

THE EFFECT OF WORK FLEXIBILITY, WORK-LIFE BALANCE, AND JOB SATISFACTION OF MILLENNIAL EMPLOYEES

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ABSTRACT

Job satisfaction is a collection of feelings and beliefs that people have about their current job. Job satisfaction is also the employee's feelings towards the workers he does. Employee feelings towards work can be interpreted whether employees feel satisfied, comfortable, safe, and peaceful in doing or completing their work. The purpose of this study is to determine the effect of Flexible working arrangement and Work life balance on Job Satisfaction with Work engagement as a mediation variable. This study uses quantitative methods with the number of samples are employees of PT. Heintech Dwikarya Swapraja with a total of 171 respondents. This research was processed using SmartPLS data processing software and data collection was carried out through Google forms. Flexible Working Arrangement has a significant effect on Job Satisfaction, Flexible Working Arrangement has a significant effect on Work Engagement, Work-Life Balance has a significant effect on Job Satisfaction, Work Engagement as a mediation variable has a significant effect on Job Satisfaction, while some variables that do not affect Work Engagement do not have a significant effect on Job Satisfaction, Work-Life Balance does not have a significant effect on Work Engagement, Work Engagement as a mediating variable does not have a significant effect on Job Satisfaction.

KEYWORDS Job Satisfaction; SMARTPLS Data Processing Software; Work Flexibility



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INTRODUCTION

Industrial companies are companies engaged in the production of goods or services, along with the development of the industrial world, as well as the increasing need for various types of construction and machinery, PT. Heintech Dwi Swapraja develops these needs based on general constructions and metal working.

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The company can be said to be developing the key, one of which is the ability of its human resources, so it is necessary to have good human resource management by maintaining and realizing a balance between employee needs and company demands

Based on the results of the 2021 population census conducted by the Central Statistics Agency, the millennial generation is 69.9 million people out of 181 million people in Indonesia. Millennials are familiar with fast-paced communication technology, such as email, sms, instant messaging and social media. In work, millennials do not attach much importance to possessions, but rather refer to things such as togetherness, solidarity, mutual happiness, and self-existence that are valued in the social environment.

In managing human resources in the organization, it would be better to prioritize the welfare of its employees, especially with the feelings felt by its employees, because one thing that can be an obstacle is the attitude of the employees. It should be understood that job satisfaction is the most talked about attitude. Job satisfaction is seen and understood as a thing or attitude that reflects the feelings or employees in liking their work (Kinicki et al. 2018.) Job satisfaction or job satisfaction felt by employees has a close relationship with the ability of employees to master their own work. (Lingga, 2020) The following is a comparison table of millennial employee satisfaction rates based on their age group.

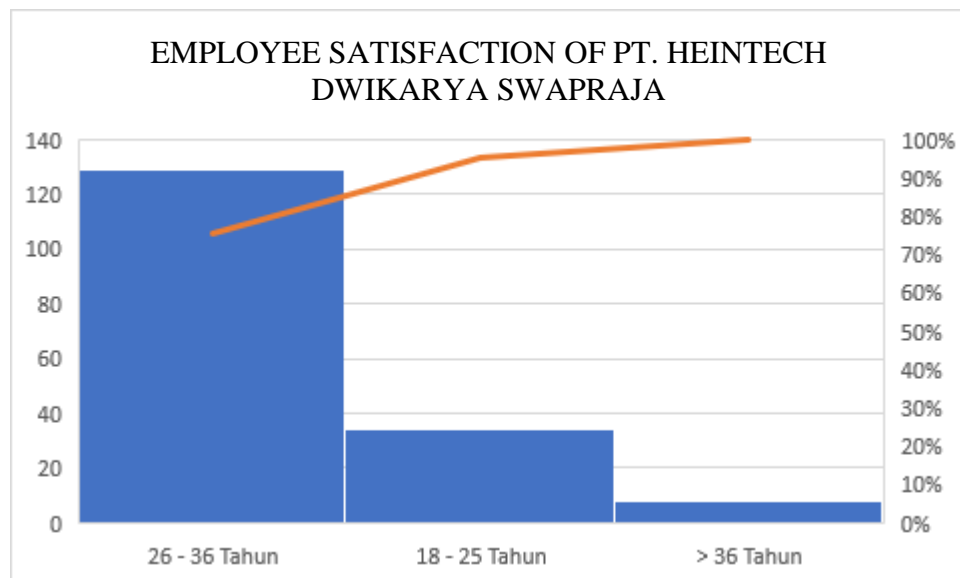


Figure 1. Comparison of millennial employee satisfaction rates by age group
Source: PT. Heintech Dwikarya Swapraja 2023

Job satisfaction of millennial employees aged 18-25 years is a force to be reckoned with in the workplace, which makes millennial employees moved and makes millennial employees happy that is, 75% of millennials feel happy with their current jobs, 75% of millennials consider "having a meaningful job" as the most important factor in their work, only 3 out of 10 millennials say that salary is the

most important factor in choosing to accept Job offers, more than half of millennials leave a job because they feel the company's values don't align with theirs, 1 in 2 millennials say their job has a negative impact on their mental health, 30% of millennials prioritize companies that allow them to work while working. Generally, employees at this age are the most anxious about thinking about their future and begin to look for the best career for their future.

According to Yu et al. (2020) When needs such as salary, opportunities, promotions, welfare and benefits, working conditions, close relationships with colleagues and organizational policies are adequately met, they lead to positive attitudes towards work such as engagement, excitement and interest in the work they do (Dhani Ramadhan 2016) Job satisfaction is important because it has positive effects such as increasing productivity, quality, responsiveness, and service (Ali & Anwar, 2021) This is certainly a positive value for both employees and the company. Job satisfaction has also been found to play a role in negative impacts such as employee turnover. If job satisfaction is not addressed immediately, job dissatisfaction can result in turnover intention and turnover (Faridl et al. 2022).

There are gaps in the research authored by, (Sitorus & Siagian, 2023) in the research journal Workload and Work flexibility on job satisfaction with motivation as mediation. In his research showed that the variable Job Flexibility had no effect on Job Satisfaction, this showed that the variable had no influence on Job Satisfaction. The expected result of these findings is the company's awareness of the importance of work flexibility in creating a more balanced work environment and supporting employee well-being. While it has no direct effect on job satisfaction, job flexibility is still an important factor in promoting balance and overall quality of life for employees.

Job satisfaction can be influenced by several variables such as flexible working arrangements. Flexible working arrangements are basically not new in the world of human resource management, but the practice of implementing Fwa has been carried out since 2005 and the trend of Fwa continues to increase until now. The application of Fwa in the company can be in the form of flexi time, home working and flexi leave (Tsen et al. 2021) Research results Barber et al. (2022) shows that job satisfaction can improve with the application of Fwa. Research conducted by Stefanie et al. (2020) get aligned results, namely Fwa has a positive influence on job satisfaction. (Pratama S. & Tanuwijaya, 2023) however, Fwa or flexible work is significantly negative for job satisfaction (Sitalaksmi, 2022).

Job satisfaction is an important construct in organizational psychology, that is, a positive emotional state that arises from the overall evaluation of work (Jang et al. 2022) Work-life balance also describes the balance between personal life and business life flexibly to achieve personal psychological perfection and job satisfaction (Dodi et al. 2021) WLB becomes increasingly critical with the continued regeneration of the times and hereditary nature becomes work demands and concerns that develop in a society where self-conflict between work and life demands is increasing, resulting in a decrease in quality of life (Prasetyaningrum et al. 2021) Employees have flexibility and autonomy in balancing their work and personal lives, they tend to further increase their job satisfaction when the

organization allows them to work from home, therefore work-life balance positively affects job satisfaction (Limanta et al. 2023) and work-life balance has a positive but not significant effect on employee job satisfaction (Nurjana et al. 2022).

According to (Schaufeli et al. 2022) Work engagement is like a set of positive, satisfying work-related states of mind characterized by passion, dedication, and absorption. According to Lu et al. (2022) Work engagement such as desiccation, enthusiasm and absorption can significantly affect employee job satisfaction and positively the job attachment felt by employees has a significant effect on job satisfaction. Employees who have low job attachment will result in not having job satisfaction. (Wiratama et al., 2022). Based on the background description above, the theme set is **“The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees“**

RESEARCH METHOD

The type of research used in this study is quantitative research with a descriptive approach. According to (Azdanal et al. 2021) Quantitative research methods are one type of research whose specifications are systematic, planned and clearly structured from the beginning to the making of the research design. Data collection research was conducted quantitatively. This research method uses partial and simultaneous regression methods, used for analysis or hypothesis testing if the researcher intends to know the influence or relationship of the independent variable with the dependent, where one of the independent variables is controlled (made fixed).

This research was conducted in Bekasi Regency, West Java province and the research was carried out in September 2023 until now and uses an overview of the flow of the research carried out.

Data Collection Methods

The field research methods used by researchers are as follows:

- a. Questionnaire The distribution of this questionnaire is focused on employees of PT. Heintech Dwikarya Swapraja.
- b. Observation Observation is a data collection technique by making direct observations on the object under study

Data Analysis

This study outlines the effect of flexible working arrangement and work-life balance on job satisfaction of PT employees. Heintech Dwikarya Swapraja with work engagement as a mediating or intervening variable. This study used a sample of 171 (one hundred and seventy-one) respondents who were at PT. Heintech Dwikarya Swapraja.

Determination of the number of samples

The sampling technique in this study uses non-probability sampling techniques, with the determination of sampling techniques using purposive sampling. Purposive sampling is where the sample is determined with certain considerations by setting criteria that are in accordance with the research objectives.

The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees

In this study the number of samples was determined by the Slovin Formula with an error rate limit of 5% with the following formula:

$$n = \frac{N}{1+N(e)^2}$$

Information:

n = Number of samples

N = Number of population

e = Sampling error limit

5 %

So as to produce the following calculations:

$$n = \frac{N}{1+N(e)^2} = \frac{298}{1+298(0,05)^2} = 171$$

So the number of respondents in this study was 171 respondents

RESULT AND DISCUSSION

Path Outer Model Design

The design of the Path Outer Model in this study can be illustrated in the following figure:

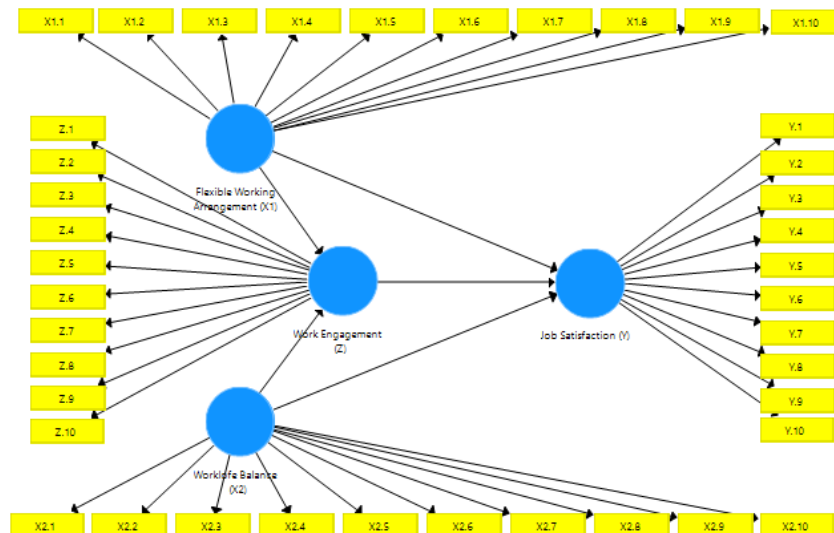


Figure 2 Path Outer Model

Source : SmartPLS 3.2 output, primary data processed (2023)

Validity Test**Convergent Validity**

A research indicator will be considered valid if it has an outer loading value above 0.7 in each instrument. However, an outer loading value of 0.5 is still considered sufficient (Ghozali, 2015 in Laksono & Wardoyo, 2019). If the outer loading value < 0.5 then the question item must be eliminated.

Table 2. Outer Loading

Variable	Indicator	Outer Loading	Validity
Flexible Working Arrangement	FWA1	-0,060	Invalid
	FWA2	-0,111	Invalid
	FWA3	0,155	Invalid
	FWA4	-0,649	Invalid
	FWA5	0,272	Invalid
	FWA6	0,319	Invalid
	FWA7	0,031	Invalid
	FWA8	0,841	Valid
	FWA9	0,816	Valid
	FWA10	0,879	Valid
Work Life Balance	WLB1	0,772	Valid
	WLB2	0,818	Valid
	WLB3	0,875	Valid
	WLB4	0,787	Valid
	WLB5	0,617	Valid
	WLB6	0,817	Valid
	WLB7	0,698	Valid
	WLB8	0,759	Valid
	WLB9	-0,366	Invalid
	WLB10	-0,350	Invalid
Work Engagement	WE1	0,763	Valid
	WE2	0,790	Valid
	WE3	0,850	Valid
	WE4	0,867	Valid
	WE5	0,828	Valid
	WE6	0,822	Valid
	WE7	0,859	Valid
	WE8	0,875	Valid
	WE9	0,819	Valid
	WE10	0,861	Valid
Job Satisfaction	JS1	0,861	Valid
	JS2	0,809	Valid
	JS3	0,813	Valid
	JS4	0,777	Valid
	JS5	0,897	Valid
	JS6	0,823	Valid

	JS7	0,774	Valid
	JS8	0,811	Valid
	JS9	0,731	Valid
	JS10	0,806	Valid

Source: SmartPLS 3.0 output Primary data processed by researchers, 2023

Tabel 3. Outer Loading 2

Variable	Indicator	Outer Loading	Validity
Flexible Working Arrangement	FWA8	0,841	Valid
	FWA9	0,816	Valid
	FWA10	0,879	Valid
Work Life Balance	WLB1	0,772	Valid
	WLB2	0,818	Valid
	WLB3	0,875	Valid
	WLB4	0,787	Valid
	WLB5	0,617	Valid
	WLB6	0,817	Valid
	WLB7	0,698	Valid
	WLB8	0,759	Valid
Work Engage-ment	WE1	0,763	Valid
	WE2	0,790	Valid
	WE3	0,850	Valid
	WE4	0,867	Valid
	WE5	0,828	Valid
	WE6	0,822	Valid
	WE7	0,859	Valid
	WE8	0,875	Valid
	WE9	0,819	Valid
	WE10	0,861	Valid
Job Satisfaction	JS1	0,861	Valid
	JS2	0,809	Valid
	JS3	0,813	Valid
	JS4	0,777	Valid
	JS5	0,897	Valid
	JS6	0,823	Valid
	JS7	0,774	Valid
	JS8	0,811	Valid
	JS9	0,731	Valid
	JS10	0,806	Valid

Source: SmartPLS 3.0 output Primary data processed by researchers, 2023

Based on table 4.2 data above, it can be seen that all indicators already have an outer loading value of > 0.5 so that they can be declared valid for use in further

research and analysis. The following is a picture of the outer loading of the study after elimination:

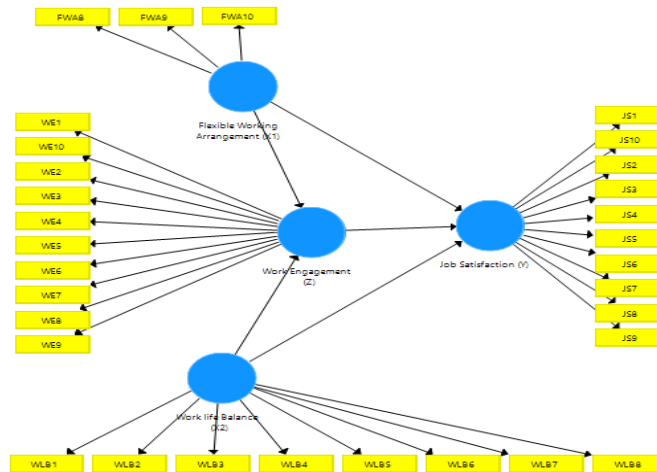


Figure 3. Path Outer Model

Source : SmartPLS 3.2 output, primary data processed (2023)

Discriminant Validity

The Discriminant Validity value is a cross loading value that serves to determine whether a construct has an adequate discriminant. Discriminant Validity can be seen in the square value of Average Variance Extracted (AVE). Discriminant Validity or correlation value is said to be achievable or valid if the AVE value > 0.5 and the correlation value is declared invalid if the AVE value < 0.5 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Table 4. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Flexible Working Arrangement	0,715
Work life Balance	0,595
Work Engagement	0,696
Job Satisfaction	0,658

Source: SmartPLS 3.2 output, primary data processed (2023)

Reliability tests

Reliability tests are assessed through 2 (two) methods, namely Composite Reliability and Cronbach's Alpha. A variable can be said to have good reliability if the Composite Reliability value has a value of > 0.7 and Cronbach's Alpha value > 0.6 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Table 5. Composite Reliability

Variable	Composite Reliability	Information
Flexible Working Arrangement	0,883	Reliable
Work life Balance	0,921	Reliable
Work Engagement	0,958	Reliable
Job Satisfaction	0,950	Reliable

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 5 above, it can be concluded that the composite reliability value of all constructs > 0.7 which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value. Reliability tests are also reinforced with Cronbach's Alpha value.

Here are the reliability test results with Cronbach's Alpha:

Table 6. Cronbach Alpha

Variable	Cronbach's Alpha	Information
Flexible Working Arrangement	0.816	Reliable
Work life Balance	0.902	Reliable
Work Engagement	0.951	Reliable
Job Satisfaction	0.942	Reliable

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 6 above, it can be concluded that the value of Cronbach's alpha all constructs > 0.6 which means that all constructs meet Cronbach's alpha criteria and each construct in this study has a high reliability value.

Inner Model Analysis

After conducting validity tests and reliability tests, it can be continued by testing structural models or inner models. Inner Model analysis can be assessed through the R-Square test. Here are the R-Square values of this study:

Table 7. R-Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0,924	0,923
Work Engagement	0,679	0,675

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 7 above, the resulting R-Square value of 0.924, it can be explained that the effect of the variables Flexible Working Arrangement (X1), Work Life Balance (X2), and Work Engagement (Z) on Job Satisfaction (Y) gives a value of 0.924, with the interpretation that the variable construct Job Satisfaction can be explained by the variable Work Engagement as a mediating variable between Flexible Working Arrangement and work-life balance to Job Satisfaction with a percentage of 92,4 While the remaining 7,6% is explained by other variables outside this study.

Hypothesis Analysis

Test the hypothesis in this study can be seen in the Path Coefficient table which serves to test whether a hypothesis can be accepted or rejected. The Path Coefficient criterion is 5%, $t = 1.96$. If the t-statistic value is greater (>1.96), then

the hypothesis is significant or H0 is rejected and Ha is accepted. The Path Coefficient table of this study is as follows:

Table 8. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	De-T ((O/STDEV))	Statistics P Values
Flexible Working Arrangement (X1) -> Job Satisfaction (Y)	-0,116	-0,122	0,039	2,976	0,003
Flexible Working Arrangement (X1) -> Work Engagement (Z)	0,084	0,096	0,057	1,470	0,142
Work Engagement (Z) -> Job Satisfaction (Y)	0,760	0,764	0,045	16,714	0,000
Work Life Balance (X2) -> Job Satisfaction (Y)	0,249	0,245	0,053	4,682	0,000
Work Life Balance (X2) -> Work Engagement (Z)	0,810	0,814	0,025	31,824	0,000

Source: SmartPLS 3.2 output, primary data processed (2023)

Hypothesis 1

The coefficient parameter t-statistic for the variable Flexible Working Arrangement (X1) -> Job Satisfaction (Y) has a value of 2.976, which is declared significant (t-table significance 5% = 1.96) or it can be stated that Ho1 is accepted and Ha1 is rejected.

Hypothesis 2

The coefficient parameter t-statistic for the variable Flexible Working Arrangement (X1) -> Work Engagement (Z) has a value of 1.470, which is declared not significant (t-table significance 5% = 1.96) or it can be stated that Ho2 is rejected and Ha2 is accepted.

Hypothesis 3

The coefficient parameter t-statistic for the variable Work Engagement (Z) -> Job Satisfaction (Y) has a value of 16.714, which is declared significant (t-table significance 5% = 1.96) or it can be stated that Ho3 is accepted and Ha3 is rejected.

Hypothesis 4

The coefficient parameter t-statistic for the variable Work-Life Balance (X2) -> Job Satisfaction (Y) has a value of 4.682, which is declared significant (t-table significance 5% = 1.96) or it can be stated that Ho4 is accepted and Ha4 is rejected.

Hypothesis 5

The coefficient parameter t-statistic for the variable Work-Life Balance (X2) -> Work Engagement (Z) has a value of 31.824, which is declared significant (t-

table significance 5% = 1.96) or it can be stated that Ho5 is accepted and Ha5 is rejected.

To test the hypothesis between the variable Flexible working arrangement to Jobs satisfaction mediated Work engagement and the variable work-life balance to Jobs satisfaction mediated Work engagement, the Bootstrapping test was carried out with the following results :

Table 9. Special Indirect effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Flexible Working Arrangement-> Work Engagement -> Job Satisfaction	0,064	0,073	0,045	1,400	0,162
Work-Life Balance -> Work Engagement -> Job Satisfaction	0,615	0,622	0,046	13,270	0,000

Source: SmartPLS 3.2 output, primary data processed (2023)

Hypothesis 6

The coefficient parameter t-statistic for the variable Flexible Working Arrangement (X1) -> Work Engagement -> Job Satisfaction has a value of 1.400, which is declared not significant (t-table significance 5% = 1.96) or it can be stated that Ho6 is rejected and Ha6 is accepted.

Hypothesis 7

The coefficient parameter t-statistic for the variable Work-life balance (X2) -> Work Engagement -> Job Satisfaction has a value of 13.270, which is declared significant (t-table significance 5% = 1.96) or it can be stated that Ho7 is accepted and Ha7 is rejected.

Discussion

Based on the results of testing and data processing conducted by the author using the SmartPLS 3.0 application, the following are the final conclusions obtained for each hypothesis in this study:

1. The results of this study show that the Flexible Working Arrangement (X1) variable significantly affects Job Satisfaction (Y) in employees at PT. Heintech Dwikarya Swaprja. The path coefficient testing results in the inner model show that the t-statistic result for the Flexible Working Arrangement variable is 2.976, which is significant because the t-statistic value > 1.96 (2.976>1.96). Therefore, hypothesis 1 is accepted, indicating that increasing

Flexible Working Arrangement influences employee job satisfaction at PT. Heintech Dwikarya Swapraja (Panjaitan et al., 2022).

2. The results of this study show that the Flexible Working Arrangement (X1) variable does not significantly affect Work Engagement (Z) in employees at PT. Heintech Dwikarya Swapraja. The path coefficient testing results in the inner model show that the t-statistic result for the Flexible Working Arrangement variable is 1.470, which is not significant (t-table significance 5% = 1.96) or ($1.470 < 1.96$), indicating that hypothesis 2 is rejected. This means that increasing Flexible Working Arrangement does not affect Work Engagement in employees at PT. Heintech Dwikarya Swapraja (Winialda & Aslamawati, 2023).
3. The results of this study show that the Work Engagement (Z) variable influences Job Satisfaction (Y) in employees at PT. Heintech Dwikarya Swapraja. Based on the path coefficient testing results in the inner model, the t-statistic result for the Work Engagement (Z) variable is 16.714, which is significant (t-table significance 5% = 1.96) or ($16.714 > 1.96$), indicating that hypothesis 3 is accepted. This means that increasing Work Engagement affects employee job satisfaction at PT. Heintech Dwikarya Swapraja (Kusuma, et al, 2021).
4. The results of this study show that the Work-Life Balance (X2) variable affects Job Satisfaction (Y) in employees at PT. Heintech Dwikarya Swapraja. Based on the path coefficient testing results in the inner model, the t-statistic result for the variable is 4.682, which is significant (t-table significance 5% = 1.96) or ($4.682 > 1.96$), indicating that hypothesis 4 is accepted. This means that Work-Life Balance positively influences job satisfaction (Pangemanan, 2017).
5. The results of this study show that the Work-Life Balance (X2) variable affects Work Engagement (Z) in employees at PT. Heintech Dwikarya Swapraja. Based on the path coefficient testing results in the inner model, the t-statistic result for the variable is 31.824, which is significant (t-table significance 5% = 1.96) or ($31.824 > 1.96$), indicating that hypothesis 5 is accepted. This means that Work-Life Balance positively influences Work Engagement.
6. The results of this study show that the Flexible Working Arrangement (X1) variable, before mediated by Work Engagement, does not significantly affect Job Satisfaction (Y) in employees at PT. Heintech Dwikarya Swapraja. However, after mediating with Work Engagement, the t-statistic for hypothesis 6 is 1.400 (< 1.96), so hypothesis 6 is rejected and hypothesis 7 is accepted. This implies that the direct effect (2.976) and the indirect effect (1.400) of Flexible Working Arrangement on employee Job Satisfaction are negative, meaning that increasing Flexible Working Arrangement negatively impacts employee job satisfaction. This aligns with the findings of Adinda Siska, 2022 (Witriaryani et al., 2022).
7. The results of this study show that the Work-Life Balance (X2) variable, before mediated by Work Engagement, significantly affects Job Satisfaction (Y) in employees at PT. Heintech Dwikarya Swapraja. After mediating with Work Engagement, the t-statistic for hypothesis 7 is 13.270 (> 1.96), so hypothesis 7 is accepted. This means that the direct effect (4.682) and the

indirect effect (13.270) of Work-Life Balance on employee Job Satisfaction are positive, indicating that Work Engagement strengthens the influence of Work-Life Balance. This aligns with the findings of Alfiya Jannata and Mirwan Surya Perdhana, 2022.

CONCLUSION

Based on the problem formulation, literature review, and data analysis interpreted in this study, the conclusions drawn are as follows: Flexible Working Arrangement significantly affects Job Satisfaction in employees at PT. Heintech Dwikarya Swaprja. This is because the flexible working arrangement implemented by the organization can improve employee performance but must be supported by an increase in perceived job satisfaction, as job satisfaction indirectly influences the effect of flexible working arrangements. However, Flexible Working Arrangement does not significantly affect Work Engagement in employees at PT. Heintech Dwikarya Swaprja. This is because an increase in Flexible Working Arrangement does not affect Work Engagement in employees at PT. Heintech Dwikarya Swaprja. Work Engagement significantly influences Job Satisfaction in employees at PT. Heintech Dwikarya Swaprja. This is because there is evidence showing that work engagement can mediate the perception of organizational support for organizational citizenship behavior, but it is only mediated by work engagement between organizational support perceptions and job satisfaction.

Work-Life Balance significantly affects Job Satisfaction in employees at PT. Heintech Dwikarya Swaprja, revealing that a balanced work life positively and significantly influences job satisfaction. Moreover, Work-Life Balance significantly affects Work Engagement in employees at PT. Heintech Dwikarya Swaprja, indicating that work-life balance can increase work engagement. Work Engagement as a mediating variable does not significantly affect Job Satisfaction in employees at PT. Heintech Dwikarya Swaprja. This is because Work Engagement as a mediating variable strengthens the Flexible Working Arrangement variable's positive effect on employee Job Satisfaction. However, Work Engagement as a mediating variable significantly affects Job Satisfaction in employees at PT. Heintech Dwikarya Swaprja. This is because the Work Engagement variable as a mediating variable strengthens the Work-Life Balance variable.

Based on the conclusions above, the researchers suggest the following: Flexible Working Arrangement: The company should implement policies to improve employee performance by enhancing job satisfaction indirectly through the implementation of flexible working arrangements. Work-Life Balance: The company should pay attention to employee working hours because excessive work can lead to both physical and emotional fatigue. Additionally, the company should ensure that job descriptions match employees' skills. Work Engagement: The company should focus on organizational commitment to organizational citizenship behavior. Moreover, the company should prioritize high job satisfaction, which leads to high effective commitment and tends to retain employees.

For future researchers, it is hoped that this study can be used as a reference in management science with more varied independent and dependent variables or with a larger and more specific sample size.

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