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The Influence of Flexible Working Arrangements and Work-Life Balance on Job Satisfaction: A Double-Layered Moderated Mediation Model

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ABSTRACT

Flexible work arrangements are an important strategy undertaken in order to increase employee job satisfaction. One of the policies for flexible work arrangements with flexible time implementation. Flexible work arrangements can improve employee work life balance. Improving employee work life balance can increase job satisfaction. The purpose of this study was to test the positive effect of flexible work arrangements on work life balance and job satisfaction with moderating variables of work stress, emotional exhaustion and improvement of personal work life. The method of collecting respondents was carried out boldly in the Jakarta area. The respondents studied were employees & students who applied the principles of flexible work arrangements in the period March - May 2023. The research population involved 229 respondents who live in the Jakarta-Bogor-Depok-Tangerang-Bekasi area. The analytical method used is SEM-PLS (Structural Equation Modeling - Partial Least Square) using the SmartPLS 3.0 application. This study wants to analyze the positive effect of flexible work arrangements on work-life balance and job satisfaction by moderating work stress, emotional exhaustion and improving personal work life. The managerial implications of this research for the practice of human resource management in implementing flexible time policies for organizations and their companies. The flexible working arrangement also can benefit the company to reduce the cost due to the fee for renting workspace. This research can make a contribution to make an efficiency in corporation

ABSTRAK

Flexible working arrangements merupakan strategi penting yang

dilakukan dalam bisnis dalam rangka meningkatkan *job satisfaction* karyawannya. Salah satu kebijakan *flexible working arrangements* dengan menerapkan *flexible time*. *Flexible working arrangements* dapat meningkatkan *work life balance* karyawan. Peningkatan *work life balance* karyawan dapat meningkatkan *job satisfaction*. Tujuan penelitian ini adalah ingin melakukan pengujian pengaruh positif *flexible working arrangement* terhadap *work life balance* dan *job satisfaction* dengan variabel moderasi *work stress*, *emotional exhaustion* dan *work personal life enhancement*. Metode pengumpulan responden dilakukan secara daring di wilayah Jakarta. Responden yang diteliti merupakan karyawan & mahasiswa yang menerapkan prinsip *flexible working arrangements* dalam rentang waktu bulan Maret – Mei tahun 2023. Populasi penelitian ini melibatkan 229 responden yang bertempat tinggal di wilayah Jakarta-Bogor-Depok-Tangerang-Bekasi. Metode analisi yang digunakan menggunakan SEM-PLS (*Structural Equation Modeling – Partial Least Square*) menggunakan aplikasi *SmartPLS 3.0*. Penelitian ini ingin menganalisis pengaruh positif *flexible working arrangements* terhadap *work life balance* dan *job satisfaction* dengan moderasi *work stress*, *emotional exhaustion* dan *work personal life enhancement*. Implikasi manajerial dari penelitian ini untuk praktisi manajemen sumber daya manusia dalam menerapkan kebijakan *flexi time* bagi organisasi dan perusahaannya. *Flexible working arrangement* dapat membuat perusahaan lebih efisien karena bisa menghemat biaya sewa ruangan kantor.

INTRODUCTION

The Government of Indonesia via its Spokesperson of the Covid-19 Management Task Unit, Wiku Adisasmito (KOMPAS, June 11, 2023) stated the revocation of the Covid-19 emergency protocol. This policy terminated/revoked the health emergency protocol, applied to all organizations and companies existing in the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang, and Bekasi). The Jabodetabek was the pandemic center in Indonesia, applying activities restrictions for employees. During the pandemic, organizations and companies applied for work from home (WFH) policy (Marina *et al.*, 2021). The revocation of the pandemic emergency status impacted the enactment of new normal conditions. Employees could work physically and contact directly so that traffic jams increased. The high level of traffic jams made employees suffer exhaustion physically and emotionally when going to and leaving work (Jou *et al.*, 2013). Employees had to spend their time in the workplace so that their time for personal and social life reduced. Hence, this condition can result in employees' low work satisfaction and work productivity (Useche *et al.*, 2020).

The research conducted by Kowalski *et al.* (2022) showed that WFH productivity influences job satisfaction. Also, WFH has an influence on work-life

balance since the quality of life exists (Ghasemi, 2021). Jensen *et al.* (2017) examined the existing influence of work-life balance on job satisfaction. Further, WFH is an application of flexible working arrangements that affect organizations and companies (Bajzikova *et al.*, 2013). Therefore, the writer intends to analyze flexible working arrangements to have wide coverage to observe their influence on job satisfaction and work-life balance.

Post-pandemic condition is a crucial point for organizations and companies to consider the previous policy, the WFH implementation, to maintain their productive business sustainability. Daniarsyah & Rahayu (2020) stated that WFH is an attribution of flexible working arrangements by easing work presence from office to home. Employees who work on office tasks from home are assisted with computer technology and the internet so employees can choose their time to start and finish their work based on time requirements that have been established by their organization or company. Akyildiz & Durna (2021) explained that flexible working arrangements require work management performed by an organization, either government or company so that employees feel free and easy in finishing their work. The flexible working arrangement has diverse terms but it covers some issues, such as remote working or work from home. A study conducted in Japan by Hara (2014) described that the percentage of employees conducting flexible working arrangements is rapidly growing. The growth of flexible working arrangements is driven by the opportunity for employees to participate in training provided by the company so that it impacts employees' productivity. Then, further research is necessarily conducted to know the role and influence of flexible working arrangements for employees of the Jabodetabek area in the post-pandemic of Covid-19.

The implementation of flexible working arrangements by organizations and companies impacts work-life balance. Work-life balance becomes a concern of human resources management. According to the study of McCarthy *et al.* (2010), fatigue due to excessive workload can influence quality of life so work-life balance is required. Research conducted by Ghasemi (2021) on female health workers around the world argued that a significant increase in workload during Covid-19 trigger stress level at work so work-life balance is needed the support of the utilization of information technology during a new normal situation. Rich & Karatepe (2020) examined work-life balance and related topics, such as "work-social support", "work-family balance", "family supportive environment" and "family-friendly policies" and set out that there is a relationship between anti-social, inflexible working hours, and excessive workload so that it creates imbalance work life providing negative impact, such as attendance list, desire to move workplace, low commitment and worse work satisfaction as well as a dissatisfaction to marriage. Therefore, a review of work-life balance on work and non-work is required.

Rich & Karatepe (2020) postulated that the work and non-work balance of employees influences job satisfaction. According to Wnuk (2017), job satisfaction is a significant factor in the work environment since job satisfaction will influence workers' interrelation which can increase productivity. Xu *et al.* (2022) showed that job satisfaction and work motivation are mutually important relations and interconnecting. Meanwhile, Na-Nan *et al.* (2021) explained that job satisfaction is an important factor in learning organization to obtain maximum results since job satisfaction can increase employees' trust, and it, eventually, contribute to performance in the organization or company.

Based on previous studies, such as Kowalski *et al.* (2022), WFH is the used variable of the research, but the writer intends to analyze wider about flexible working arrangements. Specifically, Kowalski *et al.* (2022) applied LISREL measurement to obtain structural equation modeling (SEM). Therefore, contrastingly, the researcher uses a different application, which is smartPLS 3.0. Additionally, a previous study has not been supported by basic theories, so the writer adds on the basic theory of organizational behavior of J.M. organization referred to by Kasidin (2010), explaining the study of human behavior, attitude, and performance in an organization. Since the object of the previous study was related to WFH, the current object of the research is the influence of flexible working arrangements on other primary variables. Then, this research intends to analyze the positive influence of flexible working arrangements on job satisfaction and work-life balance so that it expectedly can contribute to the knowledge and science of practitioners of human resources and be applied by each organization and company. The flexible working arrangement also can benefit the company to reduce the cost due to the fee for renting workspace. This research can make a contribution to make an efficiency in corporation.

LITERATURE REVIEW

Flexible Working Arrangements

Bajzikova *et al.* (2013) described that flexible working arrangements are the idea of an organization that implements flexibility policies for changes, such as flexible work, flexible working hours, flexible workplaces, and flexible organizations, which have an impact on knowledge and interest in maximizing work efficiency. Marina *et al.* (2021) explained that, during the pandemic, work from home has been implemented, which is part of the flexible working arrangements and part of the organization's strategy to complete the job. Furthermore, productive workers tend to complete the targets set by the employer and, if necessary, obtain instructions from the employer to complete the assigned tasks. As documented in the literature, flexible working arrangements increase worker productivity, similar to Baker *et al.* (2007) and

Frolick *et al.* (2013), and M. R. Singh *et al.* (2017), who viewed the importance of the impact of productivity and job satisfaction.

Furthermore, Hanny Yustrianthe (2008) examined that professionals, who have flexible working hours that are part of flexible working arrangements, tend to remain in the organization and have high professional work standards. In previous research, there was an opinion that working at home allowed employees to avoid stress at work and office politics, presented by Golden (2008) and Lim & Teo (2012). Haryadi *et al.* (2016) stated that employee performance is a major concern for every company because employees have guidelines on the level of success of a company.

Work-Life Balance

Salehi & Gholtash (2011) defined work-life balance as the existence of a work-family balance, which can be interpreted as a balance between work and family. The balance of work and family has an important role as causalities, which reflects the orientation of employees toward their work. Work-life balance is an individual concern that can take advantage of the balance between work demands and non-work activities or other activities that are conducted simultaneously or performed at home without being a burden. Kalliath & Brough (2008) and Powell *et al.* (2018) stated that work-life balance is a self-determined condition that may differ between individuals and is not easy to practice. Therefore, this variable needs to be investigated.

Some individuals can manage work-life balance by managing work demands at the workplace and daily demands at home, while some individuals may not be able to achieve a pleasant balance between these two. It is what was stated by Zheng *et al.* (2016), which emphasized that individuals who cannot manage both demands will be depressed. Research conducted by Powell *et al.* (2018) and Gragnano *et al.* (2020), added by Greenhaus & Allen (2011) and Guest (2002) and corroborated by Kossek *et al.* (2011) stated that work-life balance has a positive relationship with commitment to the organization. The same statement by Haar *et al.* (2014) and Maertz & Boyar (2011) mentioned that commitment to the organization, according to Emre & De Spiegeleare (2021), is related to job satisfaction. S. Singh *et al.* (2020) stated that social demands, as presented by Mushfiqur *et al.* (2018), relate to increasing productivity, similarly studied by Jackson & Fransman (2015).

Work Stress

Griep *et al.* (2023) explained that work stress is a severe depression state, which is categorized as a burdensome illness psychologically, such as fatigue and excessive worrisome. Some works trigger stress in the individual. Rodríguez *et al.* (2019) and Yunita & Saputra (2019) argued that work stress can occur from a psychosocial work environment, increasing workloads, ambiguous roles, role conflict,

and lack of superior support. Stressful conditions can also occur due to a mismatch between the ability of workers and work demands, better known as a person's incompetence, as stated by Sivagnanam *et al.* (2022).

Ayoko & Ashkanasy (2019) stated that stressful conditions can arise from an environment that is completely uncertain so that employees cannot conduct their duties properly. Aruldoss *et al.* (2021) and Zaheer (2016) identified that work stress can occur in the form of job conflict and role conflict. This is corroborated by Beehr & Glazer (2015), which state that there was a disintegration condition and increasing demands from superiors, which can cause stress. Aruldoss *et al.* (2021) and Zaheer (2016) examined the existence of a negative relationship between employees' physical health and work-life balance. It is confirmed by Bell *et al.* (2012), which argue that the more unhealthy the employee is, the more disturbed the work-life balance is, and vice versa.

Emotional Exhaustion

Charoensukmongkol (2022) described that emotional exhaustion is someone's emotional feelings due to extraordinary and chronic affective feelings because of tension. The definition of emotional exhaustion is affirmed by Santika & Sudibia (2017), who explain that fatigue suffered by an individual was related to feelings characterized by helplessness and depression. It is preceded by excessive anxiety that causes frustration, anger, apathy, and cynicism. Cordes & Dougherty (2013) and Demerouti *et al.* (2001) stated that when employees have overload work, they feel tired and realize that their energy is running out. There is substantial evidence that emotional exhaustion has detrimental consequences, such as low performance, high turnover, and low commitment. Similarly, it is affirmed by Halbesleben & Bowler (2007) and Pehlivanoglu & Civelek (2019).

Maslach & Jackson (1981) were the first to construct that emotional exhaustion is an important component of physical exhaustion. There is a consensus among organizational scholars that performance urgency and stress produce emotional exhaustion, which has a negative impact on satisfaction, this is stated by Alarcon (2011) and Bowling *et al.* (2015). Prastio *et al.* (2017) stated that work stress shows individuals who have reached a point of collapse in their adaptive capacity to their emotions. This emotional collapse can interfere with professional relationships or interpersonal relationships between employees and the organization.

Work Personal Life Enhancement

Twenge & King (2005) postulated that human needs according to Sigmund Freud are "lieben und arbeiten" ("to love and work"). It reflects the two dimensions of humans, maintaining their personal life and performing their jobs. Brough *et al.* (2014) stated that the label of work-life enrichment or work-personal life enhancement is

related to “how the positive experiences at work and non-work life (at home) interact with productivity earns in satisfaction, health, and performance.” Meanwhile, a supportive organizational climate, social support from colleagues, and human resource management strategies that support families are the antecedents for work-personal life enhancement. The results include work involvement, performance, commitment, and work and family satisfaction. It is similar to what was stated by Allis & Michael (1976) and Brough *et al.* (2005), supported by Grzywacz & Marks (2010).

Sumirat & Indradewa (2023) argued that satisfaction and fatigue are the psychological consequences of working in an organization that has a relationship between an individual's satisfaction and exhaustion levels. This relationship confirms that a person's work and personal life enhancement can be influenced by a person's stress level. Purwanti & Indradewa (2022) emphasized that employee behavior is influenced by a better and more supportive work environment so that it can increase employee enthusiasm to work more effectively and efficiently. Shrier & Shrier (2009) concluded that a person's behavior is influenced by the experience of gender discrimination, sexual harassment, professional health, work problems, work habits, alternative seekers, gap generation, drug consumption, changes in work culture, paradigm, enrichment, and enforcement of roles.

Job Satisfaction (JS)

Judge *et al.* (2017) defined job satisfaction as “a pleasant or positive emotional state that results from someone's work evaluation or work experience”. Baeriswyl *et al.* (2016) and Zembylas & Papanastasiou (2004) conveyed that job satisfaction is a global measure that involves individual evaluation of work situations and various aspects of work. In this study, the main dependent variable is job satisfaction, which is studied concerning the productivity of employees' work at home. Akla & Indradewa (2020) emphasized that job satisfaction is a pleasant emotional attitude of love for their work. This job satisfaction uses intrinsic and extrinsic dimensions and six indicators, such as basic salary, bonuses, facilities, partners, opportunities for self-improvement, and leadership (Indradewa *et al.*, 2019). In addition, job satisfaction can be increased through attention and good relations between leaders and subordinates so that employees feel to be involved as an important part of the company.

Baqi & Indradewa (2021) stated that the compensation received by employees has a significant influence on job satisfaction in terms of employee length and employment status. Therefore, proportional compensation is required, which equals employees' loyalty, who can survive in the company. It has affected compensation and organizational climate on employee commitment and performance. One of the factors to improve employee performance is high organizational commitment. Organizational commitment is one of the main factors affecting employee performance.

Compensation and organizational climate are positively related to organizational commitment (Imron *et al.*, 2020).

HYPOTHESES DEVELOPMENTS

Influence of Flexible Working Arrangements and Job Satisfaction

The relationship between flexible working arrangements and job satisfaction was studied through the application of flexible working arrangements policy in companies that provided flexibility in working during the pandemic to their employees so that they improved their performance and productivity (Bao *et al.*, 2022). Baker *et al.* (2007), M. R. Singh *et al.* (2017) and Lim & Teo (2000) explained some benefits of flexible working arrangements in increasing performance and reducing the total employee turnover to increase job satisfaction for employees.

The influence between productivity and job satisfaction had been studied for ages in organizational behavior and industrial psychological literacies as presented by Judge *et al.* (2017) and Michelle & Muchinsky (1985). They argued that all relationships regarding productivity and job satisfaction can be used as a reference in implementing the concept of flexible working arrangements, which can affect job satisfaction (Kowalski *et al.*, 2022). However, some experts, such as Bowling (2007) and Peiró *et al.* (2019), stated that the relationship between productivity/performance and job satisfaction is not positively related because there are unknown causalities, but an important study proves that when an employee becomes highly productive, it has an effect on such employee who is satisfied with the results of their work (Aruldoss *et al.*, 2021).

Based on the description above, the tested hypothesis is as follows:

H1: Flexible Working Arrangements had a positive effect on Job Satisfaction

Influence of Flexible Working Arrangements and Work-Life Balance

Darcy *et al.* (2012) and Asumadu *et al.* (2018) stated that the productivity of flexible working arrangements influences work-life balance. This could be studied further in the policy of flexible working arrangements during the pandemic, where the application of more flexible working hours in working at companies as the application of flexible working arrangements provided clear evidence that employees were more productive and, at the same time, could maintain their health care (Dolcos & Daley, 2009). Before the implementation of flexible working arrangements, companies had implemented a similar system, such as imposing work flexibility in remote areas within a few weeks so that they could arrange their work and personal needs to maintain a work-life balance as stated by Kowalski *et al.* (2022).

Meanwhile, Irshad *et al.* (2021) and Lonska *et al.* (2021) viewed that the global pandemic has forced many employees to work from home so that they can maintain

physical distance to prevent transmission. It is a policy imposed by governments around the world. Kowalski *et al.* (2022) further explained that the logic of a positive relationship between flexible working arrangements and work-life balance is that when employees work more productively, the pressure from employers is lower, but, vice versa, when employees work with lower productivity, the demands from employers will be high and cannot be followed by workers to focus on life demands (Kowalski *et al.*, 2022).

Based on the explanation of the studies above, the empirical evidence had been shown related to the relationship between flexible working arrangements and work-life balance, but hypothesis testing is still required to test such opinion, as follows:

H2: Flexible Working Arrangements had a positive effect on Work-Life Balance

Influence of Work-Life Balance and Job Satisfaction

Ferguson *et al.* (2012) argued that although the concept of work-life balance has been implemented, it requires to be maintained so that job satisfaction can be created by the concept of job satisfaction. In a study conducted by Haar *et al.* (2014) on 1416 employees from 7 (seven) countries (Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French, and Italian), work-life balance has a highly firm positive influence and a positive relationship with job satisfaction (Kowalski *et al.*, 2022).

Moreover, Kurland & Bailey (2000) and Koubova & Buchko, (2013) stated that individual happiness at home has an impact on job satisfaction. In the context of Indonesia, Irawanto *et al.* (2021) mentioned that work-life balance has a firm and positive relationship that affects job satisfaction. Employees who have a high life balance tend to have job satisfaction. This research was supported by other studies conducted by Yadav & Sharma (2021) and S. Singh *et al.* (2020), and completed by Jackson (2015) and Sirgy & Lee (2017). Those studies supported the test that work-life balance has a positive relationship with job satisfaction, job performance, organizational commitment, and life satisfaction.

Based on the supporting explanation of this research above, the following hypothesis can be set out as follows:

H3: Work-Life Balance had a positive effect on Job Satisfaction

Moderation of Work Stress

Zaheer (2016) set out that work stress has a negative effect on the physical health of workers and an influence on work-life balance. The direct influence of work stress on job satisfaction and commitment can affect flexible working arrangements with work-life balance. A negative relationship between work stress and work-life

balance could be found in several studies conducted by Aruldoss *et al.* (2021) and Zaheer (2016) in Kowalski *et al.* (2022), explaining how the role of work stress as a mediator affects flexible working arrangements and work-life balance.

In a study of 369 banking and high technology employees in Taiwan, employees who had worked for a long period would affect their work stress and work-life balance (Hsu *et al.*, 2019). Saleem *et al.* (2021) and Arslan *et al.* (2021) in Kowalski *et al.* (2022) found that, during the global pandemic, there has been stress at work which has affected the performance of employees so work stress has a significant effect on flexible working arrangements and work-life balance. Another literacy shown by Galbraith *et al.* (2021) and Magnavita *et al.* (2020) described that ignoring the stress and mental health of frontline workers during the pandemic has resulted in anxiety and affected work-life balance.

Based on the description above, the following hypothesis can be explained as follows:

H2a: Influence of moderation of Work Stress on the relationship between Flexible Working Arrangements and Work-Life Balance

Influence of Work-Personal Life Enhancement and Work Stress

The study by Panda & Sahoo (2021) conducted on 283 employees working in the information technology sector, in India, explained that work-personal life enhancement has a positive effect on work-life balance and employee retention. Further, Kreiner *et al.* (2006) stated that workers have different sides in managing their work and life. Some can effectively be given instructions and strategies to fight against imbalances by focusing on their strengths, but their greatest strength is their lifestyle.

Based on the explanation above, the following hypotheses can be performed, as follows:

H2b: Work Personal Life had a positive effect on Work Stress

Moderation of Emotional Exhaustion

Based on the findings of Shaffer *et al.* (2016) and Joo & Lee (2017), work-life balance had a positive influence on job satisfaction. However, from an employee's point of view, there was a significant issue that had to be considered, such as emotional exhaustion, which was associated with physical fatigue affecting job satisfaction (Maslach & Jackson, 1981). Cordes & Dougherty (2013) and Halbesleben & Bowler (2007) conducted the same research tests that were carried out by Cropanzano *et al.* (2003) which states that when workers experience emotional exhaustion it will have an impact on employee turnover, commitment, and worker performance. The same research was also conducted by Skaalvik, (2020) in Norwegian public schools who found emotional exhaustion can have a negative effect on job satisfaction.

Meanwhile, Chao *et al.*, (2020) described the effects of emotional exhaustion on performance and job satisfaction that impacted ambiguity, workload, and individual performance. It was in line with the role of moderation on emotional exhaustion, affecting job satisfaction. Similarly, the issues occurred to workers around the world when dealing with a global pandemic. Santarone *et al.* (2020) found that workers experience severe emotional exhaustion. The relationship between emotional exhaustion that affected work-life balance and job satisfaction was the research objective that intended to prove whether work-life balance and job satisfaction depended on the strength of emotional exhaustion or not.

Based on the description of the research previously, the hypothesis testing can be performed as follows:

H3a: Influence of Moderation on Emotional Exhaustion to the Relationship between Work-Life Balance and Job Satisfaction

Influence of Work-Personal Life Enhancement and Emotional Exhaustion

Grzywacz *et al.* (2002) and Hsieh & Pearson, (2005) argued that work-personal life enhancement provides a significant role for employees. The role of employees' personal life, which has a negative impact, is influenced by emotional exhaustion and job satisfaction (Kowalski *et al.*, 2022). Meanwhile, Brough *et al.* (2014) and Zhang *et al.* (2006) found a positive relationship between organizational intervention and workers' family life on job satisfaction. The moderating role of work-personal life enhancement in influencing individual output on job commitment, productivity, and job satisfaction could be more studied by researchers (Kowalski *et al.*, 2022). In the context of working from home due to a global pandemic, work-personal life enhancement played a vital role in smoothing the relationship between work-life balance and job satisfaction by reducing the negative effects of emotional exhaustion (Kowalski *et al.*, 2022).

Based on the description of the research above, the hypothesis testing can be conducted as follows:

H3b: Work Personal Life Enhancement had a positive effect on on Emotional Exhaustion

Based on the hypothetical framework above, the research model can be described in the following Figure 1, as follows:

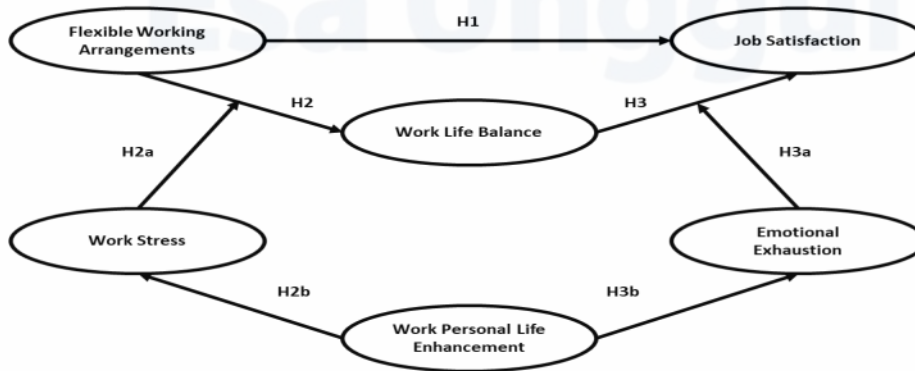


Figure 1. Research Model

1 RESEARCH METHOD

The research measured 6 variables, such as flexible working arrangements, work-life balance, job satisfaction, work stress, work-personal life enhancement, and emotional exhaustion. Data measurement in this study used a questionnaire adopted from previous studies. The variable measurement of flexible working arrangements consisted of 10 questions that applied dimensions adapted from (Neufeld & Fang, 2005). Then, the variable measurement of the work-life balance comprised 8 questions using the dimensions adapted from Fisher *et al.* (2009) and Helmle *et al.* (2014), added by Shukla & Srivastava (2016). The variable measurement of job satisfaction employed dimensions from previous studies, comprising 5 questions. The variable measurement of work stress utilized dimensions adapted from Lait & Wallace (2022), containing 6 questions. Furthermore, the variable measurement of work-personal life enhancement used dimensions from previous studies which consisted of 4 questions. The variable measurement of emotional exhaustion employed dimensions from previous studies, which consisted of 4 questions. The total of adopted measurements was 37 questions that had been adapted to respondents in Indonesia. The detail of the definition of variable operation can be seen in Appendix 2 and the research questionnaire in Appendix 3.

The research employed a survey method ¹⁶ purposive sampling method of data collection by distributing questionnaires online. The respondents of this study were workers or employees in governmental organizations in the Jabodetabek (Jakarta-Bogor-Depok-Tangerang-Bekasi) area. The respondents chosen in position middle managerial level (Eselon III above) in each department. Online data collection techniques used Google Forms, which was filled in by respondents independently. Further, the study used a research method adapted from a previous study using 6 types of construct based on tested and validated sources using the five-point Likert scale ('5'

= strongly agree; '1' = strongly disagree) to measure the construct. Also, the study was quantitative research using the Structural Equation Model (SEM) method. The data processing and analysis employed SmartPLS 3.0 software. Next, the writer conducted the validity and reliability test using Cronbach's Alpha measurement. The value of Cronbach's Alpha, which was close to 1, indicated a better reliability test. The testing used the structural equation method with Partial Least Squares (PLS-SEM) approach (Boubker & Douayri, 2020).

After the distribution of the preliminary questionnaire (pretest) to 100 respondents was complete, the variable of flexible working arrangements had 8 valid questions and 2 invalid questions. The invalid questions were an indicator of "Work leader worries about my welfare during flexible working arrangements and I accept technical assistance from the workplace to finish my work during flexible working arrangements". Meanwhile, the variable of working-life balance, job satisfaction, work stress, work-personal life enhancement, and emotional exhaustion were valid questions. After conducting the analysis results of the pretest and obtaining invalid instruments, the research, previously using 37 questions, only used valid questions, such as 35 questions. Referring to the table of sample size determined by Comrey & Lee, (n.d.), the recommended sample size was more than 500, considered excellent (100 = poor; 200 = fair; 300 = good; 500 = excellent; 1000 or more = outstanding). The results of this research were considered accurate and represented if the total of representative respondents was minimally 200 respondents.

RESULTS

The respondents of this study were workers or employees in governmental organizations or private companies in the Jabodetabek (Jakarta-Bogor-Depok-Tangerang-Bekasi) area. The total respondents were 229 people, consisting of 47.3% male and 52.7% female. Based on the respondents taken as a sample, the majority lived in Jakarta of 58.1%. Most respondents worked as private employees of 64.5%. Their term service ranged, such as 1-5 years of 33.8%, 11-20 years of 23.7%, 6-10 years of 19.7%, and over 20 years of 16.2%. Most respondents had an educational background, consisting of Undergraduate (45.2%) and Master/Doctor (37.3%).

Moreover, the test of construct validity presented by Boubker & Douayri (2020) stated that the approach of construct validity measurement on research will be valid and acceptable if all variables have an average variance extracted (AVE) value that is more than 0.50. In addition, the calculation of composite reliability (CR) value is the requirement of construct reliability, where the CR value must be above 0.70 to satisfy the requirements so that the value is acceptable (Boubker & Douayri, 2020). The research obtained the results of all variables that the calculation of AVE value was above 0.50 and CR value was above 0.70, such as FLEXIBLE WORKING

ARRANGEMENTS (CR=0.915; AVE=0.576), WORK LIFE BALANCE (CR=0.917; AVE=0.582), JS (CR=0.920; AVE=0.697), WS (CR=0.922; AVE=0.666), EE (CR=0.914; AVE=0.726), and WPLE (CR=0.893; AVE=0.726). Then, the results of both construct validity and reliability tests can be seen clearly in the appendix.

In addition, the results of the research that had been processed using smartPLS are depicted on the following structural model equipped with the T-Value diagram, as follows:

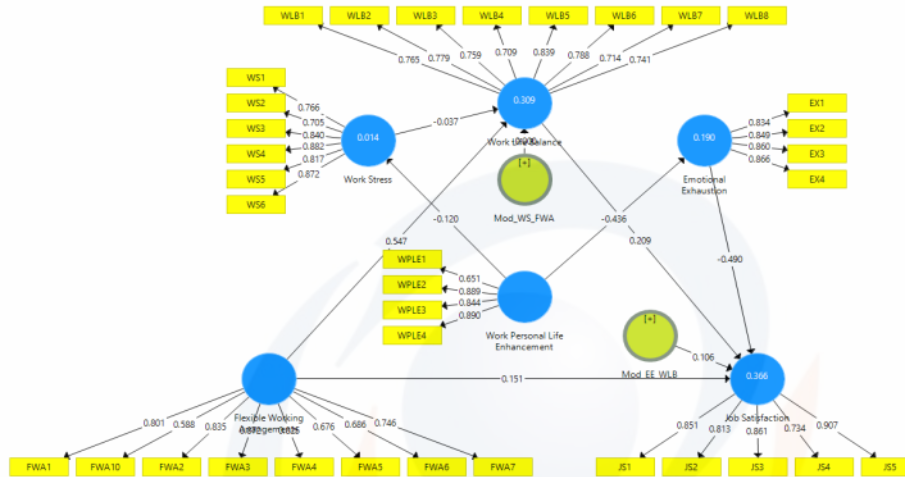


Figure 2. T-Value Diagram Path

Through the P-Value diagram path in the figure above, the hypothesis testing of the research model can be presented in the following results:

Table 1. Hypothesis Test of Research Model

Hypothesis	Statement of hypothesis	P-Value	Information
H1	Flexible Working Arrangements (FWA) had a positive impact on Job Satisfaction (JS)	0.036	Data supported hypothesis
H2	Flexible Working Arrangements (FWA) had a positive impact on Work-Life Balance (WLB)	0.000	Data supported hypothesis
H2a	Influence of moderation on Work Stress (WS) to the correlation between Flexible Working Arrangements (FWA) and Work-Life Balance (WLB)	0.993	Data did not support the hypothesis
H2b	Influence of Moderation on Work-Personal Life Enhancement (WPLE) to Work Stress (WS)	0.332	Data did not support the hypothesis
H3	Work-Life Balance (WLB) had a positive impact on Job Satisfaction (JS)	0.007	Data supported hypothesis

Hypothesis	Statement of hypothesis	P-Value	Information
H3a	Influence of moderation on Emotional Exhaustion (EE) to the correlation between Work Life Balance (WLB) and Job Satisfaction (JS)	0.111	Data did not support the hypothesis
H3b	Influence of Moderation on Work-Personal Life Enhancement (WPLE) on Emotional Exhaustion (EE)	0.000	Data supported hypothesis

Based on the table of the results of hypothesis testing, 3 hypotheses had a higher T-Value than 0.05. It can be concluded that the data supported the 5 hypotheses of this study. Meanwhile, the hypothesis of flexible working arrangements had a positive impact on job satisfaction, where T-Value was below 0.05. Detailed information on the results of SEM analysis can be seen in the appendix

DISCUSSION

Kowalski *et al.* (2022) analyzed that the influence of work-from-home productivity during the COVID-19 pandemic has affected work-life balance and job satisfaction. However, the writer intended to explain the positive influence of flexible working arrangements on job satisfaction. The results of this research depict that a firm correlation or positive influence of flexible working arrangements on job satisfaction was available. It was proven in the results of data analysis, which data supported the hypothesis. Also, the research shows that the existence of flexible working arrangements applied to dynamic companies has a positive impact on organizations. The dynamic organization always reviewed worker status either full-time or part-time. Organizations that provided work opportunities with flex-time and part-time policies could influence organization performance (Bajzikova *et al.*, 2013). The policy of flexible working arrangements applied by an organization could influence employees' work commitment. Higher work commitment could enhance organization-related performance achievement to a higher level so that employees' ability could provide more contributions to an organization (Anderson & Kelliher, 2009). A company that had employees with higher commitment could provide job satisfaction to its employees because every employee felt as if representing each part so that he or she was actively involved to contribute (Anderson & Kelliher, 2009).

The results of hypothesis testing regarding the correlation of flexible working arrangements had a positive influence on work-life balance. It means that there was a firm correlation between flexible working arrangements to work-life balance or there was a positive influence of flexible working arrangements on work-life balance. The results of this study show that data supported the hypothesis. Further, the study demonstrates that flexible working arrangements provided a positive impact or

influence on the work-life balance of employees. Work-life balance was an important part that had to be considered by an organization. The existence of flexible working arrangements implemented by an organization boosted employees' new energy. This new energy of employees was also felt by other employees because there was life balance in the workplace and social life, including their personal life. Employees could share their time for work and family so that both issues became a priority that could be applied altogether. Finally, the new energy of employees would contribute to a company (Subramaniam *et al.*, 2015). The existence of a life balance between work and family or the existence of a work-life balance for employees could provide opportunities to manage their life. The impact was that employees would bind themselves to the organization because their needs for work-life balance had been satisfied (Subramaniam *et al.*, 2015).

Furthermore, in this research, the hypothesis displays that a firm correlation between work stress and flexible working arrangements had no positive influence on work-life balance. It was proven with the results of this study that none of the data supported the hypothesis. The research explains that the moderation of work stress to the correlation of flexible working arrangements and work-life balance had no direct influence. In business competition and certain situations, an organization could provide work pressure on its employees. Consecutive work demands beyond working hours without break would provide an exhaustion impact on employees. Exhausted and demanded employees to work beyond working hours could increase the extent of experienced stress levels. The higher the extent of stress level experienced by employees, the lesser the work-life balance felt by employees (Juniartha *et al.*, 2020). The higher level of stress experienced by employees could cause conflict among employees. The more stressed the employee, the higher the misunderstanding and miscommunication experienced by employees. Emotional binding between employees became lower which could lead to higher conflict between them. As a result, the work stress experienced by employees could influence their work-life balance (Muis *et al.*, 2021). However, the existence of flexible working arrangements could reduce the occurrence of potential conflict between employees and excessive workload could be avoided so that employees were easy to get stress and could enjoy work-life balance.

The hypothesis that related with work personal life enhancement to work stress proven with the results of this research depicts that none of the data supported the hypothesis. The results demonstrated how work-personal life enhancement experienced by employees could influence employees' stress levels or work stress that would affect their work-life balance. The conflict happened between employees could be influenced by personal life. The experience of employees' personal life could be in various personal activities of employees, such as couples, families, social activities, and sports or hobbies. Various personal activities influenced the extent of employees'

well-being and anxiety. The higher the anxiety level of someone to himself or herself, the higher the stress level of someone to experience (Grant-Vallone & Ensher, 2001). Further, the inability of someone to manage his or her personal life depended on his or her environment. This inability could increase someone's anxiety level. The higher level of anxiety that someone experiences could trigger stress levels and influence someone's life balance and it would influence work performance. Thus, organizations are required to support their employees to have work-personal life enhancement that could reduce anxiety levels in their personal life (Grant-Vallone & Ensher, 2001). Work personal life enhancements did not have a direct influence to work stress. Other external factors of personal life could also affect work stress.

Additionally, the study provided the existence of a firm correlation between work-life balance to job satisfaction, which data in the research supported the hypothesis. The research shows that work-life balance for employees could boost their performance, and it would bring job satisfaction to their work results. Work-life balance became important attention by organizations and companies. The high workload, exhaustion, and work pressure could influence work-life balance so employees had difficulty managing their role in either job and social personal life. Difficulty in the role management of work and social life would disturb the work-life balance (Rich & Karatepe, 2020). The management of work-life balance was an important aspect of human resources management that policy-makers of organizations or companies had to concern about. Well-management of work-life balance could assist an organization to maximize human resources' ability to work optimally. Subsequently, the impact of work-life balance provided by organizations to employees would provide a better experience for employees during their work so that employees' work satisfaction could improve (McCarthy *et al.*, 2010).

The results of this research depict that a firm correlation in moderation between emotional exhaustion and work-life balance and job satisfaction was available. It is proven by the results of the research which data supported the hypothesis. This research described the existence of emotional exhaustion that influenced work-life balance and job satisfaction. Emotional exhaustion was someone's excessive and drained emotional feelings influencing their psychological state. Emotional exhaustion was an important factor that could stimulate and inhibit employees' comfort. Employees experiencing emotional exhaustion could obstruct employees to manage their work-life balance. Employees' inability to manage their emotional exhaustion could impact their work-life balance and job satisfaction (Abdalla *et al.*, 2021). The extent of an employee's emotional exhaustion could influence stress levels and it could cause burnout. Then, this burnout could result in employees' sleep issues. If an employee had a sleep issue, it could disturb his or her emotional state or unstable emotions, and decline physical condition until he or she got sick (Li *et al.*, 2020). A

declining physical condition, and getting sick, could affect work-life balance and job satisfaction. Work-life balance could reduce stress levels experienced by employees so that every employee could maintain his or her job satisfaction. Therefore, emotional exhaustion did not provide a direct and significant influence on the correlation between work-life balance and job satisfaction.

The study shows a firm correlation between work and personal life enhancement to emotional exhaustion was available. It is proven by the results of the research, where data supported the hypothesis. Further, this research explains that someone's life condition could influence his or her emotional exhaustion. According to Twenge & King (2005), Sigmund Freud proposes the balance of "love and work". The statement explained that someone did not only require work acknowledgment but also life personal balance. His or her personal life correlated with someone's mental health. This mental health could be a religious activity, forgiveness, tenderness and loyalty, and interpersonal relationship that influenced someone's emotional state (Twenge & King, 2005). Unmanaged life personal would influence someone's emotional condition. The more distributed his or her satisfaction level or personal life, the higher his or her emotional exhaustion. If excessive emotional exhaustion was not well-managed, employee turnover intention would improve (Abdalla *et al.*, 2021).

CONCLUSION

The first conclusion, the research intends to study the positive influence of flexible working arrangements on job satisfaction and work-life balance. The flexible working arrangement also can benefit the company to reduce the cost due to the fee for renting workspace. This research can make contribution to make an efficiency in corporation. The second conclusion, the work life balance can reduce stress and employee exhaustion due to in efficiency time during traveling from home to office vice versa. The third conclusion, the flexible working environment can increase the quality of life due to the increasing personal life enhancement.

But some limitations are available. Firstly, the current respondents' population is considered sufficient since the total of surveyed respondents are 229 respondents, so the minimum total of respondents should be increased by 500 respondents. The limited total of respondents will affect the results of the research. Limitations of the respondents' population in this research are unavailable so the characteristics of respondents are general and broad. Area limitation is conducted around the Jabodetabek so that the area of this study is sufficiently wide. Then, the bias of the research's results may occur. Also, industrial limitations are unavailable in this research, so the analyzed industry may have diversity, which impacts the large total of representative samples. Secondly, the focus of the research object intends to analyze the impacts of the research on job satisfaction and moderation variables. Thirdly, the

analyzed moderation variable has no positive influence on other variables so the researcher's curiosity is not satisfied with the object of the research.

The following research requires conducting some issues. Firstly, the total population in a certain area determines the total number of respondents used as the sample. Thus, limitation of respondent category should be required, such as every employee of private or civil servant implementing flexible working arrangement. Limitation of the respondent category is followed by the addition of total respondents, approaching good criteria (= 300 respondents), or based on a certain percentage. Further, the limitation of total respondents should consider certain city and industry limits in Indonesia (e.g.: Jakarta; consultants and researcher industry). Secondly, the next research should review the influence of work engagement and job performance. The review of the study will be beneficial for post-pandemic organizations to still apply flexible working arrangements policy. A further review also should be conducted to examine moderation variables with accurate research methods and satisfying results.

Based on the limitations that have been mentioned, a further review that can provide an overview of the implementation of flexible working arrangements should be performed. Also, this research can provide a maximal contribution to the implementation of the post-Covid-19 pandemic policy. However, generally, according to the observed primary variables, the conclusion is that flexible working arrangement has a positive influence on work-life balance and job satisfaction. The positive impact is beneficial for practitioners of human resources in private and governmental organizations and contributable for practitioners in reviewing work engagement and job performance of an organization or company.

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