

Pengaruh Flexible Work Arrangement Terhadap Kinerja Pegawai: Peran Mediasi Employee Well-Being serta Moderasi E-Work Self Efficacy, Work Autonomy, dan Social Support dalam Perspektif Pluralist Frame of Reference = The Impact of Flexible Work Arrangements on Employee Performance: The Mediating Role of Employee Well-Being and the Moderating Effects of E-Work Self-Efficacy, Work Autonomy, and Social Support within a Pluralist Frame of Reference

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Abstrak

Tidak ada kesimpulan pasti mengenai dampak pengaturan kerja fleksibel (Flexible Work Arrangements/FWA) terhadap kinerja pegawai, meskipun penelitian telah dilakukan secara ekstensif. Hal ini umumnya disebabkan oleh pandangan terhadap fenomena FWA dari satu perspektif saja (perspektif pegawai atau organisasi). Berdasarkan teori social exchange theory, psychological contract theory, self determinant theory, self cognitive theory, social support theory dan Job Demands-Resources (JD-R) model, penelitian ini menganalisis pengaruh dua bentuk FWA (flexibility as a contribution dan flexibility as an inducement) terhadap kinerja pegawai dalam kacamata pluralist frame of reference. Penelitian meneliti peran mediasi employee well-being serta moderasi dari e-work self-efficacy, work autonomy, dan social support terhadap kinerja pegawai pada kedua bentuk FWA.

Survei daring dilakukan untuk mengumpulkan data berdasarkan desain cross-sectional, dengan total 546 responden yang dikumpulkan dari pegawai di industri berbasis teknologi. Hasil analisis Partial Least Squares-Structural Equation Modeling (PLS-SEM) menunjukkan bahwa bahwa flexibility as a contribution secara signifikan menunjukkan dampak negatif terhadap seluruh dimensi kinerja pegawai (task, contextual, dan adaptive), sedangkan flexibility as an inducement secara signifikan menunjukkan dampak positif terhadap ketiganya, dengan efek mediasi parsial dari aspek psychological, social, dan physical well-being terutama pada jalur pengaruh flexibility as an inducement. Selain itu, e-work self-efficacy, work autonomy, dan social support terbukti memoderasi hubungan-hubungan tersebut, meskipun tidak secara merata pada semua dimensi kinerja pegawai dan employee well-being. Temuan ini mengindikasikan bahwa flexibility as an inducement cenderung meningkatkan kinerja pegawai dan employee well-being, sedangkan flexibility as a contribution justru dapat menjadi sumber tekanan yang merugikan bagi pegawai, kecuali diredam oleh faktor-faktor struktural, psikologis, dan sosial tertentu.

.....There is no definitive conclusion has been reached regarding the impact of Flexible Work Arrangements (FWA) on employee performance, despite extensive research. This is primarily attributed to the tendency to examine the FWA phenomenon from a singular perspective, either that of the employee or the organization. Grounded in Social Exchange Theory, Psychological Contract Theory, Self-Determination Theory, Self-Cognitive Theory, Social Support Theory, and the Job Demands-Resources (JD-R) model, this study analyzes the effects of two forms of FWA—flexibility as a contribution and flexibility as an inducement—on employee performance through a pluralist frame of reference. The research investigates the mediating role of employee well-being and the moderating effects of e-work self-efficacy, work autonomy,

and social support on employee performance across both forms of FWA.

An online survey was conducted to collect data based on a cross-sectional design, yielding a total of 546 valid responses from employees in technology-based industries. The results of Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis indicate that flexibility as a contribution significantly exerts a negative impact on all dimensions of employee performance (task, contextual, and adaptive). In contrast, flexibility as an inducement significantly demonstrates a positive impact on these dimensions, with partial mediation effects from psychological, social, and physical well-being, particularly in the pathway of flexibility as an inducement. Furthermore, e-work self-efficacy, work autonomy, and social support were found to moderate these relationships, though not uniformly across all dimensions of employee performance and well-being. These findings suggest that flexibility as an inducement tends to enhance employee performance and well-being, whereas flexibility as a contribution may serve as a source of stress that is detrimental to employees unless mitigated by specific structural, psychological, and social factors.