

FLEXIBLE WORKING ARRANGEMENT ON JOB PERFORMANCE MEDIATED BY WORK-LIFE BALANCE AMONG EMPLOYEES

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ABSTRACT

This research aims to determine whether or not there is a direct and indirect influence of flexible work arrangements on work-life balance and employee performance. A causality descriptive quantitative research design was used for this research. Employees of PT. Andalan Utama Foodindo are the population and sample of this research, with a total of 54 respondents using census techniques. Data were analyzed using path analysis using the SPSS program. The study's findings show that the variables have a positive relationship: a flexible work schedule has a regression coefficient of +0.310 on job performance. Additionally, work-life balance influences job performance with a regression coefficient of +0.626, and flexible working arrangements influence work-life balance with a regression coefficient of +0.647. Furthermore, with a mediation effect of 4.505, the research findings show that work-life balance acts as a mediating variable in the association between flexible working arrangements and job performance.

Keyword: Flexible working arrangement, Work life balance, Job performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui ada atau tidaknya pengaruh langsung dan tidak langsung pengaturan kerja yang fleksibel terhadap keseimbangan kehidupan kerja, dan kinerja karyawan. Desain penelitian kuantitatif deskriptif kausalitas digunakan untuk penelitian ini. Karyawan PT Andalan Utama Foodindo menjadi populasi dan sampel dari penelitian ini, dengan total 54 responden yang menggunakan teknik sensus. Data dianalisis menggunakan path analysis menggunakan program SPSS. Temuan menunjukkan hubungan positif antara masing-masing variabel; khususnya, koefisien regresi sebesar +0,310 menunjukkan bahwa pengaturan kerja yang fleksibel berdampak pada kinerja pekerjaan. Kemudian *flexibel working arrangement* mempengaruhi *work life balance* dengan koefisien regresi +0,647, lalu dengan koefisien regresi sebesar +0.626, variabel *work life balance* memiliki pengaruh positif terhadap *job performance*. Selanjutnya, temuan menunjukkan bahwa, dengan hasil 4.505, variabel *work life balance* merupakan variabel yang memediasi pengaruh *flexibel working arrangement* terhadap *job performance*.

Kata kunci: *Flexible working arrangement, Work life balance, Job performance*

INTRODUCTION

In a continuously evolving business, companies face increasingly complex challenges such as global competition, technological advancements, and changes in market needs.

Companies are beginning to formulate and implement new policies that support adaptation to these situations. Internal policy adjustments, mental and emotional support for employees, and innovation in human resources management are strategic steps taken by companies to address these challenges. The primary focus of this competition is on employee job performance, which is the main highlight in the company's efforts to optimize human resources (Silas et al., 2019).

Situmorang (2021) states that poor job performance is a sign that the organization does not promote employee development according to company standards or achieve company goals. If the company does not take immediate action to improve job performance, it can pose a significant threat. This situation underscores the need for companies to continually adapt to market changes and ensure they have a competent team to face increasingly complex competition, including by paying attention to the welfare of their employees. The involvement of human resources adhering to established work standards is a determining factor for success (Farisi et al., 2020).

PT Andalan Utama Foodindo is one of the distribution companies located in South Tangerang specializing in distributing consumer goods, particularly AICE ice cream products. In the face of various competitors offering new products, facilities, and unique services, including catering to large events, companies require outstanding human resources (HR) capable of contributing maximally to achieve their goals in this competitive environment.

The company implements a flexible working arrangement (FWA) policy, which provides flexibility for employees to avoid feeling pressured and to complete tasks more efficiently. If employees can finish their work in less than the designated hours, they are allowed to leave early. The purpose is to encourage efficiency by granting flexibility to employees who complete their tasks ahead of schedule. This policy reflects the company's trust in its employees and motivates them to work with high productivity. Based on the Global Workspace Survey conducted by IWG (Cahya & Dewi, 2019), there is an increasing demand for workplace flexibility worldwide. 81% of global respondents believe that workplace flexibility is key to fostering workforce diversity in businesses. Furthermore, 78% of respondents agree that companies implement flexible work models to enhance employees' work-life balance.

Based on preliminary research, it is stated that in practice, the flexible working arrangement system can sometimes worsen work-life conflicts. Employees are required to complete their tasks on the same day even if it exceeds the operational hours. An ineffective flexible working system can cause employees to neglect their social breaks. Workplace flexibility like this can lead to challenges in scheduling coordination among employees, especially in situations where tasks need to be completed within specific deadlines, such as deliveries. Flexible working arrangements can complicate coordination between office, sales, and logistics divisions, potentially disrupting the operational efficiency of the company. Additionally, workplace flexibility can result in a loss of control and supervision over employees.

The policy regarding Flexible Working Arrangements in this company has both positive and negative impacts. On one hand, flexibility allows employees the freedom to complete their tasks, but on the other hand, there is pressure to meet job descriptions within deadlines that extend beyond company operating hours. Therefore, it's important to consider how far flexibility can be implemented without sacrificing the work-life balance that significantly impacts their job performance. Thus, the company must be able to effectively enhance its employees' job performance. To achieve good job performance, the company should also consider other factors that can influence it. Work-life balance is another element that may have an impact on individuals' job performance.

According to Panjaitan et al. (2023) that employees experiencing a lack of work-life balance may become physically and mentally exhausted, ultimately leading to stress. This

condition not only affects their health and performance in the workplace but also reduces productivity because employees feeling pressured and tired tend to experience decreased performance. Weerakkody and Mendis (2017) highlight the significance of employee happiness in reaching peak performance at work and implies that a worker's personal and familial relationships are a source of happiness. Therefore, maintaining work-life balance is crucial in assisting employees to work to their maximum potential. Balancing work and personal life can sometimes be a challenge for employees. Therefore, work life balance (WLB) is important.

Therefore, the availability of flexible working arrangements enables employees to enjoy their work-life balance and creates personal satisfaction when managing tasks both within and outside the company. The ability of employees to strike a healthy balance between their personal and professional lives has a direct impact on how engaged they are at work (Mallafi & Silvianita, 2021). The results of pre-research questionnaires that respondents completed, which indicated that a flexible work schedule and work-life balance are important factors in determining performance, confirm this. Based on the background provided, examining the performance of PT. Andalan Utama Foodindo employees through the correlation of FWA factors and WLB is highly intriguing. This research aims to determine whether or not there is a direct and indirect influence of flexible work arrangements on work-life balance and employee performance.

LITERATURE REVIEW

Flexible Working Arrangement

Opeyemi et al. (2019) defined flexible working arrangement (FWA) is a human resource management strategy that gives workers in a company the autonomy to choose how, when, and where they will carry out their duties. According to Handayani and Pebriyani (2020), flexible working arrangement refers to flexible work schedules such as working fewer hours or working the same hours but with greater flexibility. This aligns with Hill (in Panjaitan et al., 2022), who state that flexible working arrangement is the ability or freedom for an employee to decide aspects related to their work, such as the best time, location, and duration to complete tasks. Based on the theories of the experts mentioned above, flexible working arrangement is an organizational policy that grants employees the freedom to determine and choose the extent of flexibility in their work, without emphasizing the procedures or methods they use to accomplish their tasks.

Carlson et al. (2010) state that there are a number of indicators associated with flexible work arrangements, including scheduling, place, and time flexibility. Time flexibility describes how much employees can modify their work duration, timing flexibility reflects employees' ability to choose their work schedule, and place flexibility indicates how much employees can choose their work location. Possenriede and Plantenga (2011), flexible working arrangements have three indicators: scheduling flexibility, telehomeworking flexibility, and part-time flexibility.

Work Life Balance

Work life balance (WLB) is a condition of equilibrium where an individual's obligations to their personal and professional lives are equal (Oscar et al., 2019). In line with that, Clark (in Rahmayati, 2021) defines WLB as a concept that explains how people control the borders between their personal and professional lives in order to create equilibrium. Tamunomiebi and Oyibo (2020) state that the capacity of a person, regardless of age or gender, to successfully balance work obligations and personal obligations is known as work-life balance and household responsibilities, also known as work-life equilibrium. Based on the theories of the experts mentioned above, work life balance is the equilibrium in someone's life

where they do not neglect their duties and responsibilities at work while also not disregarding all aspects of their life.

Three components make up McDonald et al. (2005)'s indicators to quantify work-life balance: The first concept is time balance, which describes how people divide their time between work and leisure activities. The second concept is participation balance, which describes how mentally invested and involved people are in both their work and their leisure activities. Third, the satisfaction balance shows how satisfied people are with both their jobs and their leisure time. Brough et al. (2020) state that work-life balance consists of three elements. First, time balance, which is defined as devoting the same amount of time to work and family responsibilities. The second is involvement balance, which denotes a comparable psychological commitment to one's family and career responsibilities. The third concept is satisfaction balance, which refers to an equal degree of contentment from one's roles in the home and at work. A positive or negative balance can be seen in each aspect of work-life balance, depending on how much time, effort, or satisfaction is put in.

Job Performance

Mustofa et al. (2019) explains that job performance is crucial for organizations in this modern era, especially to assess whether employees can achieve their maximum potential and assist the company in reaching its goals. According to Sagara et al. (2020), job performance can be seen as the activity in which an individual effectively executes a given task, adheres to constraints, and appropriately utilizes available resources. In line with that, Hassan et al. (2020) defined that job performance is interpreted as an individual's ability to achieve their work goals, meet their beliefs or expectations, fulfill established standards, and accomplish their organizational objectives. Based on the theories of the experts mentioned above, job performance is the outcome fully achieved by an individual's ability to fulfill their responsibilities in alignment with organizational goals possible.

Robbins (2006) explains that indicators of job performance are instruments used to measure the extent to which an employee achieves performance goals. Some indicators that can be used to assess employee performance include Quality of Work, Timeliness, Effectiveness, and Independence. Meanwhile, according to Mangkunegara (2015) consists of 5 indicators. First, quality of work, explain how well an employee can complete tasks that are assigned to them. Second, quantity of work, how well employees can complete tasks without errors or inaccuracies; to what extent employees carry out their work accurately and without mistakes. and third, responsibility refers to the awareness of employees regarding their responsibilities in completing assigned tasks.

Hypothesis

The subjects of this research are flexible working arrangement, and job performance in PT Andalan Utama Foodindo.

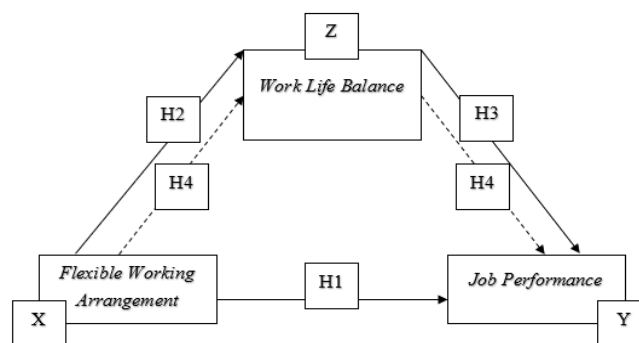


Figure 1. Theoretical Framework

Based on Figure 1, the researchers formulate the research hypotheses as follows:

H1: There is a direct positive and significant influence of flexible working arrangement (X) on job performance (Y).

H2: There is a direct positive and significant influence of flexible working arrangement (X) on work-life balance (Z).

H3: There is a direct positive and significant influence of work-life balance (Z) on job performance (Y).

H4: There is an indirect positive and significant influence of flexible working arrangement (X) on job performance (Y) through work-life balance (Z).

METHOD

This study used a survey method in conjunction with a quantitative approach. A causality descriptive quantitative research design was used for this research. The population and sample studied consist of 54 employees, representing all employees of PT Andalan Utama Foodindo. Thus, using the entire population without drawing a research sample as observation units is referred to as a census technique. When the population is small or the goal of the research is to generalize with as little inaccuracy as possible, this is frequently done.

This research instrument uses a questionnaire with a Likert scale, which has been tested for validity and reliability. The indicators of flexible working arrangements in this study include time flexibility, timing flexibility, and place flexibility (Carlson et al., 2010). Work life balance indicators discussed above, the indicators is time balance, involvement balance, and satisfaction balance (Brough et al., 2020). For measuring job performance in this study, the criteria include quality, quantity, timeliness, initiative, and cooperation (Mangkunegara, 2015). The data analysis techniques used are descriptive analysis and path analysis with the help of the SPSS program. Before path analysis is carried out, the data is first tested for normality, multicollinearity and heteroscedasticity.

RESULTS AND DISCUSSION

Respondent Profile

In this study, the researcher distributed a questionnaire using Google Form to 54 employees of PT Andalan Utama Foodindo. To gain an understanding of the respondents who are the subjects of the study, the researcher classified them based on gender, age, and length of employment. Based on Table 1, the characteristics of employees at PT Andalan Utama Foodindo based on gender show that there are 47 male respondents, accounting for 87%, and 7 female respondents, accounting for 13%. Therefore, it can be concluded that most respondents are predominantly male.

Table 1. Profile of Respondents Based on Gender

Respondent Identity Variables	Category	Number of Employees	Percentage (%)
Gender	Male	47	87
	Female	7	13
Total		54	100

Table 2. Profile of Respondents Based on Age

Respondent Identity Variables	Category	Number of Employees	Percentage (%)
Age	20-25 years	25	46
	26-30 years	19	35
	31-35 years	6	11
	36-40 years	1	2
	> 40 years	3	6
Total		54	100

Based on Table 2 presents the age-related features of PT Andalan Utama Foodindo's workforce. It reveals that the largest proportion of respondents, or 25, are between the ages of 20 and 25, making up 46% of the total. The age group of 36 to 40 years old had the fewest respondents (one employee, or 2% of the total). Consequently, it may be said that most responses are in the 20–25 age range.

Table 3. Profile of Respondents Based on Length of Employment

Respondent Identity Variables	Category	Number of Employees	Percentage (%)
Length of Employment	1-3 years	34	63
	4-6 years	19	35
	> 6 years	6	11
Total		54	100

Based on the Table 3, the characteristics of employees at PT Andalan Utama Foodindo based on length of employment show that the highest number of respondents have been employed for 1-3 years, with 34 employees comprising 63% of the total. The lowest number of respondents have been employed for over 6 years, with 6 employees representing 11% of the total. It follows that the majority of respondents had worked for their current employers for one to three years.

Normality Test

The data in this study are normally distributed, according to the findings of the Kolmogorov-Sminov normality test. This study's results have a normal distribution. The significance significance of $0.200 > 0.05$ serves as evidence for this. Thus, it can be said that the data from the three variables have a normal distribution and can be utilized for additional research.

Multicollinearity Test

The test results in Table 4 show that the VIF value is < 10 , which means that the multicollinearity assumption is met. Low multicollinearity indicates that none of the independent variables in the model have a very strong linear relationship with each other. Thus, the regression model used can be relied on to identify the influence of each independent variable on the dependent variable.

Table 4. Multicollinearity Test

Coefficients^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Flexible Working Arrangement	.582	1.719
	Work Life Balance	.582	1.719

a. Dependent Variable: Job Performance

Heteroscedasticity Test

Based on Table 5, the data shows that the significance level for the Work-life Balance variable is 0.057 and for the Flexible Working Arrangement variable is 0.348, according to the supplied significance levels. Given that both significant values are higher than 0.05, there is no heteroscedasticity issue in this study. Thus, the regression model used meets the assumption of homoscedasticity, which means that the residual variance is constant and the regression analysis can be considered valid.

Table 5. Heteroscedasticity Test

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	1.878		.491	.626
	Flexible Working Arrangement	-.050	.053	-.167	-.947	.348
	Work Life Balance	.091	.047	.344	1.945	.057

a. Dependent Variable: ABS_RES1

Path Analysis

When work-life balance acts as a mediator, path analysis can be used to assess how much flexible working arrangements affect job performance. Table 6 indicates a significant value (p-value) of less than 0.05, with a probability of 0.000. It is evident that the test measuring the impact of flexible work schedules on work-life balance yields noteworthy findings. The crucial t-value (2.008) and the calculated t-value (6.113) are compared. The beta value of 0.647 indicates how much the flexible working arrangement variable influences work-life balance.

Table 6. Regression Coefficients of Model Equation I

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.220	5.316		2.299	.026
	Flexible Working Arrangement	.729	.119	.647	6.113	.000

a. Dependent Variable: Work Life Balance

This research finding is supported by Tongam et al. (2021), who state that the implementation of flexible working arrangements has a significant positive impact on achieving work-life balance. By providing flexibility in work hours, it can promote good life alignment. This is further reinforced by Ananda (2024), indicating that the implementation of flexible working arrangements not only benefits individual employees but also supports human resource management principles focused on achieving optimal work-life balance to enhance employee well-being and productivity.

Table 7. Regression Coefficients of Model Equation II

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.192	3.285		2.494	.016
	Flexible Working Arrangement	.305	.092	.310	3.307	.002
	Work Life Balance	.545	.082	.626	6.678	.000

a. Dependent Variable: Job Performance

Table 7 shows that the probability is 0.002, which is less than 0.05, suggesting a significant value (P value). It is evident that the test measuring how flexible work schedules affect employee performance yields noteworthy findings. There appears to be statistical significance when comparing the critical t-value (2.008) with the calculated t-value (3.307).

The beta value of 0.310 indicates the degree of impact that the variable of flexible working arrangements has on job performance.

This research finding is supported by Samuel (2020), which states that flexible working arrangements have a positive and significant impact on job performance. This is because companies are able to retain their best and most talented employees while reducing employee work stress, ultimately enhancing job performance. This aligns with the findings of Witriaryani et al. (2022); Bagaskara et al. (2021); and Farha et al. (2022), who also suggest that flexible working arrangements have a positive and significant influence on job performance.

Additionally, Table 7 shows that the significant value (p-value) is less than 0.05 and the probability is 0.000. As a result, there are noteworthy findings in the test of how work life balance affect job performance. There is statistical significance when the computed t-value (6.678) is compared to the critical t-value (2.008). The work life balance variable's amount of influence on job performance is indicated by the beta value of 0.626.

This research finding is supported by Ranggu et al. (2024), who mention that work-life balance positively contributes to job performance. Therefore, it is recommended that employees allocate sufficient time for rest and increase awareness of the importance of work-life balance, which can have a positive impact on their job performance. In line with the research by Puspita et al. (2023); Rifaldi and Wibowo, (2023); and Sismanto and Haristo, (2024), it is also mentioned that work-life balance has a positive and significant impact on job performance.

Table 8. Model Summary Regression Equation II

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.729	3.519

a. Predictors: (Constant), Work Life Balance, Flexible Working Arrangement

The Adjusted R square is 0.739, according to Table's results. This indicates that 73.9% of the variation in job performance can be explained by work-life balance and flexible work arrangements combined. Other factors that are not covered in this study have an impact on the remaining variation. The effects of X on Z, X on Y, and Z on Y are shown in models equations I and II. The direct effects, indirect effects, and total effects are summarized in Table 9.

Table 9. Results of Direct and Indirect Effects Calculation

No	Variable Effect	Direct Effect	Indirect Effect	Total
1	X -> Y	0.310		0.310
2	X -> Z	0.647		0.647
3	Z -> Y	0.626		0.626
4	X -> Y through Z		(0.647 x 0.626) = 0.405	(0.310 + 0.405) = 0.715

The path analysis results from Table 9 show that the variable flexible working arrangement (X) has a strong direct impact on the variable work-life balance (Z) of 0.647. Additionally, there is a substantial direct influence of 0.626 from the variable work-life balance (Z) on job performance (Y). In the meantime, work-life balance (Z), a mediating variable, has an indirect effect of 0.405 on job performance (Y), whereas the direct effect of flexible working arrangements (X) is 0.310. Consequently, 0.715 is the overall impact of flexible working arrangements (X) on job performance (Y). This research is supported by the findings of Gunawan and Franksiska (2020); and Bagaskara et al. (2021), who suggest that work-life

balance acts as a mediating variable between flexible working arrangements and job performance.

CONCLUSION AND RECOMMENDATION

After examining the impact of flexible work arrangements on work performance mediated by work-life balance, the authors summarize the results and provide recommendations. Based on path analysis, it was found that flexible work arrangements positively influenced the work performance of PT Andalan Utama Foodindo employees, showing a significant effect. Flexible work arrangements also have a positive impact on work-life balance, which in turn, influences work performance in a positive and significant way. This study concludes that flexible work arrangements, either directly or through work-life balance, can improve employee work performance. Therefore, the implementation of well-designed flexible work arrangements supported by a healthy work-life balance can be an effective strategy for improving work performance.

Recommendation

Based on the conclusions, the researchers provide several recommendations. Future studies could be conducted in other organizations with larger sample sizes to compare and validate the research findings, thereby enhancing their accuracy and validity. It is suggested to consider adding different variables or indicators to obtain more comprehensive data or information about factors influencing job performance besides flexible working arrangements and work life balance.

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