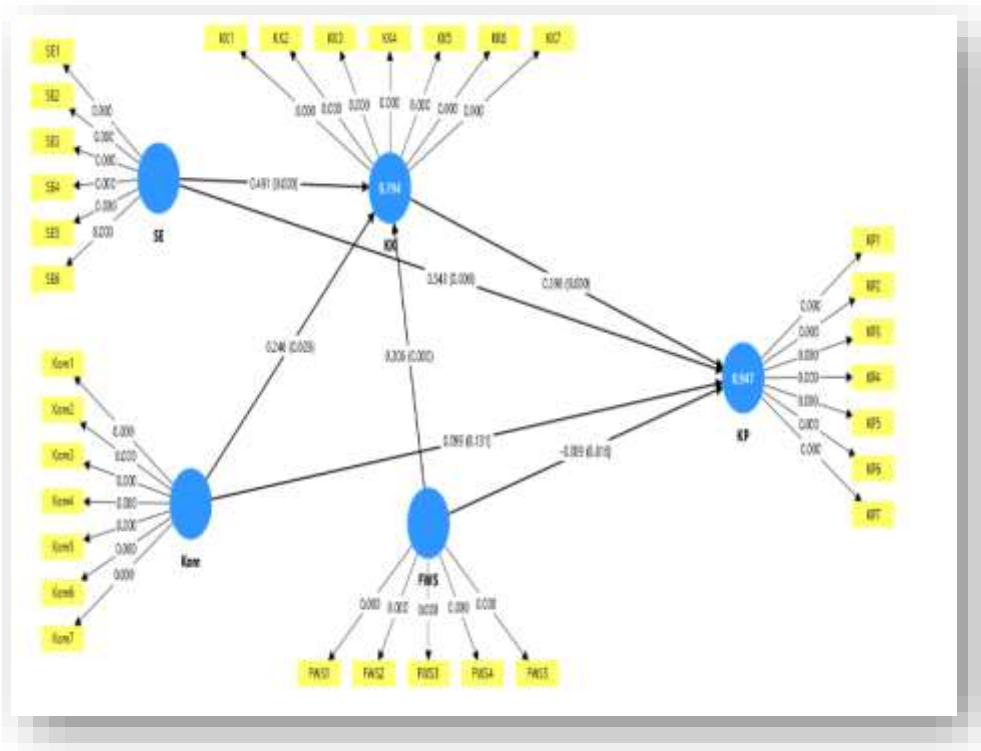


Figure 3 Path Coefficient

Based on the results of Figure 3 *Path Coefficient* the following results were obtained:

- The analysis reveals that Self-Efficacy (X1) positively influences job satisfaction (Z), indicated by a path coefficient of 0.491, which is statistically significant with a p-value of 0.000, less than 0.05. Consequently, H1 is supported.
- The findings indicate that Competence (X2) positively impacts job satisfaction (Z), with a path coefficient of 0.246 and a statistically significant p-value of 0.029, which is below the 0.05 threshold. Therefore, H2 is supported.
- The results show that Flexible Working Space (X3) exerts a positive influence on job satisfaction (Z), with a path coefficient of 0.306 and a significance level indicated by a p-value of 0.000, which is less than 0.05. As a result, H3 is affirmed.
- The analysis indicates that Self-Efficacy (X1) positively influences employee performance (Y), evidenced by a path coefficient of 0.543 and a significant p-value of 0.000, which is below the 0.05 threshold. Consequently, H4 is supported.
- The results reveal that Competence (X2) has a positive but non-significant impact on employee performance (Y), with a path coefficient of 0.099 and a p-value of 0.131, which exceeds the 0.05 significance level; therefore, H5 is not supported.
- The data indicates that Flexible Working Space (X3) has a negligible and negative influence on employee performance (Y), evidenced by a path

coefficient of -0.009 and a p-value of 0.816, which is above the threshold of 0.05; thus, H6 is not supported.

- g. The analysis shows that job satisfaction (Z) positively influences employee performance (Y), with a path coefficient of 0.396 and a highly significant p-value of 0.000, which is less than 0.05; therefore, H7 is supported.
- h. Self-Efficacy (X1) exerts an indirect positive influence on employee performance (Y) via job satisfaction (Z), with a path coefficient of 0.194 and a statistically significant p-value of 0.002, which is below 0.05. This indicates that job satisfaction functions as a mediating variable between Self-Efficacy and employee performance. As a result, H8 is supported.
- i. Competence (X2) shows an indirect positive impact on employee performance (Y) through job satisfaction (Z), with a path coefficient of 0.097 and a p-value of 0.057, which exceeds the 0.05 significance threshold. This suggests that job satisfaction does not serve as a mediating variable between competence and performance. Therefore, H9 is not supported.
- j. Flexible Working Space (X3) demonstrates an indirect positive influence on employee performance (Y), with a path coefficient of 0.121 and a p-value of 0.019, which is less than 0.05, indicating significance. This shows that job satisfaction (Z) effectively mediates the relationship between Flexible Working Space and employee performance. As a result, H10 is supported.

DISCUSSION

The findings reveal that Self-Efficacy significantly and positively affects job satisfaction and employee performance at BPS Deli Serdang Regency. This supports Bandura's (1997) theory, which posits that individuals with strong self-belief are more likely to approach tasks with confidence and perseverance. The high self-efficacy scores among respondents particularly in self-motivation and task confidence demonstrate that employees who feel capable tend to be more satisfied with their jobs and perform more effectively. These results are consistent with previous studies by Luthans (2005) and Sari & Wijayanto (2022), which underscore the motivational power of self-efficacy in the workplace.

Competence was also found to have a significant impact on job satisfaction, indicating that when employees possess adequate knowledge, skills, and understanding of work procedures, they tend to experience greater satisfaction. However, competence does not significantly affect performance directly, suggesting that skill alone is insufficient unless supported by opportunities to apply it, relevant training, and a flexible work system. This aligns with Boyatzis (1982) and Robbins & Judge (2017), who argue that competence must be accompanied by a supportive organizational environment to translate into performance gains.

The study also shows that Flexible Working Space (FWS) significantly improves job satisfaction but does not directly enhance performance. This may be attributed to the ongoing adaptation process, limited digital infrastructure, and the structured nature of public service tasks. Despite this, FWS indirectly contributes to performance through job satisfaction, implying that flexibility in

work arrangements positively influences employees' comfort, motivation, and focus, which in turn fosters better performance. These findings align with the Job Characteristics Model (Hackman & Oldham, 1976) and Work-Life Balance frameworks that emphasize autonomy and environmental support as key performance drivers.

Moreover, job satisfaction itself plays a critical mediating role, with results indicating a strong and positive relationship between satisfaction and employee performance. Employees who are challenged by their work and feel supported and recognized are more likely to perform well. This supports the perspectives of Herzberg (1959) and Adams (1965), who highlight the role of intrinsic and extrinsic factors in shaping job satisfaction and its downstream impact on performance.

Finally, the indirect effect of self-efficacy on performance through job satisfaction was found to be significant, whereas the indirect effect of competence was not. This suggests that personal confidence is more influential in shaping satisfaction and performance outcomes than technical ability alone. These results emphasize the need for organizations to foster both psychological empowerment and environmental enablers—such as recognition systems, professional development opportunities, and flexible work arrangements to optimize employee potential.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the study, it can be concluded that:

1. Self-Efficacy has a positive and significant effect on the job satisfaction of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
2. Competence has a positive and significant effect on the job satisfaction of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
3. Flexible Working Space (FWS) has a positive and significant effect on the job satisfaction of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
4. Self-efficacy has a positive and significant effect on the performance of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
5. Competence has a positive but not significant effect on the performance of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
6. Flexible Working Space (FWS) has a negative and not significant effect on the performance of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
7. Job satisfaction has a positive and significant effect on the performance of employees of the Badan Pusat Statistik Kabupaten Deli Serdang.
8. Self-efficacy has a positive and significant effect on employee performance through job satisfaction at the Badan Pusat Statistik Kabupaten Deli Serdang.
9. Competence has an indirect positive but not significant effect on the Performance of Employees of the Badan Pusat Statistik Kabupaten Deli Serdang Deli Serdang through Job Satisfaction.

10. Flexible Working Space has a positive and significant effect on employee performance through employee job satisfaction at the Badan Pusat Statistik Kabupaten Deli Serdang.

Recommendation

Based on the results of the research, discussion, and conclusions above, the researcher provides suggestions with the hope of providing input for the progress and development of the Badan Pusat Statistik Kabupaten Deli Serdang, namely:

1. Given that competence has a proven positive and significant impact on employee performance, it is essential for BPS Deli Serdang Regency to enhance its employee training and development initiatives. Focused training programs tailored to specific job requirements and technological advancements can effectively bolster employee skills. For example, training in statistical data analysis using tools like SPSS, STATA, or R; advanced Microsoft Excel techniques such as functions, pivot tables, and dashboards; foundational Big Data and Data Analytics courses to address the growing need for large-scale data management; and communication skills enhancement, especially for field officers and customer service personnel. Additionally, leadership development and performance management training should be prioritized for managerial and specialized staff, alongside ethics and integrity courses for ASN employees to nurture a professional work culture.
2. While Flexible Working Space (FWS) has been shown to positively influence job satisfaction, its impact on employee performance remains detrimental. As a result, it is advisable for BPS Deli Serdang Regency to perform a thorough review of their FWS implementation to maximize its advantages. This assessment should encompass strategies for enhancing task management, such as setting clear work goals and implementing organized schedules. Additionally, providing essential resources like laptops, printers, and reliable internet connectivity is crucial to facilitate effective remote work. Furthermore, offering training on adapting to FWS can empower employees to better manage their time and responsibilities independently.
3. Despite the lack of a significant direct effect of self-efficacy on performance and job satisfaction, it remains important to pursue initiatives that boost employees' confidence in their abilities. Managers can enhance motivation and self-belief among staff at BPS Deli Serdang by offering targeted coaching, mentorship programs, and recognition of their accomplishments.
4. Since research confirms that job satisfaction considerably enhances employee performance, BPS Deli Serdang should prioritize efforts to boost job satisfaction. Strategies could involve enhancing the work environment, increasing employee welfare programs, and fostering a culture of support and collaboration within the organization.
5. The findings from this research can serve as a foundation for developing organizational policies, particularly in enhancing human resource management practices. BPS Deli Serdang Regency should consider

conducting additional studies on other influential factors affecting employee performance to create more precise and effective policies.

ADVANCED RESEARCH

Future researchers are encouraged to broaden the scope of their studies to gather more comprehensive data on additional variables not covered in this research, such as work-life balance. Since work-life balance plays a vital role in promoting employee well-being and enhancing productivity, understanding its impact can provide valuable insights. Achieving a healthy balance enables employees to manage work demands alongside personal commitments, which can reduce stress, boost job satisfaction, and foster greater motivation, commitment, and loyalty toward the organization.

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