

Analysis of Work Behavior and Work Adaptation through Job Satisfaction on Productivity

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ABSTRACT

Purpose: This study examines the effects of work behavior and work adaptability on employee productivity, as well as the mediating role of job satisfaction among cargo-handling employees.

Research Method: A quantitative research design was employed using a survey of 150 cargo-handling employees at PT Ika Wahana Mandiri Sidoarjo. Primary data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software.

Results and Discussion: The findings reveal that work behavior positively and significantly influences both job satisfaction and work productivity. Similarly, work adaptability has significant positive effects on job satisfaction and work productivity. Job satisfaction also exerts a positive effect on work productivity and partially mediates the relationship between work behavior and work productivity. However, job satisfaction does not mediate the relationship between work adaptability and work productivity, suggesting that adaptability contributes directly to productivity rather than indirectly through employees' satisfaction.

Implications: Organizations should foster positive work behavior and strengthen employees' adaptability through training and supportive work environments to improve productivity.

Originality: The work productivity literature by simultaneously examining the direct and indirect effects of work behavior and work adaptability through job satisfaction within the cargo-handling industry, an empirical context that remains underexplored.

Keywords: work behavior, work adaptation, job satisfaction, productivity

1. Introduction

Maintaining workforce productivity has become an increasingly important challenge as organizations operate in dynamic, technology-driven, and highly competitive environments. Employees are expected not only to perform assigned tasks efficiently but also to adjust their work behavior to evolving operational procedures and organizational demands. Previous research has identified employee competence, training, work experience, and motivation as important factors associated with workforce productivity (Abubakar, 2018; Wahyuningsih, 2019; Kuswibowo, 2021; Arvianti & Isyanto, 2024). In addition, organizational behavior and innovative work practices can contribute to productivity by supporting employees' capacity to respond to changing workplace requirements (Manoppo *et al.*, 2022; Purnamasari *et al.*, 2025). These findings suggest that productivity depends not only on employees'

technical capabilities but also on their behavioral characteristics and ability to adapt to changing work environments.

Employee productivity is closely associated with constructive work behavior, including discipline, responsibility, cooperation, and commitment to organizational objectives. Studies examining employee behavior and organizational practices have highlighted the importance of work attitudes, communication, and organizational culture in shaping employee performance and productivity (Arum Dani *et al.*, 2023; Ira Fatmawati, 2022; Arinta *et al.*, 2023). Work discipline and motivation may also support consistent task execution and productive performance (Dunggio, 2013; Suryawan & Salsabilla, 2022). Beyond behavioral factors, work adaptability enables employees to respond to changing procedures, technological developments, and operational demands. Research on career adaptability has demonstrated its relevance to employee outcomes and workplace adjustment (Chen *et al.*, 2020a; Lestari, 2021). Similarly, studies have connected adaptability with employee productivity and job satisfaction, suggesting that employees' capacity to adjust to changing work requirements may be an important determinant of effective work performance (Fernanda & Larassaty, 2024; Hammar, 2023). Nevertheless, the mechanisms connecting work behavior and adaptability with productivity require further examination, particularly regarding the potential mediating role of job satisfaction.

Despite the growing literature on employee productivity, work behavior, adaptability, and job satisfaction, several research gaps remain. First, existing studies have examined these relationships across diverse organizational settings, including public institutions, educational organizations, manufacturing companies, and knowledge-intensive workplaces (Abubakar, 2018; Kuswibowo, 2021; Sari & Andriani, 2022; Fernanda & Larassaty, 2024). However, the specific characteristics of manual logistics workers warrant further investigation because their productivity may depend on physical capacity, coordination, procedural compliance, and adaptation to fluctuating operational demands. Second, although job satisfaction has been associated with employee productivity and performance, its explanatory role may vary across occupational and organizational contexts (Muayyad & Gawi, 2017; Nurrohmat & Lestari, 2021; Ardianto *et al.*, 2024). Research has also investigated job satisfaction as a mediating mechanism between adaptability and employee outcomes (Lestari, 2021; Hammar, 2023), as well as between employee behavior and performance (Widyawati, 2025). These findings provide a basis for further examining whether job satisfaction transmits the effects of work behavior and work adaptability to employee productivity in labor-intensive operational settings.

These research gaps are particularly relevant to cargo-handling operations, where employees work in physically demanding environments characterized by fluctuating workloads, safety requirements, and continuous coordination. Evidence from port and cargo-handling settings highlights the importance of operational labor, equipment, and storage-area effectiveness in determining container-handling productivity (Suryantoro *et al.*, 2020). Occupational safety and physical working conditions are also relevant to workers' ability to perform their duties effectively, as demonstrated by studies examining personal protective equipment use and musculoskeletal complaints among cargo-handling workers (Assyahra *et al.*, 2024; Maudy *et al.*, 2021). These operational characteristics indicate that productivity in cargo-handling services cannot be understood solely through technical competence or the availability of equipment. Employees must also maintain disciplined work behavior, adjust to changing task requirements, and sustain positive work attitudes. In this context, PT Ika Wahana Mandiri, a provider of cargo-handling services, has experienced recurring challenges in achieving operational productivity targets. Internal operational evaluations indicate difficulties among some employees in maintaining consistent work behavior and adapting to changing work demands. These circumstances

provide a relevant setting for examining the behavioral and psychological factors associated with workforce productivity.

This study addresses the identified gaps by proposing an integrated model in which work behavior and work adaptability influence employee productivity directly and indirectly through job satisfaction. The proposed relationships are informed by prior evidence connecting employee competence, work behavior, and productivity (Abubakar, 2018; Manoppo *et al.*, 2022), as well as research linking adaptability and job satisfaction to employee outcomes (Lestari, 2021; Fernanda & Larassaty, 2024). Job satisfaction is positioned as a potential psychological mechanism because employees' evaluations of their work experiences may influence their motivation, engagement, and subsequent performance. Previous studies have associated job satisfaction with productivity (Prayudi, 2021; Yusuf & Suwardana, 2023) and employee performance (Halawa & Yokanan, 2024; Rustina *et al.*, 2025). Furthermore, research on employee behavior and job satisfaction provides a basis for investigating whether positive work behavior contributes to productivity partly by improving employees' satisfaction with their jobs (Widyawati, 2025). By focusing on cargo-handling workers, this study extends the investigation of these relationships to a labor-intensive service setting in which physical coordination, safety compliance, and operational adaptability are particularly important.

The study offers theoretical, empirical, and practical contributions. Theoretically, it integrates work behavior and work adaptability within a single framework to explain employee productivity and examines job satisfaction as a mediating mechanism. This approach extends previous research that has investigated the individual relationships between work behavior, adaptability, job satisfaction, and employee outcomes (Lestari, 2021; Fernanda & Larassaty, 2024; Widyawati, 2025). Empirically, the study contributes evidence from cargo-handling services, a setting in which productivity is closely connected to operational coordination, physical working conditions, and safety practices (Suryantoro *et al.*, 2020; Assyahra *et al.*, 2024; Maudy *et al.*, 2021). Practically, the findings may inform managerial initiatives aimed at strengthening employee discipline, adaptability, and job satisfaction to support more consistent productivity. Such initiatives are also relevant to the broader objective of promoting productive employment and decent work under Sustainable Development Goal 8. Accordingly, this study examines the direct effects of work behavior and work adaptability on employee productivity, their relationships with job satisfaction, and the mediating role of job satisfaction among cargo-handling workers at PT Ika Wahana Mandiri.

The remainder of this study is organized as follows. Section 2 provides literature review and hypothesis development. Section 3 presents research methodology. Section 4 displays empirical result and discussion. Section 5 wrap up the paper.

2. Literature Review and Hypothesis Development

2.1 Literature Review

This study is grounded in the Job Demands–Resources (JD-R) Theory, which explains how job demands and available resources shape employees' well-being, motivation, and work outcomes. Within this perspective, personal resources can help employees manage workplace challenges, maintain positive work attitudes, and perform their responsibilities effectively. Work behavior and work adaptability are examined as individual-level factors that may facilitate employees' responses to organizational demands. Previous studies have linked employee behavior, motivation, and organizational conditions

with employee performance and productivity (Setyo Widodo & Yandi, 2022; Manoppo *et al.*, 2022). Research has also connected adaptability and job satisfaction with employee outcomes, providing a basis for examining job satisfaction as a potential mechanism linking employees' behavioral and adaptive capabilities to productivity (Lestari, 2021; Fernanda & Larassaty, 2024). Accordingly, this study integrates these constructs to explain employee productivity in a labor-intensive service setting.

2.1.1 Work Behavior

Work behavior refers to employees' actions and behavioral tendencies demonstrated when carrying out their organizational responsibilities. It includes work discipline, responsibility, cooperation, initiative, and compliance with organizational expectations. These behaviors are important because they influence how employees execute tasks, interact with colleagues, and respond to workplace requirements. Research on employee work behavior has highlighted the relevance of organizational communication, ethical leadership, and workplace attitudes in shaping employees' behavioral responses (Ira Fatmawati, 2022; Hikmat & Salam, 2024). Furthermore, studies of work discipline and employee productivity suggest that behavioral consistency can be important for maintaining effective work performance (Dunggio, 2013; Suryawan & Salsabilla, 2022). Work behavior may also influence employees' evaluations of their work experiences. Employees who demonstrate responsibility, cooperation, and professionalism may develop more constructive workplace relationships and experience greater compatibility between their behavior and organizational expectations. These experiences may contribute to job satisfaction, although the strength of this relationship may depend on working conditions and organizational support. Widyawati (2025) examined employee behavior in relation to employee performance, with job satisfaction as a mediating variable, providing a relevant empirical basis for investigating this behavioral mechanism. Similarly, research on job attitudes and job satisfaction has considered their relationships with employee performance (Halawa & Yokanan, 2024). Work behavior may also contribute directly to productivity by promoting consistent task execution and adherence to operational procedures. Nevertheless, these relationships require further examination among employees whose productivity depends on coordination, physical effort, and compliance with operational requirements.

2.1.2 Work Adaptability

Work adaptability refers to employees' capacity to adjust their behavior, working methods, and responses to changing job requirements and workplace conditions. It involves learning new skills, responding to unfamiliar situations, and modifying work practices when existing procedures or demands change. Research on career adaptability has established its relevance to individuals' responses to changing career circumstances and work-related experiences (Chen *et al.*, 2020b; Zhao *et al.*, 2024). Although career adaptability and work adaptability are conceptually related, they are not identical; the present study focuses specifically on employees' adjustment to operational requirements. Adaptability may contribute to job satisfaction because employees who can manage changes effectively may experience greater confidence in performing their responsibilities and less difficulty responding to unexpected demands. Evidence from studies of work adaptation and job satisfaction provides support for examining this relationship in organizational settings (Lestari, 2021; Hammar, 2023). Adaptability may also support productivity by enabling employees to adjust task execution to changing workloads and operational procedures. Fernanda and Larassaty (2024) investigated knowledge-worker productivity in relation to adaptability and job satisfaction, offering relevant evidence for the

connections among these constructs. Ismail and Sekarsari (2022) further examined employee adaptation in the context of remote working and technostress, illustrating the importance of adjustment to changing work arrangements. However, findings from knowledge-intensive and remote-working settings cannot automatically be generalized to physically demanding occupations. Investigating work adaptability among cargo-handling employees therefore provides an opportunity to examine its relevance in an operational environment characterized by physical demands and procedural coordination.

2.1.3 Job Satisfaction

Job satisfaction refers to employees' overall evaluation of their jobs and work experiences. It reflects their perceptions of working conditions, compensation, relationships with colleagues and supervisors, and other aspects of employment. Job satisfaction is important because employees' evaluations of their work may influence their motivation, commitment, and willingness to maintain effective performance. Previous research has examined the relationship between job satisfaction and employee performance in different organizational settings (Nurrohmat & Lestari, 2021; Ardianto et al., 2024). Other studies have investigated the association between job satisfaction, work motivation, and employee productivity (Prayudi, 2021; Yusuf & Suwardana, 2023). In addition to its direct relationship with employee outcomes, job satisfaction may serve as an intervening mechanism through which workplace characteristics and employee capabilities influence productivity. Employees who are satisfied with their work may be more willing to invest effort, maintain task consistency, and contribute to organizational objectives. Research on workload, motivation, and job satisfaction has examined the role of satisfaction in explaining employee outcomes (Hammar, 2023; Souisa et al., 2025). Similarly, Fatihah and Fu'ad (2025) investigated job satisfaction in relation to innovative work behavior and sustainable performance. These studies provide a basis for examining job satisfaction as a potential mediator. However, its mediating role should be evaluated separately for work behavior and work adaptability because the mechanisms through which these two antecedents influence productivity may differ.

2.1.4 Employee Productivity

Employee productivity refers to the extent to which employees efficiently and effectively perform their responsibilities and generate expected work outputs. It encompasses the quantity and quality of completed tasks, timeliness, and the ability to meet operational requirements. Productivity is influenced by employees' competencies and by organizational conditions that facilitate or constrain task execution. Previous research has associated employee competence, training, and work experience with productivity, emphasizing the importance of employees' capabilities in achieving work targets (Abubakar, 2018; Wahyuningsih, 2019; Arvianti & Isyanto, 2024). Work discipline, motivation, and organizational commitment have also been investigated as factors associated with productive performance (Dunggio, 2013; Perkasa et al., 2022). In labor-intensive service industries, productivity additionally depends on employees' capacity to maintain consistent performance under changing operational conditions. Evidence from container-handling operations indicates that labor availability, handling equipment, and the effectiveness of storage areas are relevant to cargo-handling productivity (Suryantoro et al., 2020). Physical working conditions and occupational safety are also important considerations in this setting, as reflected in research on musculoskeletal complaints and personal protective equipment among cargo-handling workers (Maudy et al., 2021; Assyakra et al., 2024). These

operational characteristics suggest that productivity should be examined alongside employees' behavioral and psychological attributes. Accordingly, the present study investigates whether work behavior and work adaptability are associated with employee productivity and whether job satisfaction helps explain these relationships.

2.2 Hypothesis Development

Positive work behavior may contribute to job satisfaction by creating more constructive interactions and improving employees' experiences within the workplace. Employees who demonstrate responsibility, cooperation, and compliance with organizational procedures may experience fewer interpersonal difficulties and greater alignment with organizational expectations. These behavioral characteristics can facilitate coordination and support a more favorable evaluation of work experiences. Previous research has examined employee behavior in relation to employee performance and job satisfaction, including the potential mediating role of job satisfaction (Widyawati, 2025). Research on job attitudes and job satisfaction also provides a relevant basis for considering how employees' behavioral orientations relate to their workplace evaluations (Halawa & Yokanan, 2024). From the JD-R perspective, constructive work behavior may function as a personal resource that helps employees manage workplace demands and sustain positive work experiences. When employees can perform their responsibilities effectively and maintain constructive relationships, they may evaluate their jobs more favorably. Nevertheless, the relationship is not necessarily automatic because job satisfaction may also depend on compensation, supervision, and working conditions.

H1: Work behavior positively influences job satisfaction.

Work adaptability may enhance job satisfaction by enabling employees to respond more effectively to changing job requirements. Employees who can modify their working methods, learn new procedures, and manage unexpected operational challenges may experience greater confidence in fulfilling their responsibilities. Such capabilities can make changes more manageable and reduce the difficulties associated with unfamiliar work situations. Research on career adaptability and employee outcomes provides a conceptual basis for understanding how adaptive capabilities relate to work-related experiences (Chen *et al.*, 2020; Zhao *et al.*, 2024). Empirical studies have also examined work adaptability in relation to job satisfaction and employee outcomes (Lestari, 2021; Hammar, 2023). Under the JD-R framework, adaptability can be understood as a personal resource that helps employees cope with job demands. Employees with stronger adaptive capabilities may be better positioned to manage operational changes without experiencing the same level of difficulty as employees who struggle to adjust. Successful adjustment may subsequently contribute to more favorable evaluations of their jobs. This relationship is particularly relevant when employees must respond to fluctuating workloads and changing operational procedures.

H2: Work adaptability positively influences job satisfaction.

Job satisfaction may contribute to employee productivity by strengthening employees' willingness to invest effort in completing their responsibilities. Employees who evaluate their work experiences positively may be more motivated to maintain consistent performance, cooperate with colleagues, and pursue organizational targets. Conversely, dissatisfaction may weaken employees' willingness to sustain the effort required for effective task execution. Previous studies have examined the relationship between job satisfaction and productivity, including evidence from organizational and

employee-level settings (Muayyad & Gawi, 2017; Prayudi, 2021; Yusuf & Suwardana, 2023). Research has also investigated the association between job satisfaction and employee performance (Nurrohmat & Lestari, 2021). The JD-R framework provides a motivational explanation for this relationship: favorable work experiences can support employees' motivation to perform their duties effectively. In cargo-handling operations, employees' willingness to maintain effort and coordinate with others may be important for meeting productivity targets while following established procedures. However, satisfaction alone does not guarantee higher productivity because operational resources, equipment, and physical working conditions may also constrain performance. Nevertheless, job satisfaction is expected to contribute positively to productivity.

H3: Job satisfaction positively influences employee productivity.

Work behavior may influence employee productivity directly by shaping how employees execute their responsibilities. Employees who demonstrate discipline, responsibility, cooperation, and compliance with organizational procedures may complete tasks more consistently and reduce avoidable operational disruptions. Constructive work behavior can also facilitate coordination among employees, which is particularly important when tasks depend on cooperation and adherence to shared procedures. Previous research has examined the relationship between work discipline and productivity (Dunggio, 2013), while studies of innovative work behavior have investigated its association with employee productivity (Manoppo *et al.*, 2022; Purnamasari *et al.*, 2025). Within the JD-R framework, constructive behavioral characteristics may support effective task execution by helping employees manage work demands and use available resources efficiently. In cargo-handling operations, employees' discipline and cooperation may contribute to the continuity of operational activities and consistent completion of assigned tasks. Although productivity is also influenced by physical and organizational resources, employees' behavior remains a potentially important determinant of how effectively these resources are used.

H4: Work behavior positively influences employee productivity.

Work adaptability may improve employee productivity by enabling employees to adjust their task execution to changing operational requirements. Adaptive employees can learn new procedures, modify their working methods, and respond to unexpected situations without relying exclusively on established routines. These capabilities may help maintain work effectiveness when workloads fluctuate or operational conditions change. Research on adaptability has examined its relationship with employee outcomes, while studies of knowledge-worker productivity have considered adaptability and job satisfaction as relevant explanatory factors (Lestari, 2021; Fernanda & Larassaty, 2024). From a JD-R perspective, adaptability represents a potential personal resource that enables employees to cope with job demands and maintain effective performance. This capability may be especially relevant in cargo-handling operations, where employees must coordinate activities and adjust to changing operational requirements. Nevertheless, the productivity benefits of adaptability may depend on the availability of appropriate equipment, clear procedures, and adequate organizational support. Subject to these conditions, stronger work adaptability is expected to be associated with higher productivity.

H5: Work adaptability positively influences employee productivity.

Work behavior may influence employee productivity not only directly but also indirectly through job satisfaction. Employees who consistently demonstrate responsibility, discipline, and cooperation may experience more constructive workplace interactions and a stronger sense of

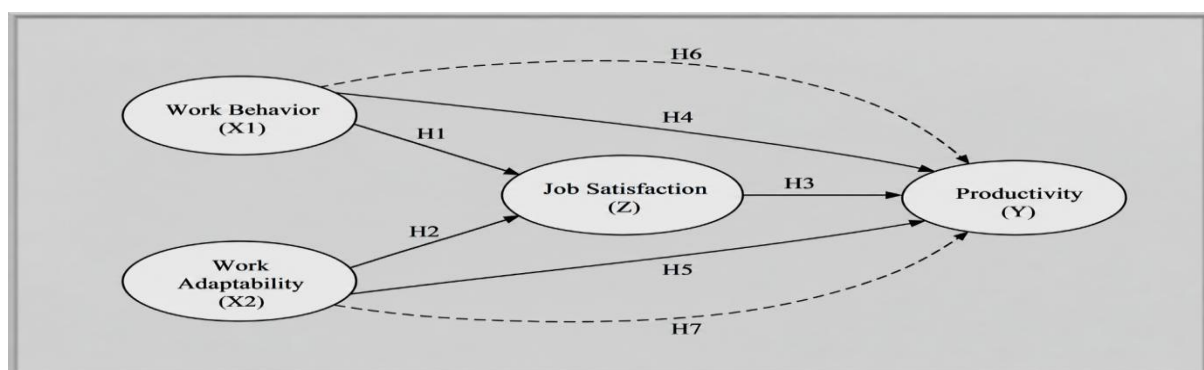
compatibility with organizational expectations. These experiences may increase job satisfaction, which can subsequently strengthen employees' motivation to complete their responsibilities effectively. Research examining employee behavior and job satisfaction as a mediating variable provides a relevant empirical basis for investigating this indirect relationship (Widyawati, 2025). Other studies linking job satisfaction with productivity support the proposed connection between employees' work experiences and their productive outcomes (Prayudi, 2021; Yusuf & Suwardana, 2023). The JD-R framework offers a theoretical explanation for this mechanism. Constructive work behavior may help employees manage workplace demands, while job satisfaction represents a favorable work-related state that can support motivational processes. Consequently, employees' positive behavioral characteristics may be translated into higher productivity partly because they experience greater satisfaction with their jobs. This argument does not imply that all behavioral effects operate through satisfaction; work behavior may also influence productivity directly through discipline, cooperation, and procedural compliance.

H6: Job satisfaction mediates the relationship between work behavior and employee productivity.

Job satisfaction may also mediate the relationship between work adaptability and employee productivity. Employees who can adjust effectively to changing work requirements may experience greater confidence in handling operational challenges and may evaluate their work experiences more favorably. These positive evaluations can strengthen their motivation to perform tasks effectively, providing a potential pathway through which adaptability contributes to productivity. Previous research has examined adaptability in relation to job satisfaction and employee outcomes, including the mediating role of job satisfaction in the relationship between career adaptability and employee performance (Lestari, 2021; Hammar, 2023). Evidence concerning knowledge-worker productivity also provides a relevant basis for considering adaptability and job satisfaction jointly (Fernanda & Larassaty, 2024). Under the JD-R framework, adaptability may help employees cope with changing job demands, while job satisfaction may support the motivational process through which this capability translates into productive performance. When employees successfully adjust to operational changes, their improved work experiences may encourage more consistent effort and effective task completion. However, adaptability may also affect productivity independently of satisfaction because employees can modify their work practices directly in response to changing conditions. Job satisfaction is therefore proposed as a potential, rather than necessarily exclusive, explanatory mechanism.

H7: Job satisfaction mediates the relationship between work adaptability and employee productivity.

Figure 1. Conceptual Framework



Source: created by authors (2026)

3. Research Method

3.1 Research Design and Sample

This study employed a quantitative research design using a cross-sectional survey to examine the relationships among work behavior, work adaptability, job satisfaction, and employee productivity. A survey approach was considered appropriate because it enables the collection of standardized responses from employees and facilitates empirical testing of the proposed structural model. The research was conducted at PT Ika Wahana Mandiri, a company providing cargo-handling services in Indonesia. The target population consisted of cargo-handling employees actively involved in operational activities. Respondents were selected using purposive sampling to ensure that participants possessed sufficient work experience to evaluate the research constructs. The inclusion criteria required respondents to (1) be active cargo-handling employees of PT Ika Wahana Mandiri, (2) have at least five years of working experience, and (3) possess a minimum educational qualification equivalent to senior high school. A total of 150 valid questionnaires were collected and used for statistical analysis. This sample size satisfies the minimum recommendation for Partial Least Squares Structural Equation Modeling (PLS-SEM), which is appropriate for predictive research involving complex mediation models and relatively moderate sample sizes.

3.2 Data Collection

Primary data were collected through a structured self-administered questionnaire distributed directly to respondents after obtaining permission from company management. All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data, including company operational information and workforce characteristics, were obtained from internal company documents to provide contextual support for the analysis.

3.3 Measurement of Variables

The measurement instruments were adapted from previously validated studies to ensure content validity. Minor modifications were made to accommodate the operational characteristics of cargo-handling employees while preserving the conceptual meaning of each construct. **Table 1** provides the measurement instruments and definitions.

3.4 Data Analysis

The proposed research model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because it is suitable for predictive research, accommodates relatively small to medium sample sizes, and enables simultaneous estimation of measurement and structural models. The analysis followed the two-stage approach recommended by Hair *et al.* First, the measurement model was evaluated by examining indicator reliability, internal consistency reliability (Cronbach's alpha and Composite Reliability), convergent validity (Average Variance Extracted), and discriminant validity using the Heterotrait–Monotrait Ratio (HTMT). Second, the structural model was assessed by examining multicollinearity (Variance Inflation Factor), path coefficients, coefficients of determination (R^2), predictive relevance (Q^2), effect sizes (f^2), and the significance of direct and indirect effects using the bootstrapping procedure with 5,000 resamples. The

mediating role of job satisfaction was evaluated by testing the significance of the indirect effects and comparing them with the direct relationships among the constructs.

Table 1. Instrument Measurement and Definition

Construct	Operational Definition	Dimensions/Indicators	Sources
Work Behavior	Employees' observable behaviors that support effective job performance and compliance with organizational standards.	Cooperative-social skills, work quality, work habits, personal presentation	Widyawati (2026)
Work Adaptability	Employees' capability to adjust to changing work environments, procedures, technologies, and operational demands.	Ability to manage change, agility, workplace adjustment	Sari & Andriani (2022); Dede Abdurahman (2025)
Job Satisfaction	Employees' overall positive evaluation of their work experiences and organizational environment.	Compensation, co-worker relationships, work environment	Dede Abdurahman (2025)
Employee Productivity	Employees' effectiveness and efficiency in accomplishing assigned work according to organizational performance standards.	Effectiveness, efficiency, work quality	Fernanda & Larassaty (2024)

Source: Author's own work (2026)

4. Results and Discussion

4.1 Analysis Results

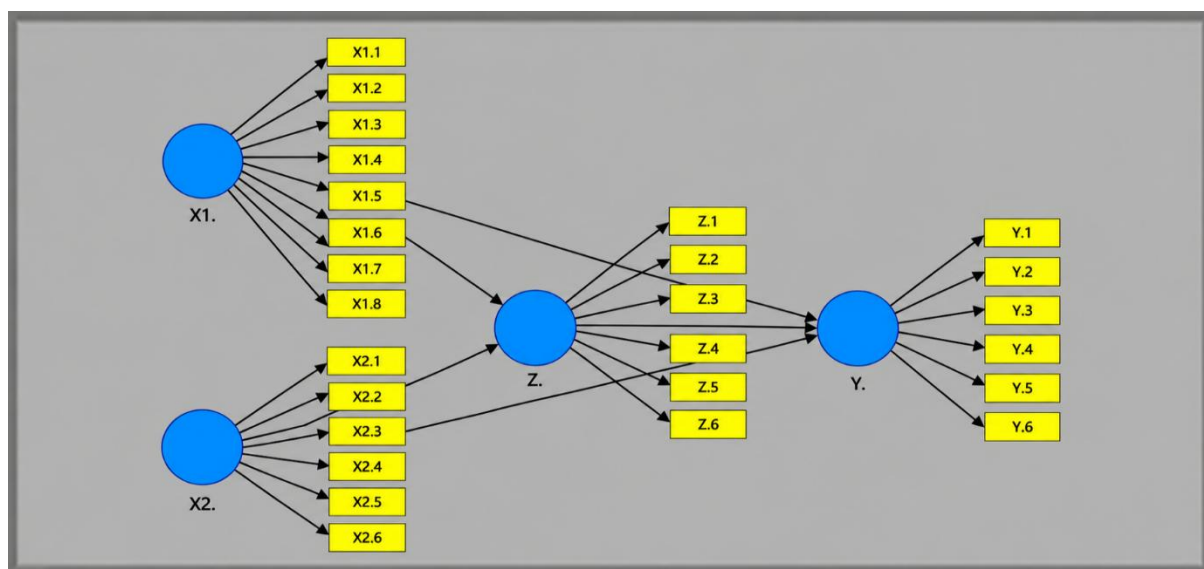
4.1.1 Respondent Characteristics

The demographic profile of the respondents is presented in **Table 2**. Of the 150 respondents, 94.7% were male, while 5.3% were female, indicating that the workforce of PT Ika Wahana Mandiri is predominantly composed of male employees. In terms of age, the largest proportion of respondents was between 21 and 30 years (38.7%), followed by those aged 31–40 years (30.7%). This distribution suggests that the majority of respondents were within the productive working-age population. Regarding educational attainment, 78.7% of the respondents had completed senior high school, while 14.7% held diploma qualifications and 6.6% possessed bachelor's degrees. These figures reflect the educational profile of cargo-handling employees included in the study. With respect to work experience, 42.7% of respondents had worked for 1–5 years, followed by 32.0% with 6–10 years of experience. Overall, the demographic characteristics indicate that the sample consisted primarily of experienced operational employees with sufficient familiarity with the company's work procedures and operational environment.

Table 2. Respondent Characteristics

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	142	94.7
	Female	8	5.3
Age	< 21 years	12	8
	21–30 years	58	38.7
	31–40 years	46	30.7
	41–50 years	24	16
	> 50 years	10	6.6
Education	Senior High School	118	78.7
	Diploma	22	14.7
	Bachelor's Degree	10	6.6
Work Experience	1–5 years	64	42.7
	6–10 years	48	32
	11–15 years	24	16
	> 15 years	14	9.3

Figure 1 illustrates the proposed structural model estimated using SmartPLS. The model consists of four latent constructs, namely work behavior, work adaptability, job satisfaction, and employee productivity, measured using reflective indicators. The structural model specifies both the direct effects of work behavior and work adaptability on job satisfaction and employee productivity, as well as the mediating role of job satisfaction in explaining employee productivity.

Figure 1. Research Model

4.1.2 Outer Loading Result

Prior to evaluating the structural relationships, the measurement model was assessed to ensure the reliability and validity of the reflective constructs. Following the recommendations of Hair *et al.* (2022), indicator reliability was first examined by evaluating the standardized outer loadings of each measurement item. Indicators with outer loading values exceeding the recommended threshold of 0.70

were considered adequate representations of their respective latent constructs. The results of the outer loading assessment are presented in **Table 3**.

Table 3. Outer Loading

Indicator	Work Behavior (X1)	Work Adaptability (X2)	Job Satisfaction (Z)	Productivity (Y)
X1-1	0.819			
X1-2	0.782			
X1-3	0.778			
X1-4	0.821			
X1-5	0.827			
X1-6	0.817			
X1-7	0.813			
X1-8	0.828			
X2-1		0.800		
X2-2		0.900		
X2-3		0.888		
X2-4		0.840		
X2-5		0.870		
X2-6		0.822		
Y1			0.889	
Y2			0.793	
Y3			0.916	
Y4			0.895	
Y5			0.830	
Y6			0.870	
Z1				0.830
Z2				0.790
Z3				0.783
Z4				0.830
Z5				0.833
Z6				0.831

Source: created by authors (2026)

4.1.3 Construct Reliability and Validity

As presented in **Table 3**, all measurement indicators exhibited standardized outer loading values exceeding the recommended threshold of 0.70, indicating satisfactory indicator reliability. The outer loadings ranged from 0.778 to 0.916, demonstrating that each indicator adequately represented its corresponding latent construct. Consequently, all measurement items were retained for subsequent analyses, as no indicator failed to meet the recommended loading criterion.

Following the assessment of indicator reliability, the internal consistency reliability and convergent validity of the constructs were evaluated using Cronbach's alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). The results reported in **Table 4** show that Cronbach's alpha values ranged from 0.900 to 0.933, while Composite Reliability values ranged from 0.923 to 0.947, both exceeding the recommended threshold of 0.70. Furthermore, all constructs achieved AVE values between 0.657 and 0.751, surpassing the minimum criterion of 0.50. These findings confirm that the measurement model demonstrates satisfactory internal consistency reliability and

convergent validity, indicating that the latent constructs adequately capture the variance of their respective indicators and are appropriate for structural model evaluation.

Table 4. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Behavior (X1)	0.925	0.926	0.939	0.657
Work Adaptability (X2)	0.926	0.928	0.942	0.73
Job Satisfaction (Z)	0.933	0.935	0.947	0.751
Employee Productivity (Y)	0.9	0.9	0.923	0.667

Source: created by authors (2026)

The results presented in Table 4 demonstrate satisfactory internal consistency reliability and convergent validity for all constructs. Specifically, Cronbach's alpha values ranged from 0.900 to 0.933, while Composite Reliability (CR) values ranged from 0.923 to 0.947, both exceeding the recommended threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) values varied between 0.657 and 0.751, surpassing the minimum criterion of 0.50. These findings indicate that each latent construct exhibits adequate internal consistency and explains more than half of the variance in its respective indicators. Accordingly, the measurement model satisfies the recommended criteria for reliability and convergent validity, providing a robust foundation for evaluating the structural model.

Following the assessment of the measurement model, the structural model was evaluated by examining the coefficient of determination (R^2) as presented on **Table 5**. The R^2 statistic measures the proportion of variance in endogenous constructs explained by the exogenous variables, thereby indicating the explanatory power of the proposed model. Higher R^2 values reflect greater predictive accuracy and stronger explanatory capability of the structural relationships among the constructs.

Table 5. Coefficient Determination Test

Endogenous Construct	R^2	Adjusted R^2
Job Satisfaction (Z)	0.983	0.983
Employee Productivity (Y)	0.979	0.979

Source: created by authors (2026)

The results presented in Table 5 indicate that the proposed structural model possesses substantial explanatory power. Specifically, work behavior and work adaptability jointly explain 98.3% of the variance in job satisfaction ($R^2 = 0.983$), suggesting that these two antecedent constructs account for nearly all variation in employees' job satisfaction. Likewise, work behavior, work adaptability, and job satisfaction collectively explain 97.9% of the variance in employee productivity ($R^2 = 0.979$). The negligible differences between the R^2 and adjusted R^2 values further indicate that the model is stable and not substantially affected by model complexity. Overall, these findings demonstrate that the proposed structural model exhibits exceptionally high explanatory power in predicting both job satisfaction and employee productivity.

Following the assessment of the coefficient of determination, the structural model was further evaluated using effect size (f^2) analysis. The f^2 statistic measures the relative contribution of each exogenous construct to the explained variance of the endogenous constructs by examining the change in R^2 when a predictor is removed from the model. According to Cohen (1988), f^2 values of 0.02, 0.15,

and 0.35 indicate small, medium, and large effect sizes, respectively. Therefore, the f^2 analysis provides additional evidence regarding the relative importance of each predictor in explaining the endogenous constructs beyond statistical significance alone.

Table 6. Effect Size (f^2)

Structural Relationship	Effect Size (f^2)
Work Behavior → Employee Productivity	0.42
Work Behavior → Job Satisfaction	0.68
Work Adaptability → Employee Productivity	0.55
Work Adaptability → Job Satisfaction	0.39
Job Satisfaction → Employee Productivity	0.46

Source: created by authors (2026)

The results presented in **Table 6** indicate that all structural relationships exhibit large effect sizes ($f^2 > 0.35$) based on Cohen's (1988) guidelines. These findings suggest that each exogenous construct makes a substantial contribution to explaining the variance of the corresponding endogenous constructs.

Among the examined relationships, work behavior demonstrated the strongest effect on job satisfaction ($f^2 = 0.680$), followed by its effect on employee productivity ($f^2 = 0.420$). Similarly, work adaptability exerted a large effect on both employee productivity ($f^2 = 0.550$) and job satisfaction ($f^2 = 0.390$). Furthermore, job satisfaction exhibited a substantial effect on employee productivity ($f^2 = 0.460$), highlighting its important role in enhancing employees' work outcomes. Collectively, these results indicate that work behavior, work adaptability, and job satisfaction each contribute meaningfully to the explanatory power of the proposed structural model.

4.1.4 Hypothesis Testing

4.1.4.1 Testing Direct Effect

Following the evaluation of effect sizes, the significance of the hypothesized relationships was assessed through path coefficient analysis using the bootstrapping procedure in SmartPLS. The significance of each structural path was evaluated based on the standardized path coefficient (β), t-statistic, and p-value. In accordance with Hair *et al.* (2022), hypotheses were considered statistically supported when the t-statistic exceeded 1.96 and the p-value was below 0.05.

The results of the bootstrapping analysis presented in **Table 7** provide empirical support for all proposed hypotheses. Specifically, work behavior exhibited a positive and significant effect on job satisfaction ($\beta = 0.742$, $t = 9.160$, $p < 0.001$), thereby supporting H1. Similarly, work adaptability was found to positively influence job satisfaction ($\beta = 0.701$, $t = 7.966$, $p < 0.001$), providing support for H2. These findings suggest that employees who demonstrate constructive work behavior and greater adaptability are more likely to experience higher levels of job satisfaction.

The analysis further indicates that job satisfaction positively affects employee productivity ($\beta = 0.688$, $t = 7.242$, $p < 0.001$), confirming H3. This result highlights the important role of employees' positive work-related attitudes in enhancing individual productivity. In addition, work behavior directly and positively influences employee productivity ($\beta = 0.631$, $t = 6.123$, $p < 0.001$), supporting H4, while work adaptability also demonstrates a significant positive effect on employee productivity ($\beta = 0.684$, t

= 7.435, $p < 0.001$), supporting H5. Collectively, these findings indicate that both behavioral and adaptive capabilities contribute directly to higher employee productivity, while simultaneously fostering job satisfaction.

Table 7. Results of Hypothesis Testing (Direct Effects)

Hypothesis	Structural Path	Path Coefficient (β)	Sample Mean	Standard Deviation	t-value	p-value	Decision
H1	Work Behavior → Job Satisfaction	0.742	0.735	0.081	9.16	<0.001	Supported
H2	Work Adaptability → Job Satisfaction	0.701	0.696	0.088	7.966	<0.001	Supported
H3	Job Satisfaction → Employee Productivity	0.688	0.682	0.095	7.242	<0.001	Supported
H4	Work Behavior → Employee Productivity	0.631	0.626	0.103	6.123	<0.001	Supported
H5	Work Adaptability → Employee Productivity	0.684	0.679	0.092	7.435	<0.001	Supported

Source: created by authors (2026)

4.1.4.2 Mediating Testing

The results of the mediation analysis presented in **Table 8** indicate that job satisfaction significantly mediates the relationship between work behavior and employee productivity. The indirect effect of work behavior on employee productivity through job satisfaction was positive and statistically significant ($\beta = 0.572$, $t = 5.086$, $p < 0.001$), thereby supporting H6. This finding suggests that employees who exhibit more constructive work behavior are more likely to experience higher levels of job satisfaction, which subsequently enhances their productivity. Because the direct effect of work behavior on employee productivity remained statistically significant, the mediating role of job satisfaction can be classified as partial mediation.

Similarly, job satisfaction was found to partially mediate the relationship between work adaptability and employee productivity. The indirect effect was positive and statistically significant ($\beta = 0.318$, $t = 5.213$, $p < 0.001$), providing empirical support for H7. This result indicates that employees with greater adaptability to changing work environments, operational procedures, and organizational demands tend to report higher job satisfaction, which in turn contributes to improved productivity. The persistence of the significant direct effect between work adaptability and employee productivity further confirms that job satisfaction functions as a partial mediator, implying that work adaptability enhances productivity through both direct and indirect pathways.

Table 8. Results of Mediation Analysis (Indirect Effects)

Hypothesis	Indirect Path	Indirect Effect (β)	Sample Mean	Standard Deviation	t-value	p-value	Decision
H6	Work Behavior → Job Satisfaction	0.572	0.567	0.112	5.086	<0.001	Supported
H7	Employee Productivity → Work Adaptability → Job Satisfaction	0.318	0.315	0.061	5.213	<0.001	Supported

Source: created by authors (2026)

Overall, the mediation analysis demonstrates that job satisfaction serves as an important psychological mechanism through which work behavior and work adaptability contribute to employee productivity. However, because both direct and indirect effects remain significant, job satisfaction does not fully explain these relationships, indicating that additional mechanisms may also influence employee productivity within the organizational context examined.

4.2 Discussion

4.2.1 Work Behavior and Job Satisfaction

The empirical findings demonstrate that work behavior positively and significantly influences job satisfaction, thereby supporting H1. This result indicates that employees who consistently exhibit constructive work behaviors, including cooperation, adherence to operational procedures, responsibility, and professionalism, are more likely to experience higher levels of job satisfaction. Positive work behavior enables employees to perform their duties more effectively while fostering favorable interactions with colleagues and supervisors, ultimately enhancing their psychological evaluation of the workplace. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which argues that positive behavioral resources help employees manage job demands more effectively, thereby reducing work-related strain and improving positive work-related attitudes. Employees who demonstrate constructive work behaviors possess valuable personal resources that facilitate smoother task completion, stronger interpersonal relationships, and greater confidence in accomplishing organizational objectives. These conditions contribute to a more positive work experience, which is reflected in higher job satisfaction.

The present findings are consistent with previous studies reporting positive relationships between work behavior and job satisfaction (e.g., Widyawati, 2026; Halawa & Yokanan, 2024; Rahmawati & Wahjono, 2025). However, they differ from studies that reported insignificant relationships (e.g., Hartono, 2023; Susanto & Widjaja, 2025). These discrepancies may be attributed to differences in organizational context. Unlike office-based organizations, cargo-handling operations require intensive

teamwork, strict compliance with operational procedures, and continuous coordination among employees. Consequently, positive work behavior becomes more directly associated with employees' perceptions of successful job performance and workplace satisfaction. From a managerial perspective, these findings suggest that organizations should not solely emphasize technical competence but should also promote behavioral development through teamwork, professional conduct, and compliance with operational standards. Strengthening these behavioral dimensions is likely to improve employees' psychological well-being and, consequently, their job satisfaction.

4.2.2 Work Adaptability and Job Satisfaction

The findings further indicate that work adaptability exerts a positive and significant effect on job satisfaction, supporting H2. Employees who are capable of adapting to changes in work procedures, organizational requirements, and technological developments tend to experience greater satisfaction with their jobs. Adaptive employees are generally better equipped to cope with uncertainty and operational changes, enabling them to maintain positive perceptions of their work environment despite changing organizational conditions. This result also supports the Job Demands–Resources Theory, which considers adaptability an important personal resource that enables employees to cope effectively with increasing job demands. Employees with stronger adaptive capability perceive organizational changes as manageable challenges rather than stressful disruptions. Consequently, they experience lower psychological strain and develop more favorable attitudes toward their work, resulting in higher job satisfaction. The present findings corroborate previous studies demonstrating positive relationships between work adaptability and job satisfaction (e.g., Zhao *et al.*, 2024). However, they differ from studies reporting weak or insignificant relationships (e.g., Fernanda & Larassaty, 2024; Ardani *et al.*, 2024). One possible explanation is that adaptability becomes substantially more important in operational environments characterized by continuous procedural adjustments, fluctuating workloads, and evolving technologies. Under such conditions, employees' ability to adjust rapidly to changing work demands becomes an important determinant of their overall work experience and satisfaction.

These findings also provide an important contribution to the literature by extending existing evidence beyond knowledge-intensive and office-based occupations. Previous studies have predominantly examined work adaptability among administrative employees, healthcare professionals, or service workers. By focusing on cargo-handling employees operating in physically demanding environments, this study demonstrates that adaptability remains an essential determinant of job satisfaction regardless of occupational context.

4.2.3 Job Satisfaction and Employee Productivity

The findings reveal that job satisfaction positively and significantly influences employee productivity, thereby supporting H3. This result suggests that employees who experience greater satisfaction with their work are more likely to achieve higher levels of productivity. Job satisfaction fosters positive work-related attitudes, enhances intrinsic motivation, and encourages employees to exert greater effort in accomplishing organizational objectives. Consequently, satisfied employees are more capable of maintaining consistent work performance and achieving operational targets. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which proposes that positive psychological states generated by adequate personal and organizational resources translate into improved work performance. Employees who perceive their work environment positively are more motivated to invest

physical and psychological effort in their daily tasks, thereby enhancing productivity. In labor-intensive operational settings such as cargo-handling services, where employees frequently encounter physically demanding tasks and time-sensitive operations, job satisfaction functions as an important motivational resource that sustains work effectiveness. The present findings are consistent with previous empirical studies reporting a positive association between job satisfaction and employee productivity (e.g., Yani & Suwanto, 2025; Norviandy & Prastika, 2025; Ardianto *et al.*, 2024; Yusuf & Suwardana, 2023; Souisa *et al.*, 2025). Beyond confirming previous evidence, this study extends the literature by demonstrating that the relationship remains robust among cargo-handling employees, whose productivity depends not only on technical competence but also on positive psychological conditions that enable them to perform consistently under demanding operational environments. From a managerial perspective, these findings suggest that organizations should strengthen policies that enhance employees' job satisfaction through supportive working conditions, fair compensation systems, and positive interpersonal relationships. Such initiatives are likely to improve employees' motivation and ultimately contribute to higher operational productivity.

4.2.4 Work Behavior and Employee Productivity

The empirical results further demonstrate that work behavior has a positive and significant effect on employee productivity, providing support for H4. Employees who consistently display constructive work behavior—including responsibility, cooperation, discipline, and professionalism—are more likely to complete their tasks effectively and efficiently. These behavioral characteristics facilitate smoother operational processes, reduce unnecessary work disruptions, and improve overall organizational performance. This finding is also supported by the Job Demands–Resources Theory, which considers positive work behavior as an important personal resource that enables employees to cope effectively with demanding work environments. Constructive work behavior enhances employees' ability to coordinate with colleagues, comply with operational procedures, and maintain high-quality work performance, all of which contribute directly to improved productivity. In cargo-handling operations, where activities require close coordination and strict adherence to safety and operational standards, positive work behavior becomes particularly important for maintaining service efficiency. The findings are consistent with previous research reporting that work behavior positively influences employee productivity (e.g., Purnamasari *et al.*, 2025). However, the present study contributes additional evidence by demonstrating that this relationship remains significant within labor-intensive logistics operations, an organizational context that has received relatively limited attention in previous human resource management research. These findings highlight the importance of fostering constructive work behavior through continuous training, professional development, and organizational support. By encouraging cooperation, responsibility, and professional conduct, organizations can strengthen employees' behavioral resources, thereby improving operational productivity and supporting long-term organizational performance.

4.2.5 Work Adaptability and Employee Productivity

The findings indicate that work adaptability has a positive and significant effect on employee productivity, thereby supporting H5. This result suggests that employees who can effectively adjust to changes in organizational procedures, technological developments, and operational demands are more likely to achieve higher levels of productivity. Adaptive employees are better able to maintain work

performance despite changing operational conditions because they can quickly acquire new knowledge, modify work practices, and respond constructively to organizational challenges. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which identifies adaptability as an important personal resource that enables employees to manage increasing job demands effectively. Employees with stronger adaptive capability experience lower resistance to organizational change and can maintain work efficiency under dynamic conditions. In cargo-handling operations, where work procedures, equipment, and operational schedules frequently change, adaptability enables employees to sustain operational effectiveness while minimizing work disruptions. The present findings are consistent with previous studies demonstrating that work adaptability positively influences employee productivity (e.g., Lestari, 2021; Putri *et al.*, 2023). However, this study extends the existing literature by providing empirical evidence from labor-intensive logistics operations, a setting that has received relatively limited attention in previous human resource management research. The findings therefore reinforce the importance of developing employees' adaptive capabilities as part of organizational strategies to improve operational productivity. From a practical perspective, organizations should continuously enhance employees' adaptive capabilities through training programs, technology familiarization, and continuous learning initiatives. Such interventions may improve employees' readiness to cope with organizational change and contribute to sustained productivity improvements.

4.2.6 *The Mediating Role of Job Satisfaction in the Relationship between Work Behavior and Employee Productivity*

The mediation analysis demonstrates that job satisfaction partially mediates the relationship between work behavior and employee productivity, providing support for H6. Although work behavior directly improves employee productivity, a significant proportion of its influence operates indirectly through employees' psychological evaluation of their work. Employees who consistently demonstrate responsibility, cooperation, professionalism, and compliance with organizational procedures tend to experience greater job satisfaction, which subsequently motivates them to perform more effectively. This finding supports the motivational process proposed by the Job Demands–Resources (JD-R) Theory, whereby personal resources first enhance positive psychological states before ultimately improving work performance. Positive work behavior not only contributes directly to operational effectiveness but also creates favorable work experiences that strengthen employees' emotional attachment to their jobs. Consequently, satisfied employees are more willing to invest additional effort, maintain work quality, and sustain high productivity levels. Importantly, the significant direct relationship between work behavior and employee productivity indicates that job satisfaction functions as a partial rather than a full mediator. This finding suggests that work behavior enhances productivity through multiple pathways. Besides improving employees' job satisfaction, constructive work behavior also contributes directly to operational efficiency by strengthening teamwork, procedural compliance, and work discipline. Therefore, organizations should simultaneously promote positive work behavior and create supportive work environments that enhance employees' job satisfaction to maximize productivity.

4.2.7 *The Mediating Role of Job Satisfaction in the Relationship between Work Adaptability and Employee Productivity*

The results further reveal that job satisfaction partially mediates the relationship between work adaptability and employee productivity, supporting H7. Employees who are capable of adapting to

organizational changes generally experience higher levels of job satisfaction because they perceive workplace changes as opportunities for learning and development rather than as sources of uncertainty. This positive psychological response subsequently encourages higher levels of work motivation and productivity.

These findings are also consistent with the Job Demands–Resources (JD-R) Theory, which argues that adaptive capability enables employees to transform changing job demands into opportunities for personal growth. Employees with greater adaptive capability are better able to maintain positive work attitudes despite evolving operational requirements, thereby increasing both job satisfaction and productivity. In labor-intensive operational environments, where organizational changes frequently occur, adaptive capability becomes an important personal resource for sustaining productive performance. Nevertheless, the significant direct effect of work adaptability on employee productivity indicates that job satisfaction only partially explains this relationship. Adaptability contributes directly to productivity by enabling employees to adjust rapidly to new technologies, operational procedures, and workplace demands while simultaneously improving job satisfaction. Accordingly, organizations should complement behavioral development initiatives with adaptive capability enhancement through continuous training, change management programs, and technology-oriented learning opportunities. Such integrated human resource development strategies are likely to strengthen both employees' job satisfaction and their long-term productivity.

5. Concluding Remarks and Recommendation

This study examined the relationships among work behavior, work adaptability, job satisfaction, and employee productivity among cargo-handling employees at PT Ika Wahana Mandiri using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The findings demonstrate that both work behavior and work adaptability positively and significantly influence job satisfaction and employee productivity. Furthermore, job satisfaction positively affects employee productivity and partially mediates the relationships between work behavior, work adaptability, and employee productivity. These findings suggest that employee productivity is enhanced not only through employees' behavioral and adaptive capabilities but also through positive psychological experiences reflected in higher job satisfaction.

The study contributes to the human resource management literature by extending the application of the Job Demands–Resources (JD-R) Theory to labor-intensive operational settings. Unlike previous studies that primarily focused on office-based or knowledge-intensive occupations, this research demonstrates that positive work behavior and adaptive capability function as important personal resources that enhance job satisfaction and productivity among cargo-handling employees. The findings therefore broaden existing evidence regarding the behavioral and psychological mechanisms underlying employee productivity in physically demanding work environments. From a managerial perspective, organizations should strengthen behavioral development initiatives while simultaneously improving employees' adaptive capabilities through continuous training, supportive supervision, and organizational change programs. In addition, creating a supportive work environment that enhances employees' job satisfaction may further strengthen the positive effects of work behavior and adaptability on productivity. These initiatives are expected to improve operational performance

while supporting the achievement of Sustainable Development Goal (SDG) 8, which promotes productive employment, decent work, and sustainable economic growth.

This study has several limitations. First, the research was conducted within a single cargo-handling company, which may limit the generalizability of the findings to other industries or organizational settings. Second, the cross-sectional research design restricts the ability to infer causal relationships over time. Third, the study relied exclusively on self-reported questionnaire data, which may introduce common method bias despite the statistical robustness of the measurement model. Future research is encouraged to investigate employees from multiple logistics companies or other labor-intensive industries to improve the external validity of the findings. Longitudinal research designs could provide stronger evidence regarding causal relationships among the constructs, while future studies may also incorporate additional organizational variables, such as organizational support, leadership style, work engagement, safety climate, or organizational commitment, to develop a more comprehensive explanation of employee productivity.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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