

The Influence of Flexible Working Arrangement, Self-Leadership, and Work-Life Balance on Employee Performance With Work Engagement as a Mediating Variable at Pt Kareb Alam Sejahtera

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ABSTRACT

This study aims to examine the impact of Flexible Working Arrangement (FWA), Self-Leadership, and Work-Life Balance on Employee Performance at PT Kareb Alam Sejahtera, with Work Engagement serving as an intervening variable. In the modern work environment, understanding how flexibility and individual resource management influence productivity is essential for organizational sustainability. Using a quantitative causal explanatory approach, data were collected from a total sample of 83 employees and analyzed via IBM SPSS 27 and Hayes' PROCESS Macro. The results show that FWA, Self-Leadership, and Work-Life Balance significantly and positively affect both Work Engagement and Employee Performance. However, path analysis reveals that Work Engagement does not act as a significant mediator, suggesting that these factors enhance performance through more direct functional pathways. The study concludes that fostering a culture of autonomy and life balance is critical for maintaining high performance and mental resilience at PT Kareb Alam Sejahtera.

INTRODUCTION

In the era of post-pandemic workplace transformation, the operational landscape of companies has undergone a significant paradigm shift. One of the primary adaptations made by various organizations to maintain productivity and business continuity is the adoption of more flexible working systems. In principle, this flexibility is expected to be an ideal solution for improving both employee well-being and productivity (Sidauruk et al., 2025). However, in reality, this shift in work culture often introduces new challenges. The implementation of adaptive policies does not always correlate directly with performance improvement, especially if such freedom is not accompanied by mental readiness, solid self-management, and clear boundaries between professional and personal lives (Fauzi et al., 2025). Data indicates performance fluctuations leading to a significant 12% decrease in the final quarter of 2025, proving that work flexibility has not yet delivered optimal performance impacts.

Table 1. Employee Performance Fluctuation Data (KPI Achievement)

Year	Quarter	Company KPI Target	Realized KPI Achievement	Achievement Percentage	Description
2024	Q1	100%	94%	94%	Stable
	Q2	100%	95%	95%	Stable
	Q3	100%	89%	89%	Starting to Fluctuate
	Q4	100%	91%	91%	Fluctuate
2025	Q1	100%	88%	88%	Declining
	Q2	100%	85%	85%	Declining
	Q3	100%	82%	82%	Declining
	Q4	100%	70%	70%	12% Decrease

Source: Internal HRD Data of PT Kareb Alam Sejahtera (Processed Data, 2025)

Table 2. Indicators of Declining Work Engagement

Year	Quarter	Absenteeism Rate	Latency Rate	Turnover Rate
2024	Q1	3.2%	5.1%	1.0%
	Q2	3.5%	5.8%	1.2%
	Q3	4.1%	6.5%	1.5%
	Q4	4.8%	7.2%	1.8%
2025	Q1	5.5%	8.0%	2.5%
	Q2	6.2%	9.5%	3.1%
	Q3	7.0%	11.2%	3.8%
	Q4	8.4%	14.5%	4.5%

Source: Internal HRD Data of PT Kareb Alam Sejahtera (Processed Data, 2025)

This phenomenon is clearly reflected in the operational dynamics at PT Kareb Alam Sejahtera. As a company that has adopted work flexibility, the organization faces a reality where these policies have not yielded optimal results. Based on internal data for the 2024–2025 period (see Table 1), a concerning fluctuation in employee performance was found. This is evidenced by a downward trend in Key Performance Indicator (KPI) achievements, with a sharp decline of 12% in the fourth quarter of 2025 (from 82% to 70%).

Furthermore, the work system expected to provide convenience has instead shown indications of problems regarding work engagement. Based on Table 2, this is visible from the spike in absenteeism reaching 8.4% and a 14.5% latency rate in flexible system logins by the end of 2025. The increasing turnover rate (4.5%) also aligns with complaints related to burnout amidst a supposedly flexible system. These conditions suggest that employees are struggling to separate professional and personal time (Work-Life Balance), while also indicating a lack of individual initiative (Self-Leadership) as the root cause of declining work engagement, which ultimately erodes overall corporate performance.

Conceptually, this phenomenon intersects directly with Flexible Working Arrangement (FWA) policies. According to Kumala (2025), FWA is not merely the freedom to work from home, but autonomy that empowers employees to design their most optimal way of working. However, this autonomy demands Self-Leadership the process by which individuals motivate and direct themselves using cognitive and behavioral strategies when direct supervision is reduced (Kamelane et al., 2025). Another challenge is maintaining Work-Life Balance (WLB), defined by Saputra et al. (2024) as an employee's subjective perception of harmony between professional and personal commitments. These three factors are strongly suspected of influencing Work Engagement a positive mental state characterized by vigor, dedication, and absorption (Suhartini & Sary, 2025) which ultimately determines Employee Performance, namely the quantity and quality of work output according to assigned responsibilities (Robbins & Judge, 2022).

Theoretically, the drive to conduct this research is motivated by a research gap consisting of inconsistencies in previous findings regarding the influence of these three factors on performance. Regarding FWA, (Mujanah, 2020) state it has a positive impact because it reduces commuter stress; however, Pratama & Budiono (2026) found insignificant or even negative impacts because FWA can trigger professional isolation and communication disruptions. Similar debates occur with the Self-Leadership variable; (Solihah & Mujanah, 2026) prove its positive influence through increased innovation, while Nur et al. (2026) found insignificant results in employees with excessive workloads because the ability to lead oneself is hindered by fatigue. Likewise, with WLB, (Harun et al., 2023) found a significant influence on increasing performance, whereas (Istanti et al., 2025) argue that excessive WLB can actually decrease target achievement because employees over-prioritize leisure time.

Given these inconsistencies in the literature, it is crucial to include psychological variables to bridge the relationship between working conditions and performance. Therefore, this study positions Work Engagement as a mediating variable to clarify the mechanism of this influence. Practically, this research is highly urgent for PT Kareb Alam Sejahtera to formulate targeted HR policies and ensure whether current flexibility truly engages employees or merely loosens discipline. Academically, this research is imperative to fill the literature gap concerning how physical working conditions (FWA) and internal employee conditions (Self-Leadership and WLB) interact to form engagement in the manufacturing sector during the hybrid work era.

Based on the background and research gaps described, this study aims to analyze and prove the interactions between these variables comprehensively. Specifically, this research aims to test the influence of Flexible Working Arrangement, Self-Leadership, and Work-Life Balance on Employee Performance at PT Kareb Alam Sejahtera, both directly and indirectly through Work Engagement as a mediating variable.

LITERATURE REVIEW

Employee Performance

Employee performance is the accumulation of work results in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given by the organization. Robbins and Judge (2017) emphasize that performance is influenced by the interaction between ability, motivation, and opportunity. Based on Robbins and Judge (2017), performance is measured through five main indicators:

1. Quality of Work. The level of perfection of the results achieved.
2. Quantity of Work. The amount of output produced within a certain period.
3. Timeliness. The degree to which tasks are completed in accordance with set deadlines.
4. Effectiveness. The optimal utilization of organizational resources.
5. Independence. The ability to work without continuous supervision.

Flexible Working Arrangement (FWA)

Flexible Working Arrangement refers to the autonomy and discretion granted to employees regarding the time and location of their work. Armstrong and Taylor (2020) explain that FWA is a modern HR management strategy to increase employee satisfaction and retention by accommodating personal needs without sacrificing organizational goals. According to Nastiti and Irawan (2022), FWA indicators are generally measured through:

1. Time Flexibility (Flextime). Freedom to arrange starting and finishing work hours.
2. Location Flexibility (Telecommuting). Autonomy to choose the place of work completion (e.g., work from home/anywhere).
3. Scheduling Autonomy. Discretion in managing break durations and the distribution of daily workloads.

Self-Leadership

Self-Leadership is the process of self-direction and self-motivation to achieve goals through the mastery of cognitive and behavioral strategies. Neck, Manz, and Houghton (2020) define this concept as an individual's ability to take control of their own behavior, particularly in work environments that minimize direct supervision (less-supervised environments). It is measured using the Revised Self-Leadership Questionnaire (RSLQ) with three strategic dimensions (Kamelane & Tuanaya, 2025):

1. Behavior-Focused Strategies. Includes self-goal setting, self-observation, and self-reward.
2. Natural Reward Strategies. The ability to find and focus on enjoyable aspects of the work (intrinsic motivation).
3. Constructive Thought Pattern Strategies. Managing positive mindsets, evaluating rational beliefs, and constructive self-talk.

Work-Life Balance (WLB)

Work-Life Balance is the achievement of an equal portion of engagement and satisfaction derived from both work roles and personal life roles. Dessler (2020) states that WLB policies are crucial instruments for preventing burnout and maintaining employee mental health amidst high professional demands. According to Mon et al. (2024), WLB indicators include:

1. Time Balance. The proportion of time spent on work versus activities outside of work.
2. Involvement Balance. The level of psychological commitment to both the professional and personal spheres.
3. Satisfaction Balance. The level of satisfaction felt in both work aspects and personal life.

Work Engagement

Work Engagement is represented as a positive, work-related mental state that triggers employees to exert their maximum effort. Bakker and Leiter (2017) define engagement as the antithesis of burnout, where employees feel deeply connected to their work cognitively, emotionally, and physically. According to Suryowibowo and Syakarofath (2024), it is measured using the Utrecht Work Engagement Scale (UWES) instrument, which consists of:

1. Vigor. High levels of energy and mental resilience while working.
2. Dedication. A sense of enthusiasm, pride, and significance regarding the work.
3. Absorption. Full concentration and a positive sense of being "engrossed" while performing tasks.

METHODOLOGY

This study utilizes a quantitative approach with an explanatory research design to test and explain the causal relationships between variables. The research population specifically focuses on head office (non-production) employees whose work systems are relevant to the implementation of Flexible Working Arrangement policies, including the managerial, administrative, HR, and finance divisions at PT Kareb Alam Sejahtera, totaling 83 individuals. Given the size of the population, sampling was conducted through a saturated sampling (total sampling) technique, where all 83 employees in these divisions were designated as research respondents to maximize data representation and accuracy. Primary data were collected using an online questionnaire instrument based on a 5-point Likert scale.

After these requirements were met, the data were analyzed descriptively to map the profiles and distribution of respondents' answers. Before proceeding to the main analysis stage, the collected data underwent instrument testing, which included validity tests (to ensure the accuracy of measurement indicators) and reliability tests using Cronbach's Alpha (to ensure questionnaire consistency). Furthermore, to fulfill the statistical prerequisites for regression, classical assumption tests were performed including normality, multicollinearity, and heteroskedasticity tests to ensure the resulting estimation model is valid and unbiased.

Subsequently, for the hypothesis testing stage, considering that the conceptual model involves testing direct and indirect effects simultaneously, inferential analysis was operated using the PROCESS Macro Model 4 by Andrew F. Hayes via IBM SPSS software. This hypothesis test serves to evaluate the significance of the formulated influences between variables. Specifically, the significance of the role of Work Engagement as a mediating variable was evaluated using the Bootstrapping technique at a 95% confidence level with 5,000 bootstrap samples. The mediation effect is declared significant only if the range between the Lower Level and Upper Level Confidence Interval (LLCI-ULCI) does not include zero (0).

RESEARCH RESULT

Classical Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandar dized Residual
N		83
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	4.7653685 0
Most Extreme Differences	Absolute	.313
	Positive	.313
	Negative	-.176
Test Statistics		.173
Asymp. Sig. (2-tailed)		.173c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed by SPSS 27, (2026)

Based on the table above, the normality test results for the influence of Flexible Working Arrangement, Self-Leadership, and Work-Life Balance on Employee Performance through Work Engagement with a sample size of 83 show a significance value (Asymp. Sig. 2-tailed) of 0.173. Since this value is greater than 0.05, it can be concluded that the residual data in this regression model are normally distributed. Consequently, the statistical requirements for normality are fulfilled, and the subsequent classical assumption tests can proceed.

Multicollinearity Test

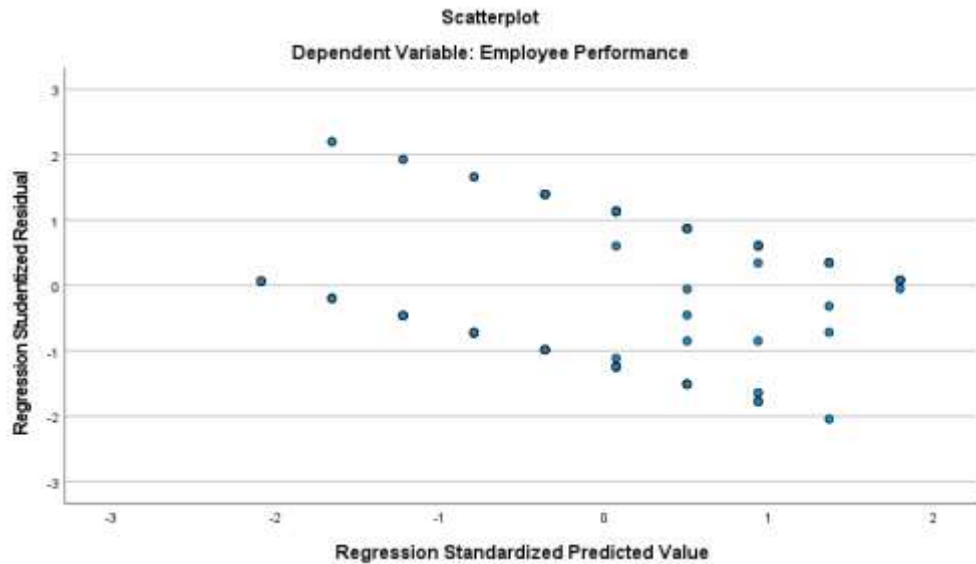
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Agile Leadership	.745	1,650
Abusive Supervision	.959	1,498
Knowledge Sharing	.421	1,345
Work Engagement	.345	1,546

Source: Data processed by SPSS 27, (2026)

Based on the table above, the multicollinearity test results demonstrate that none of the independent variable Flexible Working Arrangement, Self-Leadership, and Work-Life Balance nor the mediating variable Work Engagement, have a Tolerance value below 0.10. The tolerance values, ranging from 0.345 to 0.959, indicate that there is no problematic correlation among the variables. Similarly, the Variance Inflation Factor (VIF) results for all variables

are well below the threshold of 10, with the highest value being only 1.650. These results confirm that the regression model is free from multicollinearity issues. Thus, the model is considered valid and reliable for further inferential analysis.

Heteroscedasticity Test



Source: Data processed by SPSS 27, (2026)

Based on the results of the heteroscedasticity test in the image above, it can be observed that the scatterplot shows a random and even distribution of points around the number 0 on the Y axis. This implies that there is no indication of heteroscedasticity in the regression model.

Partial Test (t-Test)

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	18.502	9.902		2.485	.000
H1: FWA -> Work Engagement	.177	.133	.370	3.578	.001
H2: Self-Leadership -> Work Engagement	.432	.064	.341	4.297	.001
H3: WLB -> Work Engagement	.392	.088	.593	7.842	.000
H4: FWA -> Employee Performance	.321	.112	.139	2.869	.005
H5: Self-Leadership -> Employee Performance	.189	.053	.263	4.588	.001
H6: WLB -> Employee Performance	.213	.114	.342	4.564	.000
H7: Work Engagement -> Employee Performance	.435	.123	.324	4.879	.000

Source: Data processed by SPSS 27, (2026)

Based on the path analysis results in Table 5, the following is the explanation for each hypothesis with a significance level α of 0.05 and a t-table value of 1.664 (df = 81):

1. First Hypothesis Testing (H1): FWA on Work Engagement
The significance value for the influence of Flexible Working Arrangement (FWA) on Work Engagement is $0.001 < 0.05$, and the t-count is $3.578 > 1.664$. Thus, H1 is accepted, meaning FWA has a positive and significant influence on Work Engagement.
2. Second Hypothesis Testing (H2): Self-Leadership on Work Engagement
The significance value for the influence of Self-Leadership on Work Engagement is $0.001 < 0.05$, and the t-count is $4.297 > 1.664$. Thus, H2 is accepted, meaning Self-Leadership has a positive and significant influence on Work Engagement.
3. Third Hypothesis Testing (H3): Work-Life Balance on Work Engagement
The significance value for the influence of Work-Life Balance (WLB) on Work Engagement is $0.000 < 0.05$, and the t-count is $7.842 > 1.664$. Thus, H3 is accepted, meaning WLB has a positive and significant influence on Work Engagement.
4. Fourth Hypothesis Testing (H4): FWA on Employee Performance
The significance value for the influence of FWA on Employee Performance is $0.005 < 0.05$, and the t-count is $2.869 > 1.664$. Thus, H4 is accepted, meaning FWA has a positive and significant influence on Employee Performance.
5. Fifth Hypothesis Testing (H5): Self-Leadership on Employee Performance
The significance value for the influence of Self-Leadership on Employee Performance is $0.001 < 0.05$, and the t-count is $4.588 > 1.664$. Thus, H5 is accepted, meaning Self-Leadership has a positive and significant influence on Employee Performance.
6. Sixth Hypothesis Testing (H6): Work-Life Balance on Employee Performance
The significance value for the influence of WLB on Employee Performance is $0.000 < 0.05$, and the t-count is $4.564 > 1.664$. Thus, H6 is accepted, meaning WLB has a positive and significant influence on Employee Performance.
7. Seventh Hypothesis Testing (H7): Work Engagement on Employee Performance
The significance value for the influence of Work Engagement on Employee Performance is $0.000 < 0.05$, and the t-count is $4.879 > 1.664$. Thus, H7 is accepted, meaning Work Engagement has a positive and significant influence on Employee Performance.

Path Analysis

Path Analysis using PROCESS Macro by Hayes

The mediation hypothesis testing in this study was conducted using the PROCESS Macro Model 4 developed by Andrew F. Hayes via IBM SPSS software. This analysis investigates the relationships between Flexible Working Arrangement (FWA), Self-Leadership, and Work-Life Balance (WLB) as independent variables (X), Employee Performance as the dependent variable (Y), and Work Engagement as the mediating variable (M). The analysis was performed with a total sample size of 83 respondents (N=83).

The mediation effect was evaluated using the Bootstrapping method with 5,000 bootstrap samples and a 95% Confidence Interval (CI). This method is used to determine the significance of the indirect effect; the mediation role is considered statistically significant if the range between the Lower Level Confidence Interval (LLCI) and the Upper Level Confidence Interval (ULCI) does not contain the value zero (0). Conversely, if the interval crosses zero (includes both negative and positive values), the mediating variable is declared unable to bridge the influence of the independent variable on the dependent variable.

Mediation Relationship	Indirect Effect	BootLLCI	BootULCI	Mediation Relationship
FWA -> Work Engagement -> Employee Performance	0.1600	-2.7181	16.7559	Not Significant (No Mediation)
Self-Leadership -> Work Engagement -> Employee Performance	0.3590	-6.5787	1.0770	Not Significant (No Mediation)
WLB -> Work Engagement -> Employee Performance	0.0126	-0.1006	0.4507	Not Significant (No Mediation)

Source: Data processed by SPSS 27, (2026)

Indirect Effect Analysis

1. The Influence of FWA on Employee Performance through Work Engagement. Based on the output in the "Indirect effect(s) of X on Y" section, the indirect effect value is 0.1600. The BootLLCI value is -2.7181 (negative), while the BootULCI value is 16.7559 (positive). Because the confidence interval range crosses zero (0), the indirect effect is declared non-significant. This indicates that Work Engagement does not mediate (fails to act as an intervening variable) the influence of Flexible Working Arrangement (FWA) on Employee Performance.
2. The Influence of Self-Leadership on Employee Performance through Work Engagement. In the second path test, the indirect effect (*Effect*) value obtained is 0.3590. The BootLLCI shows a negative value of -6.5787, while the BootULCI shows a positive value of 1.0770. Since the range from BootLLCI to BootULCI crosses zero (0), it is concluded that Work

Engagement does not mediate the influence of Self-Leadership on Employee Performance.

3. The Influence of Work-Life Balance (WLB) on Employee Performance through Work Engagement. In the third path test, the indirect effect (*Effect*) value is 0.0126. The BootLLCI value is -0.1006 (negative), and the BootULCI value is 0.4507 (positive). Because the range between BootLLCI and BootULCI crosses zero (0), it can be concluded that Work Engagement does not mediate the influence of Work-Life Balance (WLB) on Employee Performance.

Simultaneous Test (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3425.361	4	752,454	45,767	.000b
	Residual	453,627	79	13,982		
	Total	4235.988	82			
a. Dependent Variable: Employee Performance						
b.: Predictors : (Constant), Work Engagement, Work-Life Balance, Self-Leadership, Flexible Working Arrangement						

Source: Data processed by SPSS 27, (2026)

Since the significance value is less than 0.05 and the F-count is greater than the F-table, it can be concluded that Flexible Working Arrangement, Self-Leadership, Work-Life Balance, and Work Engagement simultaneously have a positive and significant effect on Employee Performance at PT Kareb Alam Sejahtera. This indicates that the regression model is a good fit (Goodness of Fit) and is reliable for predicting performance trends based on these variables.

Analysis of Determination Coefficient (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	.730	.719	3.314
a. Predictors: (Constant), Work Engagement, Work-Life Balance, Self-Leadership, Flexible Working Arrangement				

Source: Data processed by SPSS 27, (2026)

Referring to the table, the Adjusted R Square value is 0.719 or 71.9%. his result indicates that 71.9% of the variation in Employee Performance can be explained by the four variables included in this study: Flexible Working Arrangement, Self-Leadership, Work-Life Balance, and Work Engagement. The remaining 28.1% (100% - 71.9%) is attributed to other variables or factors

outside of this research model that were not examined in this study, such as organizational culture, compensation, or physical work environment.

DISCUSSION

1. *The Influence of Flexible Working Arrangement on Work Engagement*

The results indicate that the implementation of flexible working arrangements (FWA) significantly encourages higher work engagement. When employees at PT Kareb Alam Sejahtera are given the autonomy to manage their work time and location, they show higher vigor and dedication. This is supported by Kumala (2025), who states that FWA provides the autonomy needed for employees to design an optimal work environment, thus fostering a deeper mental connection. Similarly, Jihadi et al. (2021) emphasize that flexibility in a hybrid work era acts as a catalyst for employee psychological attachment to their roles.

2. *The Influence of Self-Leadership on Work Engagement*

Self-leadership is proven to be a vital driver of work engagement. Employees who possess strong self-direction and self-motivation strategies are better equipped to stay focused, especially under minimal supervision. According to Kamelane et al. (2025), individuals with high self-leadership use cognitive strategies to maintain enthusiasm. This aligns with findings by Neck, Manz, and Houghton (2020) in Hisam (2024), which suggest that the ability to self-reward and set personal goals prevents engagement from dropping during isolated working conditions.

3. *The Influence of Work-Life Balance on Work Engagement*

Harmony between professional and personal life significantly boosts work engagement. When personal lives are not sacrificed, employees experience less burnout. Suhartini and Sary (2025) explain that work engagement thrives when employees have sufficient energy reserves derived from a balanced life. Furthermore, Saputra et al. (2024) found that subjective perceptions of harmony allow employees to be fully "absorbed" in their tasks without the distraction of unresolved personal pressures.

4. *The Influence of Flexible Working Arrangement on Employee Performance*

FWA has a direct and positive impact on performance by reducing stressors like long commutes. Sasando and Harmastuti (2025) argue that FWA allows employees to align work tasks with their productivity peaks, leading to higher quality output. This supports the notion that at PT Kareb Alam Sejahtera, the physical environment and time sovereignty granted to employees directly translate into achieved KPIs.

5. *The Influence of Self-Leadership on Employee Performance*

Strong self-leadership leads to better work outcomes because employees do not require constant monitoring. Kamelane and Tuanaya (2025) prove that self-leadership enhances innovative behavior and task efficiency. As noted by Indrayani et al. (2025), in modern work settings, the internal initiative of an employee is a more reliable predictor of performance than external supervision.

6. *The Influence of Work-Life Balance on Employee Performance*

Work-life balance (WLB) is a critical determinant of performance. Fitriyanto (2024) found that WLB prevents the decline of productivity caused by fatigue and mental exhaustion. At PT Kareb Alam Sejahtera, WLB ensures employees have the physical stamina and mental clarity required for accuracy. Erawati et al. (2022) also state that a healthy psychological state, derived from life balance, is the foundation of high-quality professional output.

7. *The Influence of Work Engagement on Employee Performance*

Work engagement serves as the primary engine for high performance. Engaged employees are mentally and emotionally invested in the company's success. Suryowibowo and Syakarofath (2024) highlight that the dimensions of vigor and dedication ensure that resources are used effectively. This is consistent with Robbins and Judge (2022), who view engagement as the bridge between personal potential and actual realized performance.

8. *The Indirect Influence of Flexible Working Arrangement on Performance through Work Engagement*

The study found that while FWA improves engagement, it does not statistically support mediation. This suggests FWA impacts performance directly. This aligns with Pratama and Budiono (2026), who argue that in certain industries, FWA is viewed as a functional tool rather than a psychological motivator. Employees may use FWA to complete work more efficiently without necessarily increasing their emotional bond (engagement) as a prerequisite.

9. *The Indirect Influence of Self-Leadership on Performance through Work Engagement*

Similarly, work engagement does not bridge self-leadership and performance. Nur et al. (2026) suggest that for employees with high workloads, self-leadership functions as a survival and discipline mechanism rather than a source of engagement. Consequently, the discipline resulting from self-leadership leads to task completion directly, even if the employee's level of psychological engagement remains static.

10. *The Indirect Influence of Work-Life Balance on Performance through Work Engagement*

The results indicate that work engagement fails to mediate the relationship between WLB and performance. Amira and Maimun (2026) observe that WLB often impacts performance through improved health and reduced stress rather than through the cognitive-emotional pathways of engagement. This emphasizes that for PT Kareb Alam Sejahtera, WLB is a fundamental operational requirement for productivity that produces results independent of engagement levels.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the research that has been conducted, the following conclusions can be drawn: Based on the research conducted at PT Kareb Alam Sejahtera, it can be concluded that Flexible Working Arrangements, Self-Leadership, and Work-Life Balance serve as vital pillars in enhancing both Work Engagement and Employee Performance. These three factors directly empower employees to manage their professional responsibilities more effectively while maintaining personal well-being. Furthermore, Work Engagement is proven to be a significant driver of performance, as employees who feel a deep emotional and mental connection to their roles are more likely to contribute positively to the company's objectives. However, an interesting finding emerges regarding the mediation role of Work Engagement. While all independent variables successfully boost engagement, this engagement does not act as the primary bridge to performance. Instead, the flexibility provided, the strength of individual leadership, and a balanced life impact performance through more direct functional and physical pathways such as reduced stress, better time management, and increased discipline rather than solely through psychological attachment.

To optimize employee outcomes, PT Kareb Alam Sejahtera should prioritize the formalization of structured Flexible Working Arrangement (FWA) policies that align with individual productivity cycles, while simultaneously investing in Self-Leadership development to foster a proactive, independent workforce that thrives without excessive external supervision. Furthermore, the organization must actively cultivate a Work-Life Balance culture that respects personal boundaries, ultimately creating a high-performance environment where employees are not only productive but also resilient and mentally health

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