



RESEARCH ARTICLE

Flexible Work Arrangements and Employee Creativity in Indonesia: The Mediating Role of Job Satisfaction

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Abstract: The rapid adoption of flexible work arrangements (FWA) in Indonesia, driven by digital transformation and shifting workforce expectations, raises critical questions about their impact on employee creativity—a relationship that remains underexplored in the local context. While global studies suggest FWA can foster innovation through greater autonomy and work-life balance, conflicting evidence and unique cultural values in Indonesia warrant further investigation. This study addresses a significant research gap by examining whether job satisfaction mediates the effect of FWA on employee creativity among Indonesian workers. Employing a cross-sectional survey of 233 permanent employees with validated measurement scales, we conducted mediation analysis using Jamovi. The results demonstrate that FWA positively influences both job satisfaction and creativity, with job satisfaction partially mediating this relationship. Notably, FWA exerts both direct and indirect effects on creativity, emphasizing the dual role of structural flexibility and psychological fulfillment. These findings enrich Job Adjustment Theory and the Job Demands-Resources framework in a non-Western setting, offering fresh insights into the mechanisms behind workplace innovation. Practically, organizations should not only implement flexible policies but also actively support job satisfaction to maximize creative outcomes. Future research is encouraged to explore additional mediators, moderators, and qualitative perspectives to further illuminate this evolving landscape.

Keywords: Flexible Work Arrangements; Creativity; Job Satisfaction; Job Adjustment Theory; Indonesia

Abstrak. Adopsi pengaturan kerja fleksibel (Flexible Work Arrangements/FWA) yang semakin pesat di Indonesia, didorong oleh transformasi digital dan perubahan ekspektasi tenaga kerja, menimbulkan pertanyaan penting terkait dampaknya terhadap kreativitas karyawan—hubungan yang masih jarang dikaji dalam konteks lokal. Meskipun studi global menunjukkan bahwa FWA dapat mendorong inovasi melalui peningkatan otonomi dan keseimbangan kerja-kehidupan, temuan yang saling bertentangan serta nilai-nilai budaya yang unik di Indonesia memerlukan penelitian lebih lanjut. Studi ini mengisi kesenjangan penelitian dengan menguji apakah kepuasan kerja memediasi pengaruh FWA terhadap kreativitas karyawan di Indonesia. Dengan menggunakan survei cross-sectional pada 233 karyawan tetap dan skala pengukuran terstandar, analisis mediasi dilakukan menggunakan Jamovi. Hasil penelitian menunjukkan bahwa FWA berpengaruh positif terhadap kepuasan kerja dan kreativitas, dengan kepuasan kerja memediasi hubungan tersebut secara parsial. Menariknya, FWA memberikan efek langsung dan tidak langsung terhadap kreativitas, yang menegaskan peran ganda fleksibilitas struktural dan pemenuhan psikologis. Temuan ini memperkaya teori Job Adjustment dan kerangka Job Demands-Resources di konteks non-Barat, serta menawarkan wawasan baru tentang mekanisme inovasi di tempat kerja. Secara praktis, organisasi tidak hanya perlu menerapkan kebijakan fleksibel, tetapi juga secara aktif mendukung kepuasan kerja untuk memaksimalkan hasil kreativitas. Penelitian selanjutnya disarankan mengeksplorasi mediator, moderator, dan pendekatan kualitatif tambahan untuk memperdalam pemahaman mengenai lanskap ini yang terus berkembang.

Kata kunci: Flexible Work Arrangements; Kreativitas; Kepuasan Kerja; Teori Penyesuaian Kerja; Indonesia

INTRODUCTION

The rapid evolution of information technology and the rise of digital work platforms have transformed how organizations operate, leading to a global shift from conventional working arrangements to more flexible work arrangements (FWA) (Wijayati & Pusparini, 2024; Choudhury et al., 2021). This transition is not merely a response to technological advances, but also reflects shifting workforce expectations around autonomy, work-life balance, and mobility (Sa'adah & Sopiah, 2022; Contreras et

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al., 2020). Internationally, the growing prevalence of FWA is evidenced by the increased adoption of remote and hybrid work models in both developed and emerging economies (Dey et al., 2020). In Indonesia, recent industry reports and government initiatives highlight a rapid expansion in flexible work practices, with nearly 2 million workers engaging in hybrid work models and a marked preference for flexibility among younger generations (PricewaterhouseCoopers, 2023; Jakpat, 2024). While popular sources such as Forbes and Jakpat provide a snapshot of these trends, the academic debate has focused on the implications of FWA for employee outcomes—especially creativity.

A key challenge in synthesizing the literature on flexible work arrangements (FWA) lies in reconciling the array of positive and negative outcomes documented across both international and Indonesian contexts. On one side, a growing body of empirical evidence suggests that FWA can stimulate employee creativity by fostering greater autonomy, enhancing opportunities for self-regulation, and enabling individuals to tailor their work routines to fit personal rhythms and preferences (Baer, 2012; Choudhury et al., 2021; Simanjuntak et al., 2019; Sofyan et al., 2022). Autonomy and self-determination, core features facilitated by FWA, are consistently identified as essential antecedents for creative thinking, innovation, and adaptive problem-solving in dynamic work environments (Bakker & Demerouti, 2017; Grant & Parker, 2009; Deci et al., 2017). These arrangements are also linked to improved work-life balance, higher job engagement, and increased intrinsic motivation, which collectively support employees' willingness and capacity to generate new ideas (Contreras et al., 2020; Zerhouni, 2022; Adriansyah et al., 2022).

However, not all outcomes are universally positive. Studies have also illuminated a range of potential downsides associated with FWA. For instance, remote and hybrid working can increase feelings of social isolation, weaken interpersonal bonds, and erode the sense of team cohesion—effects that may undermine both well-being and collaborative creativity (Beckel & Fisher, 2022; Galanti et al., 2021; Gajendran & Harrison, 2007; Wang et al., 2021). The blurring of boundaries between work and personal life can lead to work-family conflict, digital fatigue, and difficulties in disengaging from job demands (Kossek et al., 2006; Molino et al., 2020; Bett et al., 2022). These challenges are especially salient in collectivist cultures such as Indonesia, where frequent face-to-face interaction, social support, and group harmony are highly valued and integral to workplace functioning (Morrison-Smith & Ruiz, 2020; Wijayati & Pusparini, 2024; Peretz et al., 2018). As a result, the net impact of FWA on creativity may depend not only on the organizational context but also on the broader socio-cultural environment, leadership support, and employees' individual boundary management strategies (Jooss et al., 2021; Parker et al., 2020; Ammons, 2013).

The Indonesian work context presents unique characteristics that may moderate the impact of FWA on creativity. The integration of traditional collectivist values with modern organizational practices creates both opportunities and barriers for flexible work models (Wijayati & Pusparini, 2024). In comparison to Western contexts, Indonesian employees may experience different motivational dynamics, boundary management strategies, and expectations around supervision and peer support (Kossek et al., 2006; Parker et al., 2010). These cultural nuances underscore the need for locally relevant research that examines not only the direct effects of FWA, but also the underlying psychological mechanisms that drive creativity within this setting.

While many studies have explored the direct relationship between FWA and creativity, emerging literature has called for more nuanced models that account for mediating factors, such as job satisfaction (Jiang et al., 2023; Simanjuntak et al., 2019). According to Work Adjustment Theory (Dawis & Lofquist in Jiang et al., 2023), creativity is more likely to flourish when there is an optimal match between individual preferences and job characteristics—an alignment that FWA may facilitate by enabling employees to tailor their work environment and schedule. Job satisfaction is posited as a central mechanism through which FWA exerts its effects on creativity, as satisfied employees are more likely to feel valued, supported, and motivated to generate new ideas (Haider et al., 2018; Yee et al., 2014; Adhika et al., 2022). The integration of other perspectives, such as Job Demands-Resources Theory (Bakker & Demerouti, 2017), further supports the proposition that flexibility can serve both as a resource (enhancing well-being and creativity) and a challenge (potentially increasing strain or disengagement).

Nevertheless, empirical findings regarding the mediating role of job satisfaction remain inconsistent. Some studies suggest that job satisfaction fully mediates the relationship between FWA and creativity, while others find only partial mediation or highlight the moderating influence of factors such as emotional labor, proactive motivation, and individual boundary management styles (Bhave & Glomb, 2016; Parker et al., 2010; Beckel & Fisher, 2022). This variability points to unresolved questions in the literature and the importance of contextual research—especially in countries like Indonesia where organizational practices and cultural expectations may differ from those in the West.

Given these gaps and inconsistencies, this study seeks to provide a comprehensive examination of how flexible work arrangements influence employee creativity in Indonesia, with a particular focus on the mediating role of job satisfaction. The research aims to answer the following question: Does job satisfaction mediate the relationship between flexible work arrangements and employee creativity among Indonesian employees? By addressing this question, the study not only contributes to the international literature on FWA and creativity but also offers contextually grounded insights relevant to the evolving world of work in Indonesia.

METHODS

This study employed a quantitative, cross-sectional survey design to examine the mediating role of job satisfaction in the relationship between flexible work arrangements (FWA) and employee creativity among Indonesian employees. The research targeted permanent employees with a minimum of one year of work experience and prior exposure to FWA, such as remote work or flextime. These inclusion criteria ensured the relevance and comparability of participant experiences (Creswell & Creswell, 2018).

Sampling Procedures and Justification

Participants were recruited using purposive sampling, a strategy chosen to ensure that only respondents who had substantial experience with flexible work arrangements were included. This approach is widely used in organizational studies that require the selection of participants with specific expertise or exposure to a

phenomenon under investigation (Lenaini, 2021; Jooss et al., 2021). Although purposive sampling limits the generalizability of the findings, it was considered appropriate here due to the relatively uneven distribution of FWA across Indonesia's workforce and the absence of a comprehensive national sampling frame for such employees. Nevertheless, we explicitly acknowledge that the non-probability nature of this method may introduce selection bias and reduce external validity.

Recruitment was conducted via digital platforms—WhatsApp, Instagram, and X (Twitter)—with the survey administered using Google Forms. Of 306 initial respondents, 233 met all eligibility criteria (76.1% response rate). The final sample comprised 36% male and 64% female participants, with most respondents employed in the private sector (93%) and a minority in the public sector (7%). The age distribution ranged from 21 to 54 years ($M = 33.7$, $SD = 6.4$), and job levels spanned staff (68%), supervisors (22%), and managers (10%). Compared to Indonesia's national labor statistics (BPS, 2023), the sample somewhat overrepresented urban, educated, and professional workers, which is characteristic of employees with access to flexible work policies (Wijayati & Pusparini, 2024).

Instrument Adaptation and Validation

Three primary scales were used, each adapted and validated for use in the Indonesian context. The FWA scale was adapted from 김현정 (Kim, 2023), originally developed in Korean. To ensure linguistic and cultural equivalence, a rigorous translation-back translation process was employed: (1) initial translation into Indonesian by a bilingual expert; (2) independent back-translation into Korean by a different translator; (3) reconciliation and revision by a panel of HR scholars. A pilot test was then conducted with 25 Indonesian employees, leading to minor modifications for clarity and cultural relevance (Beckel & Fisher, 2022; Athanasiadou & Theriou, 2021). The final FWA scale consisted of four items ($\alpha = 0.782$). Employee creativity was measured using Baer's (2012) three-item scale ($\alpha = 0.939$), and job satisfaction with Morris and Venkatesh's (2010) three-item scale ($\alpha = 0.814$). All responses were recorded on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Prior studies have validated these scales in various settings, and their psychometric properties were reconfirmed in this study with satisfactory reliability (Cronbach's $\alpha > 0.70$).

Addressing Potential Bias and Data Quality

The study recognized potential biases stemming from the use of self-report measures, including common method variance and social desirability bias (Podsakoff et al., 2003). To minimize these, survey instructions emphasized confidentiality and anonymity. Harman's single-factor test indicated that common method bias was not a significant concern (variance explained by a single factor = 26%). Missing data were minimal (<2%) and handled using mean substitution, which is acceptable for small amounts of missingness (Acock, 2005). The demographic profile and survey process are described transparently to aid readers in evaluating sample representativeness and potential sources of bias.

Sample Size Adequacy and Power Analysis

While an a priori power analysis was not conducted due to uncertainty regarding effect sizes at the study's outset, a

post hoc analysis was performed using G*Power (Faul et al., 2009) based on the observed effect sizes for mediation paths. With a sample of 233, the achieved power was 0.92 (for detecting medium-sized indirect effects, $\alpha = 0.05$, two-tailed), indicating sufficient sensitivity to detect hypothesized relationships (Cohen, 1992; Ridwan et al., 2024). The sample size aligns with best-practice recommendations for mediation analysis and is comparable to prior studies of workplace flexibility (Simanjuntak et al., 2019; Jiang et al., 2023).

Data Analysis and Statistical Assumptions

Data were analyzed using Jamovi version 2.6.25, employing the medmod module for mediation analysis. Path analysis was chosen for its ability to decompose direct and indirect effects among variables and is standard in organizational behavior research (Hayes, 2018). Preliminary checks confirmed that assumptions for path analysis were met: variables were approximately normally distributed (skewness and kurtosis values within ± 1.5), no multicollinearity was observed (all VIF < 2.0), and there were no significant outliers. The results are reported with β coefficients, standard errors, p-values, and confidence intervals to enhance transparency and interpretability.

RESULTS OF STUDY

Descriptive statistics, reliability, and correlation analysis for the study variables are presented in Table 1. All constructs demonstrated strong internal consistency, with Cronbach's alpha coefficients of 0.782 for flexible work arrangements (FWA), 0.939 for creativity (CTV), and 0.814 for job satisfaction (JS). Mean scores indicated moderately high levels of FWA ($M = 3.99$, $SD = 0.84$), creativity ($M = 3.87$, $SD = 0.68$), and job satisfaction ($M = 4.06$, $SD = 0.81$) among participants, suggesting that respondents generally perceived high levels of flexibility, satisfaction, and creativity in their work environments. Score distributions were approximately normal, with no significant outliers detected. Missing data were minimal (less than 2%) and handled using mean substitution, ensuring the integrity of the dataset.

Pearson correlation coefficients revealed significant and positive relationships among all variables. FWA was positively correlated with creativity ($r = 0.409$, $p < 0.001$) and with job satisfaction ($r = 0.527$, $p < 0.001$). Job satisfaction also demonstrated a strong positive correlation with creativity ($r = 0.513$, $p < 0.001$). These results provide preliminary evidence supporting the hypothesized model in which both FWA and JS contribute to enhanced employee creativity.

Table 1. Mean, Standard Deviation, Pearson Correlation Coefficient, and Cronbach's Alpha.

Variabel	M	SD	FWA	CTV	JS
FWA	3.99	0.836	0.782		
CTV	3.87	0.683	0.409***	0.939	
JS	4.06	0.814	0.527***	0.513***	0.814

*) Note: Values on the diagonal in bold indicate scale reliability (Cronbach's α). FWA = Flexible Work Arrangement; CTV = Creativity; JS = Job Satisfaction. All correlations were calculated using Pearson's r . *** indicates significance at the $p < 0.001$ level (two-tailed).

Table 2 show that FWA had a significant direct effect on job satisfaction ($\beta = 0.385$, $SE = 0.040$, $t = 9.47$, $p < 0.001$), accounting for 16.7% of the variance in job satisfaction ($R^2 = 0.167$). This demonstrates that FWA substantially contributes to employees' satisfaction with their work context. Regarding creativity, the total effect of FWA on creativity was $\beta = 0.251$ ($SE = 0.036$, $t = 6.84$, $p < 0.001$), indicating a robust positive relationship. When job satisfaction was included as a mediator, the direct effect of FWA on creativity remained significant ($\beta = 0.118$, $SE = 0.039$, $t = 2.95$, $p = 0.003$), and the indirect effect through job satisfaction was also significant ($\beta = 0.133$, $SE = 0.025$, $t = 5.26$, $p < 0.001$; 95% CI does not include zero).

It is important to highlight the visual and statistical presentation of these results. In Figure 1, the direct path from FWA to creativity ($\beta = 0.118$, $p = 0.003$) should be

denoted with two asterisks (**) to reflect $p < 0.01$, correcting the previous inconsistency where a single asterisk was used. All paths and their statistical significance should follow standard conventions to avoid misinterpretation.

The overall mediation model accounted for 28.9% of the variance in creativity ($R^2 = 0.289$), indicating that almost one-third of the differences in employee creativity within this sample can be explained by the combined effects of flexible work arrangements and job satisfaction. From a practical perspective, this R^2 value is substantial in organizational behavior research, where multifactorial influences are common. The inclusion of job satisfaction as a mediator improved the explanatory power of the model by an additional 12.2% over the direct-only model, underscoring the critical psychological role that satisfaction plays in translating flexibility into creative outcomes at work.

Table 2. The results of the analysis of flexible work arrangements on employee creativity with the mediating role of job satisfaction.

	β	SE	t	p	R^2	$F(df)$
FWA to JS	.385	.040	9.47	<.001	.167	$F(1, 231) = 46.3, p < .001$
JS to CTV	.345	.054	6.33	<.001	.289	$F(2, 230) = 46.9, p < .001$
FWA to CTV	.118	.039	2.95	.003		
Total Effect	.251	.036	6.84	<.001		
Indirect Effect	.133	.025	5.26	<.001		

*) Note: FWA = Flexible Work Arrangement; CTV = Creativity; JS = Job Satisfaction.

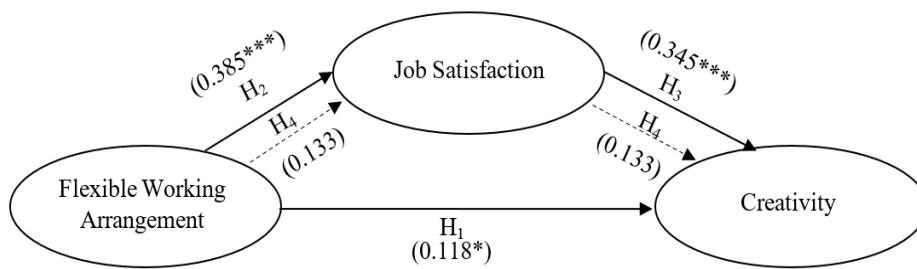


Figure 1. Research Model

Note :

- ▶ : Direct Effect
- - - - -▶ : Indirect Effect

Overall, these findings confirm the hypothesized partial mediation of job satisfaction and offer a nuanced understanding of how FWA enhances creativity both directly and indirectly. The results are robust, as demonstrated by strong effect sizes, high statistical power, and minimal bias or data quality concerns. Organizations seeking to foster creativity should consider implementing flexible work policies not only as structural changes but as interventions that actively promote job satisfaction—a key psychological lever in the creativity process.

DISCUSSION

The present study contributes to the growing literature on flexible work arrangements (FWA) by demonstrating that job satisfaction only partially mediates the relationship between FWA and employee creativity. This finding reveals an important nuance: while job satisfaction is a significant

psychological mechanism connecting flexibility to creativity, FWA also exerts a robust direct effect on creative outcomes. This is in contrast with prior studies emphasizing full mediation through affective factors (Baer, 2012; Panjaitan et al., 2022), and it suggests that FWA may trigger creative behaviors through additional channels beyond enhanced satisfaction.

From the perspective of Work Adjustment Theory (Dawis & Lofquist in Jiang et al., 2023), the partial mediation observed in this study can be understood as flexibility enabling employees to achieve a better fit between work demands and individual preferences, thus fostering satisfaction and adaptability. At the same time, the persistent direct effect of FWA on creativity signals that flexible work environments may lower cognitive and structural barriers to innovation independently of job satisfaction. Drawing on Job Demands-Resources Theory (Bakker & Demerouti, 2017), FWA can act as a job resource by providing autonomy, reducing unnecessary constraints, and giving employees space to manage cognitive load and

focus on ideation (Choudhury et al., 2021; Deci et al., 2017; Grant & Parker, 2009). Such autonomy may directly energize exploration, experimentation, and proactive problem-solving, which are essential for creativity (Diamantidis & Chatzoglou, 2019; Kelliher & Anderson, 2010).

The results of this study also highlight the complex interplay between satisfaction, autonomy, and creative performance. While the enhancement of job satisfaction is a key path by which FWA bolsters creativity, the ability to independently manage one's schedule, workspace, and work strategies can itself spark creative thinking—regardless of whether employees report high satisfaction. In collectivist contexts like Indonesia, where work structures are often hierarchical and rigid, the injection of flexibility may be especially powerful in enabling employees to craft their own roles and adapt to fast-changing demands (Kossek et al., 2006; Wijayati & Pusparini, 2024; Ammons, 2013).

Importantly, this study's findings support and extend previous research showing positive effects of FWA on creativity (Simanjuntak et al., 2019; Jiang et al., 2023), but add clarity to the debate regarding the mechanisms involved. Inconsistencies in the mediation findings across contexts (e.g., Beckel & Fisher, 2022; Bhave & Glomb, 2016) point to the need for research that explicitly considers individual boundary management strategies, leadership style, and organizational support as potential moderators. The Indonesian sample used here, which may differ from Western samples in terms of collectivist values and boundary management preferences, illustrates the importance of situating FWA research within specific cultural frameworks (Peretz et al., 2018).

Practically, these results offer actionable insights for organizations seeking to foster innovation and employee well-being. HR policies that institutionalize flexible work structures should not only be designed to enhance satisfaction, but also to provide genuine autonomy and support for job crafting. For example, organizations can offer training on self-management, encourage experimentation with work routines, and invest in supportive digital collaboration tools to mitigate risks such as social isolation or weakened team cohesion (Galanti et al., 2021; Zerhouni, 2022; Parker et al., 2020). Additionally, leaders should be mindful of individual differences in how flexibility is utilized, recognizing that some employees may benefit more from autonomy than others.

Despite its contributions, this study has several limitations. The use of cross-sectional data precludes strong causal inference, and all variables were assessed via self-report, raising the risk of common method bias (Podsakoff et al., 2003). The reliance on purposive sampling, while theoretically justified, may limit generalizability beyond the relatively urban, professional sample represented here. Future research should address these issues by employing longitudinal or experimental designs, drawing on more diverse populations, and integrating objective performance measures. The partial mediation observed in this study also suggests that future work should investigate other mediators—such as psychological empowerment, proactive motivation, or emotional labor (Bhave & Glomb, 2016; Jia et al., 2024)—and test moderators like leadership support, digital literacy, or personality traits. Qualitative approaches could further enrich our understanding by capturing nuanced employee experiences and boundary management strategies in flexible work environments (Jooss et al., 2021; Ammons, 2013).

In summary, this research confirms the importance of both direct and indirect pathways from flexible work arrangements to employee creativity, deepening our understanding of the psychological and structural

mechanisms at play. By integrating theoretical perspectives and focusing on the Indonesian context, the study advances both science and practice—highlighting how well-designed FWA can unlock creative potential while supporting employee satisfaction.

CONCLUSION AND RECOMMENDATION

This study confirms that flexible work arrangements (FWA) enhance employee creativity not only indirectly, by increasing job satisfaction, but also directly, by providing autonomy and opportunities for self-management. The finding of partial mediation reveals that while job satisfaction is an important psychological driver, FWA can independently foster creative behaviors through mechanisms such as reduced cognitive demands and increased freedom for idea exploration. This research thus advances the theoretical understanding of how FWA can unlock creative potential in the workplace and extends existing frameworks such as Work Adjustment Theory and Job Demands-Resources Theory within the Indonesian context.

The practical implications of these findings are substantial. Organizations should move beyond merely offering flexible work policies and actively cultivate an environment that supports both satisfaction and creativity. Concretely, managers should not only provide flexibility in terms of work location and scheduling, but also regularly assess and support employees' job satisfaction. This can be achieved through periodic feedback sessions, targeted pulse surveys, or individualized check-ins to ensure that employees working flexibly remain engaged, connected, and do not experience social or professional isolation. Furthermore, organizations should offer training and resources that empower employees to craft their own roles, manage their boundaries, and leverage flexibility as a platform for innovation. Investing in digital collaboration tools and leadership development for remote team management can further reinforce these efforts and maximize the creative benefits of FWA.

In summary, this study reaffirms the significant role of both direct and indirect pathways from FWA to employee creativity and highlights the importance of a comprehensive approach to workplace flexibility. By simultaneously focusing on structural (policy-level) and psychological (job satisfaction, empowerment) factors, organizations can better harness the creative potential of their workforce. Managers and policymakers are urged to design and implement FWA strategies that are not only adaptive but also supportive, intentional, and continuously evaluated—ensuring both organizational performance and employee well-being in an evolving work landscape.

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DECLARATIONS

Ethics Approval And Consent To Participate

'Not applicable'. This study involves quantitative data collection through online surveys regarding WFA/WFH experiences, which does not pose any physical, psychological, or social risks to participants. The collected data pertains to general topics (e.g., creativity, job satisfaction) and does not include sensitive issues such as health, beliefs, or confidential personal information. Additionally, no personally identifiable information (e.g., full name, address, phone number) was collected, and implied consent was obtained by participants voluntarily completing the survey.

Consent for publication

'Not applicable'. This study does not contain any personally identifiable or traceable data from individual participants; thus, no consent for publication is required.

Availability of data and materials

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions

Conflicts of interest Statement

The authors have no competing financial or non-financial interests that could influence the work reported in this paper.

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Artificial Intelligence-Assisted Technology

No AI-assisted technology was used in the preparation of this study.

Authors' contributions.

First Author (A. Vivian): A. Vivian led the research design, data collection, and data analysis, and was primarily responsible for drafting and revising the manuscript. Second Author (B. Eryandra): B. Eryandra oversaw research quality assurance, contributed to manuscript revisions, provided critical feedback for refinement, and conducted measurement validation and expert judgment.

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Alvin Eryandra completed a bachelor's degree in psychology at Universitas Andalas and a Master of Science at Universitas Indonesia. They have published several research articles in both international and national journals. Notably, they were awarded a funding grant for indexed international publication of student final research assignment from Universitas Indonesia, recognizing their academic excellence and research contributions. Currently, Alvin Eryandra continues to advance their work in Industrial and Organizational Psychology.

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