

Work Attachment as a Mediator between Flexible Work and Work-Life Balance on Job Satisfaction

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ABSTRACT

A company must consider employee job satisfaction, as those who enjoy their work positively impact performance. PT Jasa Angkasa Semesta Tbk at I Gusti Ngurah Rai International Airport provides ground handling services but faces job satisfaction issues due to frequent overtime. This study analyzes the role of work engagement in mediating the effects of flexible working arrangements and work-life balance on job satisfaction among employees. Using a saturated sampling technique, the study surveyed all 117 employees through questionnaires and interviews, analyzing the data with descriptive and inferential statistics, specifically SEM-PLS. The findings reveal that flexible working arrangements and work-life balance both significantly improve job satisfaction and positively influence work engagement. Additionally, work engagement mediates the effects of both flexible working arrangements and work-life balance on job satisfaction. The research supports self-determination theory and offers practical solutions for enhancing job satisfaction within the company.

KEYWORDS Flexible working arrangement; work life balance; work engagement; job satisfaction



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INTRODUCTION

Human resource management plays an important role for agencies and companies, as global competition requires a skilled and adaptive workforce in this era of globalization (Fabian et al., 2023). Companies expect resources that are able to work effectively and efficiently in order to achieve the specified goals (Jannah et al., 2024). Human resources in companies are considered to be the most important factor, as human resources themselves determine the direction and goals of the company (Ismunandar & Munir, 2022). Companies must have superior human resources in order to achieve their objectives (Azdanal et al., 2021). A company needs to pay attention to how employees can enjoy their work or fulfill their expectations from the job (Sutrisno et al., 2022). Employees who enjoy their work will have a positive impact on their performance; they are able to compete in terms of skills, have high engagement in their work, and achieve good performance even when job demands are high (Pratiwi et al., 2022).

Quality human resources will encourage the success of a company (Arimbawa & Dewi, 2019). Companies must focus on employee job satisfaction for business

development so that employee quality can improve (Fauzi et al., 2022). Employee job satisfaction should be a priority for any company that wants long-term growth and success (Hoque et al., 2024). In reality, employees often face various obstacles in carrying out their work (Makkira et al., 2022). Employees working in customer-oriented sectors face high workloads and organizational culture challenges in providing excellent service to customers (Fadilla et al., 2023). Companies with high workloads will experience low job satisfaction, which may disrupt the quality of human resources and make it more difficult to achieve company goals (Hasyim, 2020).

PT *Jasa Angkasa Semesta* or *Jas Airport Services* is a ground handling company located at I Gusti Ngurah Rai Denpasar Airport, with a total of 107 employees on Fixed Time Worker (*PKWT*) contracts and 117 employees on Indefinite Time Worker (*PKWTT*) contracts. Ground handling companies provide ground handling services for aircraft, passengers, cargo, and baggage at airports (Nurmahana, 2022). PT *Jasa Angkasa Semesta*, as a ground handling company, offers a variety of operational support services for airlines while the aircraft is on the ground, both before departure and after arrival. During its operational activities, PT *Jasa Angkasa Semesta* has experienced issues regarding employee job satisfaction. Interview results showed that *PKWTT* employees in the frontliner section often experienced physical and psychological fatigue because they interacted directly with passengers. Therefore, this study focuses on *PKWTT* employees in the frontliner section, which includes premier and silver gate check-in staff, lost and found, services, and ticketing (Borman et al., 2024).

The results of the researcher's interviews with five Indefinite Time Worker (*PKWTT*) employees of PT *Jasa Angkasa Semesta Tbk* or *Jas Airport Services Station Denpasar* at I Gusti Ngurah Rai Airport on Friday, April 5, 2024, indicate that the level of job satisfaction at PT *Jasa Angkasa Semesta* is still low. This is because there are often urgent tasks that must be completed on the same day. Employees have to work overtime due to these urgent tasks and experience pressure at work, along with difficulties in dividing time between personal and work life. The pressure in their job occurred due to the drastic increase in the number of flights.

Table 1. Summary of the Number of Flights of PT JAS Station Denpasar 2020 to 2024

Flight Type		Number of <i>Flights</i>				
		2020	2021	2022	2023	2024
<i>First</i>	International	1.261	1.625	2.046	3.550	3.987
	Domestic	0	20	41	60	75
<i>Silver</i>	International	3.110	4.650	6.182	6.980	7.045
	Domestic	3.514	4.240	5.045	5.790	5.975
Total		7.885	10.535	13.314	16.380	17.082

Source: Primary data processed, 2024

Based on Table 1, it can be seen that the comparison of flight conditions from 2020 to 2024 is differentiated by the type of service provided. *Premier* flights deal primarily with five-star aircraft or large aircraft. The *silver* flight type refers to flights or

aircraft that are classified as low-cost carriers (aircraft with cheaper ticket rates), targeting passengers who wish to fly at an affordable cost. In 2020, the Covid-19 pandemic and lockdown policies caused several domestic *premier* flights to be suspended, including *Airfast* flights on the Cengkareng – Denpasar – Ujung Pandang – Timika route, which recorded zero flights. In 2022, there was a significant increase along with the reopening of a number of flights. The increase in the number of flights per day means that, on average, frontliner employees must serve more than two thousand passengers, which ultimately increases the risk of physical and mental fatigue in carrying out their duties.

Table 2. Attendance of Employee PT JAS Station Denpasar in July – December 2024

Moon	Sum	Information
July	5	Illness and personal leave
August	7	Pain and personal zin
September	10	Illness, personal leave and leave
October	11	Illness and personal leave
November	13	Illness, personal leave and leave
December	15	Illness, personal leave and leave

Source: Primary data processed, 2024

Table 2 shows the increase in employee absenteeism from July to December 2024. Attendance data during this period indicates a rise in the number of absent employees, from 5 people in July to 15 people in December. The main reasons for absences include illness, personal leave, and annual leave, with the numbers increasing each month. Low job satisfaction can also be reflected in an increase in employee absenteeism (Simanullang & Karneli, 2024). Increased absenteeism may indicate low job satisfaction, especially when linked to the level of fatigue experienced by employees (Kamsariaty, 2024). Burnout, both physical and mental, can lead employees to feel a lack of energy or motivation to be consistently present at work (Akbar et al., 2024).

The theory that underlies the condition of job satisfaction among employees is the *Self-Determination Theory* (Miles, 2012). *Self-Determination Theory* highlights the importance of fulfilling basic psychological needs to enhance motivation and work engagement (Mardiani & Widiyanto, 2021). This theory states that autonomy, competence, and relatedness are the three basic needs that must be met (Utami et al., 2020). The practice of *flexible working arrangement* and *work-life balance* is closely related to *Self-Determination Theory*, as flexibility in work arrangements gives employees a greater sense of autonomy (Sitorus & Siagian, 2023). Flexibility in working hours or the option to work remotely allows employees to feel freer and more responsible for how they manage their time and tasks (Chung & Lippe, 2019). *Work-life balance* supports the fulfillment of the basic psychological need for relatedness, as employees who can divide their time between work and personal life have more opportunities to build positive relationships with those around them (Mardiani & Widiyanto, 2021).

A *flexible working arrangement* is a practice that allows employees greater flexibility in how they perform their work, while *work-life balance* refers to a healthy equilibrium between the demands and responsibilities of work and the needs and desires of personal life (Pertiwi et al., 2022). Research by Ahdianita & Setyaningrum (2024) states that both *flexible working arrangement* and *work-life balance* are factors that affect job satisfaction. A study by Puspitasari et al. (2023) also shows that *flexible working arrangement* has a positive effect on job satisfaction. Similarly, Indradewa & Prasetyo (2023) found a positive and significant relationship between *flexible working arrangements* and job satisfaction. Studies on *work-life balance* by Fadilla et al. (2023), Azdanal et al. (2021), and Ahdianita & Setyaningrum (2024) also indicate a positive and significant effect on job satisfaction.

However, research gaps exist. Pratama & Tanuwijawa (2023) found that *flexible working arrangements* had no effect on job satisfaction, while Endeka et al. (2020) reported that *work-life balance* did not have a significant effect on job satisfaction, meaning its presence or absence did not influence job satisfaction levels. These research gaps motivate the examination of variables that may mediate the relationship between *flexible working arrangement* and *work-life balance* on job satisfaction.

Research by Wiratama et al. (2022), Simanjuntak & Sitio (2021), and Astuti & Suwandi (2020) found that *work engagement*—a positive psychological state characterized by high involvement, enthusiasm, and dedication—has a positive and significant effect on job satisfaction. Other studies, such as those by Winialda & Aslamawati (2023), Rahmawati & Pusparini (2023), and Ham & Etikariena (2022), indicate that *flexible working arrangements* significantly and positively influence *work engagement*. Similarly, research by Rahmayati et al. (2022), Rebecca et al. (2020), and Kholifah & Fadli (2022) shows that *work-life balance* has a positive and significant effect on *work engagement*.

Based on these findings, the researcher is interested in examining the role of *work engagement* in mediating the effect of *flexible working arrangement* and *work-life balance* on employee job satisfaction at PT *Jasa Angkasa Semesta Tbk*. This study aims to investigate several aspects of job satisfaction and *work engagement*. Firstly, it will explore the effect of *flexible working arrangement* and *work-life balance* on job satisfaction. Secondly, it will examine how these two factors influence *work engagement* and the mediating role of *work engagement* in the relationship between *flexible working arrangement*, *work-life balance*, and job satisfaction. Theoretically, this research is expected to contribute by testing *Self-Determination Theory* through the role of *work engagement*, while practically, it aims to provide recommendations for PT *Jasa Angkasa Semesta Tbk* management in formulating policies to enhance employee job satisfaction.

METHOD

The design of this study employs a quantitative approach with a focus on causal associative, aiming to understand the relationships among several variables, particularly

the role of *work attachment* in mediating the influence of *flexible working arrangement* and *work-life balance* on job satisfaction. This research was conducted at PT *Jasa Angkasa Semesta Tbk*, located at the International Terminal of the Tuban Kuta Badung Cargo Area, and was motivated by issues related to employee job satisfaction, where flexibility in work arrangements and *work-life balance* are important aspects to be examined. The research object includes four main variables: *flexible working arrangement*, *work-life balance*, *work attachment*, and job satisfaction, with the study subjects being employees of PT *Jasa Angkasa Semesta Tbk* involved in various operational functions. The population in this study consists of all employees with Indefinite Time Work Agreements (*PKWTT*) in the frontliner positions, totaling 117 people. To determine the sample, this study uses the probability sampling method with a saturated sampling technique, in which all members of the population are included so that the results reflect actual field conditions. Data was collected through interviews and questionnaires, where interviews provided in-depth information about employees' perceptions of work flexibility and *work-life balance*, while the questionnaire consisted of two parts: respondents' identities and a list of statements that included 26 items related to the variables studied. Before use, the research instrument was tested for validity and reliability to ensure that the measurement tool could provide accurate and consistent results. It is therefore hoped that this research can provide valuable insights for policy development within the company to increase employee job satisfaction.

RESULTS AND DISCUSSION

Inferential Statistical Analysis

Inferential statistics in this study were used to analyze sample data whose results were applied to the population and answer the population. In this study, the inferential statistics used were PLS-based SEM analysis.

Structural Equation Modeling Based Partial Least Square (SEM-PLS)

The data analysis technique used in this study is Structural Equation Modeling (SEM) or a variance-based structural equation model called Partial Least Square (PLS). The SEM PLS analysis in this study was carried out with the Smart PLS 3.0 software application. Based on the modeling stages that have been described earlier, the structural equation model of this study can be described, as shown in Figure 1 below.

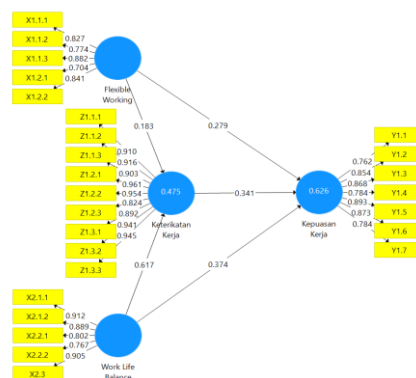


Figure 1. Research Structural Equation Model

Source: Appendix 9 Data processed in 2024

1) Evaluation of Measurement Models or Outer Models

An outer model or measurement model is defined to resemble how each indicator block relates to its latent variable. The evaluation of the measurement model was measured by convergent validity, discriminant validity, and composite reliability tests.

a. Convergent Validity

Measurement of the validity of the indicator by shaping each variable is carried out by looking at convergent validity. The convergent validity test in PLS with reflective indicators is assessed based on the value of the loading factor or outer loading indicators that measure these variables. Loading factor or outer loading is a value that describes the large proportion of variable data diversity that can be explained by the statement indicator. The indicator is considered valid if it has an outer loading value above 0.7 and a T-Statistic value above 1.96 (at a large degree or $n = 500$, the statistics are close to Z. while, $\alpha = 0.05$ critical value 1.96). The results of convergent validity can be seen in Table 3 as follows.

Tabel 3. Outer Loadings

Indicators and Variables	Original Sample	T Statistics	P Values
X1.1.1 <- Flexible working	0.827	16.326	0.000
X1.1.2 <- Flexible working	0.774	17.571	0.000
X1.1.3 <- Flexible working	0.882	25.141	0.000
X1.2.1 <- Flexible working	0.704	11.710	0.000
X1.2.2 <- Flexible working	0.841	31.274	0.000
X2.1.1 <- Work life balance	0.912	54.781	0.000
X2.1.2 <- Work life balance	0.889	33.713	0.000
X2.2.1 <- Work life balance	0.802	18.636	0.000
X2.2.2 <- Work life balance	0.767	14.075	0.000
X2.3 <- Work life balance	0.905	46.825	0.000
Z1.1.1 <- Work Attachment	0.910	42.572	0.000
Z1.1.2 <- Work Attachment	0.916	44.045	0.000
Z1.1.3 <- Work Attachment	0.903	44.463	0.000
Z1.2.1 <- Work Attachment	0.961	104.627	0.000
Z1.2.2 <- Work Attachment	0.954	78.133	0.000
Z1.2.3 <- Work Attachment	0.824	28.791	0.000
Z1.3.1 <- Work Attachment	0.892	32.701	0.000
Z1.3.2 <- Work Attachment	0.941	54.578	0.000
Z1.3.3 <- Work Attachment	0.945	71.389	0.000
Y1.1 <- Job Satisfaction	0.762	14.596	0.000
Y1.2 <- Job Satisfaction	0.854	28.041	0.000
Y1.3 <- Job Satisfaction	0.868	29.003	0.000
Y1.4 <- Job Satisfaction	0.784	19.391	0.000
Y1.5 <- Job Satisfaction	0.893	32.879	0.000
Y1.6 <- Job Satisfaction	0.873	29.847	0.000
Y1.7 <- Job Satisfaction	0.784	20.082	0.000

Source : Appendix 9 Data to be processed in 2024

Based on Table 3, the output results have met convergent validity because the outer loading variables of flexible working arrangement, work life balance, work

attachment and job satisfaction each have values above 0.70, so it can be concluded based on the convergent validity test of the variables flexible working arrangement, work life balance, work attachment and job satisfaction can be said to be valid.

b. Discriminant Validity by Using Cross Loading

Discriminant validity is used to measure the extent to which a construct differs from other constructs. An indicator is declared to have sufficient discriminant validity if the cross loading value for each indicator on its variable is greater than the other variable. Here are the results of the cross loading test.

Table 4. Cross Loading Results

	Job Satisfaction	Flexible Working	Work Life Balance	Work Attachment
X1.1.1	0.347	0.827	0.118	0.230
X1.1.2	0.436	0.774	0.283	0.284
X1.1.3	0.414	0.882	0.179	0.325
X1.2.1	0.295	0.704	0.173	0.144
X1.2.2	0.477	0.841	0.301	0.367
X2.1.1	0.581	0.223	0.912	0.577
X2.1.2	0.614	0.251	0.889	0.561
X2.2.1	0.565	0.244	0.802	0.603
X2.2.2	0.571	0.204	0.767	0.560
X2.3	0.561	0.237	0.905	0.547
Z1.1.1	0.633	0.427	0.590	0.910
Z1.1.2	0.610	0.219	0.607	0.916
Z1.1.3	0.590	0.401	0.580	0.903
Z1.2.1	0.654	0.319	0.659	0.961
Z1.2.2	0.624	0.334	0.601	0.954
Z1.2.3	0.654	0.370	0.622	0.824
Z1.3.1	0.611	0.188	0.603	0.892
Z1.3.2	0.611	0.290	0.591	0.941
Z1.3.3	0.674	0.330	0.638	0.945
Y1.1	0.762	0.435	0.641	0.537
Y1.2	0.854	0.401	0.542	0.542
Y1.3	0.868	0.324	0.555	0.607
Y1.4	0.784	0.356	0.529	0.610
Y1.5	0.893	0.513	0.583	0.592
Y1.6	0.873	0.527	0.560	0.578
Y1.7	0.784	0.322	0.519	0.535

Source : Appendix 9 Data to be processed in 2024

Based on Table 4. It can be seen that the correlation of the variable of flexible working arrangement with its indicators is higher than the correlation of work life balance, work attachment and job satisfaction. The correlation of the work-life balance variable with the indicator is higher than that of flexible working arrangement, work attachment and job satisfaction. The correlation of the variable of work attachment with the indicator is higher than the correlation of the indicators of flexible working arrangement, work life balance and job satisfaction. The correlation of job satisfaction with the indicators is higher than the correlation of the indicators of work life balance,

work attachment and flexible working arrangement, so it can be explained that all indicators in each variable are valid.

c. Discriminant Validity Using Average Variance Extracted

Another method to assess discriminant validity is to compare the average variance extracted value for each variable with the correlation between the variables and other variables in the model. The model has sufficient discriminant validity if the AVE value for each variable is greater than the other 0.50 in the model as shown in Table 4.9

Tabel 5. Nilai Average Variance Extracted

Research Variables	AVE
<i>Flexible working Arrangement</i>	0,653
<i>Work life balance</i>	0,734
Work attachment	0,841
Job satisfaction	0,693

Source : Appendix 9 Data to be processed in 2024

Based on Table 5. then it can be explained that the AVE value of the variables flexible working arrangement, work life balance, work attachment and job satisfaction has a value greater than 0.50, so the model can be said to be good.

d. Composite Reliability

A questionnaire can be said to be reliable if the respondent's answers to the available statements are stable or consistent. Composite reliability is carried out to measure the actual reliability value of a construct, if all latent variable values have a composite reliability value of ≥ 0.70 and a chromatic alpha > 0.70 , it means that the construct has good reliability or the questionnaire used as a tool in this study has been consistent or reliable.

Tabel 6. Hasil Composite reliability

Variable	Composite Reliability	Cronbach's Alpha	Information
<i>Flexible working Arrangement</i>	0,903	0,867	Reliable
<i>Work life balance</i>	0,932	0,908	Reliable
Work attachment	0,979	0,976	Reliable
Job satisfaction	0,940	0,925	Reliable

Source : Appendix 9 Data to be processed in 2024

The results of composite reliability output and Cronbach's alpha for the variables of flexible working arrangement, work life balance, work attachment, and job satisfaction are all above 0.70 so that it can be concluded that the variables have good reliability.

Evaluation of Structural or Inner Model

Inner models or structural models describe the relationships between latent variables based on substantive theories. The internal model test was carried out by looking at the evaluation value of the structural model through Q-Square Predictive Relevance (Q2). Q-Square Predictive Relevance (Q2) is a measure of how well observations are made to give results to the research model. The value of Q-Square Predictive Relevance (Q2) ranges from 0 (zero) to 1 (one). The closer you get to 0 the Q-Square Predictive Relevance (Q2) value, the more you clue that the research model is getting worse and worse, while vice versa the further away from 0 (zero) and the closer you get to the value

of 1 (one), this means that the research model is getting better. The model of the influence of flexible working arrangement, work life balance and work attachment on job satisfaction gives an R-square value as listed in table 7.

Tabel 7. R-square

Variable	R Square
Work attachment	0,475
Job satisfaction	0,626

Source : Appendix 9 Data to be processed in 2024

$$\begin{aligned}
 Q2 &= 1 - (1 - R21)(1 - R22) \\
 &= 1 - (0,525)(0,374) \\
 &= 1 - 0,196 = 0,804
 \end{aligned}$$

Table 7. indicates R Square for the work attachment variable of 0.475, this means that 47.5% of the work attachment variability can be explained by flexible working arrangement and work-life balance, while 52.5% is influenced by other factors outside the model. The R Square for the variable job satisfaction is 0.626, which means that 62.6% of job satisfaction variability can be explained by flexible working arrangements, work-life balance, and work attachments, while 37.4% are influenced by other factors outside the model. The result of the Q2 calculation is 0.804, referring to the strong criterion of weak model based on the Q-Square Predictive Relevance (Q2) value, as stated by Latan and Ghazali (2015: 80), so this model is classified as very strong.

Hypothesis Testing

Hypothesis testing is carried out using a p-statistic test (p-value), if the p-value obtained < 0.05 , then the test results are considered significant, on the other hand, if the p-value > 0.05 , then the test results are considered insignificant. Significant results show a meaningful influence of one latent variable on another latent variable. Based on the analysis using the PLS method, it can be determined the direction and magnitude of the influence of each exogenous variable on the endogenous variable.

Table 8. Hypothesis Testing

Hypothesis	Original Sample	T Statistic	p values	Information
Direct Influence				
<i>Flexible working arrangement</i> -> Job satisfaction	0,279	4,831	0.000	Accepted
<i>Work life balance</i> -> Job satisfaction	0,374	5,429	0.000	Accepted
<i>Flexible working arrangement</i> -> Work attachment	0,183	2,587	0.011	Accepted
<i>Work-life balance</i> -> Work Attachment	0,617	10,746	0.000	Accepted
Work Attachment -> Job Satisfaction	0,341	4,039	0.000	Accepted
Indirect Influence				
<i>Flexible working arrangement</i> -> Work attachment -> Job satisfaction	0,062	2,617	0.010	Accepted
<i>Work-life balance</i> -> Work attachment -> Job satisfaction	0,210	3,660	0.000	Accepted

Source : Appendix 9 Data to be processed in 2024

Based on the results of the PLS analysis, the direction and influence of each exogenous variable on the endogenous variable is shown. The results can be described as follows:

- 1) The Effect of Flexible Working Arrangement on Job Satisfaction: Table 8 shows the magnitude of the effect of flexible working arrangement on job satisfaction of 0.279, with a t-statistical value of $4.831 > 1.96$ and a p-value of $0.000 < 0.05$ showing that hypothesis 1 is accepted, namely that flexible working arrangement has a significant positive effect on job satisfaction in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar I Gusti Ngurah Rai Airport.
- 2) The Effect of Work Life Balance on Job Satisfaction: Table 8 shows the magnitude of the influence of Work life balance on job satisfaction of 0.374, with a t-statistical value of $5.429 > 1.96$ and a p-values of $0.000 < 0.05$ showing that hypothesis 2 is accepted, namely that work life balance has a significant positive effect on job satisfaction in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar I Gusti Ngurah Rai Airport.
- 3) The Effect of Flexible Working Arrangement on Work Attachment: Table 8 shows the magnitude of the effect of flexible working arrangement on work attachment of 0.183, with a t-statistical value of $2.587 > 1.96$ and a p-value of $0.011 < 0.05$ indicating that hypothesis 3 is accepted, namely that flexible working arrangement has a significant positive effect on work attachment in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar Airport I Gusti Ngurah Rai.
- 4) The Effect of Work Life Balance on Work Attachment: Table 8 shows the magnitude of the effect of Work life balance on work attachment of 0.617, with a t-statistical value of $10.746 > 1.96$ and a p-value of $0.000 < 0.05$ showing that hypothesis 4 is accepted, namely that work life balance has a significant positive effect on work attachment in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar I Gusti Ngurah Rai Airport.
- 5) The Effect of Work Attachment on Job Satisfaction: Table 8 shows the magnitude of the effect of work attachment on job satisfaction of 0.341, with a t-statistical value of $4.039 > 1.96$ and a p-value of $0.008 < 0.05$ indicating that hypothesis 5 is accepted, namely that work attachment has a significant positive effect on job satisfaction in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar I Gusti Ngurah Rai Airport.
- 6) The Effect of Flexible Working Arrangement on Job Satisfaction Mediated by Work Attachment: Table 8 shows the magnitude of the effect of flexible working arrangement on job satisfaction with a work attachment mediation of 0.062, with a t-statistic value of $2.617 > 1.96$ and a p-values of $0.010 < 0.05$ shows that hypothesis 6 is accepted, namely that work attachment can mediate the effect of flexible working arrangement on job satisfaction in employees of PT Jasa Angkasa Semesta Tbk Denpasar Station I Gusti Ngurah Rai Airport. Based on the results of the mediation role, it can be seen that the role of work attachment mediation is as a partial mediator.

- 7) The Effect of Work Life Balance on Job Satisfaction Mediated by Work Attachment: Table 8 shows the magnitude of the effect of work life balance on job satisfaction with the mediation of work attachment of 0.210, with a t-statistic value of $3.660 > 1.96$ and a p-value of $0.000 < 0.05$ shows that hypothesis 7 is accepted, namely that work attachment can mediate the effect of work life balance on job satisfaction in employees of PT Jasa Angkasa Semesta Tbk Station Denpasar Airport I Lord Ngurah Rai. Based on the results of the mediation role, it can be seen that the role of work attachment mediation is as a partial mediator.

The Effect of Flexible Working Arrangement on Job Satisfaction

The hypothesis test results in Table 3 indicate that flexible working arrangements positively and significantly impact job satisfaction among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar at I Gusti Ngurah Rai Airport. When employees can choose their working hours, adjust schedules, exchange shifts, or seek colleagues' assistance, their satisfaction with compensation, promotion opportunities, tasks, coworker interactions, work environment, and industrial relations improves significantly. This confirms that flexible working arrangements enhance job satisfaction, benefiting both employees and the company. For employees, such arrangements improve work-life balance, reduce stress, and boost productivity, while companies benefit from higher retention rates, better talent attraction, and increased operational flexibility. Notably, employees highly rated the ability to request help from colleagues during time constraints and expressed satisfaction with fair compensation, demonstrating that effective flexible work policies lead to greater comfort, efficiency, and productivity, ultimately fostering job satisfaction.

The positive impact of flexible working arrangements can also be linked to respondent demographics, as most were women aged 26–30 with bachelor's degrees, working in premier check-in and gate positions for 3–5 years. Women often prioritize flexibility to balance personal and professional duties, while younger, educated employees expect greater autonomy. High-demand roles like check-in and gate benefit from schedule flexibility, reducing stress, and employees with 3–5 years of tenure value stability, making flexible arrangements crucial for their satisfaction. These findings align with studies by Indradewa & Prasetyo (2023), Puspitasari et al. (2023), Ahdianita & Setyaningrum (2024), Fadilla & Rezeki (2020), and Huda et al. (2024), all of which confirm that flexible working arrangements significantly enhance job satisfaction, underscoring their importance in modern workplace dynamics.

The Effect of Work Life Balance on Job Satisfaction

The hypothesis test results in Table 3 demonstrate that work-life balance positively and significantly influences job satisfaction among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar at I Gusti Ngurah Rai Airport. When employees achieve a harmonious balance between work and personal life—feeling satisfied with their involvement in both spheres without undue stress—their satisfaction with compensation,

promotion opportunities, tasks, coworker interactions, work environment, and industrial relations improves substantially. This confirms that work-life balance is a critical factor in enhancing job satisfaction, as employees who have sufficient time for family, hobbies, and personal activities tend to be more content and productive at work. Notably, employees highly rated the statement, *"I am able to be actively involved in work without feeling burdened by personal responsibilities,"* while their highest job satisfaction assessment was *"I am satisfied with the compensation provided by the company as it is proportional to my work."* This indicates that when employees are free from personal burdens during work hours, they perform better and perceive their compensation as fair, reinforcing the link between work-life balance and job satisfaction.

The positive impact of work-life balance can also be attributed to respondent demographics, as most were women aged 26–30 with bachelor's degrees, working in high-pressure premier check-in and gate positions for 3–5 years. Women often juggle dual responsibilities, making work-life balance crucial for their job satisfaction, while younger, educated employees prioritize flexibility and stability. Employees in demanding roles benefit from balanced schedules, reducing stress and enhancing productivity. Additionally, those with 3–5 years of tenure seek workplace comfort, further emphasizing the importance of work-life equilibrium. These findings align with studies by Azdanal et al. (2021), Fadilla et al. (2023), Ahdianita & Setyaningrum (2024), Pratama & Setiadi (2021), and Suariyanti & Satrya (2023), all of which confirm that work-life balance significantly boosts job satisfaction. Suariyanti & Satrya (2023) further suggest that managing overtime and workload distribution can alleviate employee stress, ensuring they do not feel overburdened by professional demands at the expense of personal life.

The Effect of Flexible Working Arrangement on Work Attachment

The hypothesis test results in Table 3 indicate that flexible working arrangements significantly enhance work attachment among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar at I Gusti Ngurah Rai Airport. When employees can choose their working hours, adjust schedules, exchange shifts, or seek colleagues' assistance, their enthusiasm, dedication, and involvement in work increase substantially. This confirms that flexible work policies strengthen employees' emotional and cognitive connection to their work, creating a more engaging and productive environment. Notably, employees highly valued the ability to request help from colleagues during time constraints, while their strongest work attachment assessment was the statement, *"I am proud of the work I do."* This demonstrates that when employees have autonomy over their work methods and feel supported by their team, their sense of pride and commitment to the organization deepens.

The positive impact of flexible working arrangements can also be linked to respondent demographics, as most were women aged 26–30 with bachelor's degrees, working in premier check-in and gate positions for 3–5 years. Female employees often require flexibility to balance professional and personal responsibilities, while younger, educated employees value autonomy and a supportive work environment. High-pressure

roles like check-in and gate benefit from schedule flexibility, reducing stress and fostering engagement. Additionally, employees with 3–5 years of tenure seek stability, making flexible policies crucial for their long-term commitment. These findings align with studies by Rahmawati & Pusparini (2023), Winialda & Aslamawati (2023), Ham & Etikariena (2022), Simanjuntak et al. (2019), and Lubis et al. (2023), all of which confirm that flexible working arrangements significantly strengthen work attachment, highlighting their importance in modern workforce management.

The Effect of Work Life Balance on Work Attachment

The results in Table 3 demonstrate that work-life balance significantly enhances work attachment among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar. When employees achieve harmony between professional and personal responsibilities - feeling satisfied with their involvement in both domains - their enthusiasm, dedication, and engagement at work substantially increase. This confirms that work-life balance is crucial for fostering employee commitment, as evidenced by their highest-rated statements: "I can actively participate at work without personal burdens" and "I take pride in my work." Such balance provides flexibility, reduces stress, and improves work quality, ultimately strengthening emotional and professional ties to the organization. For companies, prioritizing work-life balance represents a valuable long-term investment that boosts productivity, loyalty, and retention while creating a more positive workplace environment.

The positive impact of work-life balance is particularly evident among the study's respondents, predominantly women aged 26-30 with bachelor's degrees working in high-pressure check-in and gate positions for 3-5 years. Female employees especially benefit from this balance when managing dual responsibilities, while younger professionals in career-development stages value the stability and motivation it provides. These findings align with research by Rahmayati et al. (2022), Rebecca et al. (2020), Kholifah & Fadli (2022), Wulandari (2023), and Kusumah et al. (2021), all confirming work-life balance's significant positive effect on work attachment. The consistency of these results across studies underscores how vital balanced work arrangements are for maintaining engaged, productive workforces in demanding service environments like aviation.

The Effect of Work Attachment on Job Satisfaction

The hypothesis test results in Table 3 demonstrate that work attachment positively and significantly influences job satisfaction among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar. When employees feel enthusiastic, dedicated, and fully engaged in their work, their satisfaction with compensation, promotions, tasks, colleagues, work environment, and professional development increases substantially. This relationship is evident in employees' highest-rated statements: "I'm proud of my work" for attachment and "I'm satisfied with my proportional compensation" for job satisfaction. The findings confirm that strong work attachment fosters a sense of appreciation for one's contributions, particularly regarding fair compensation, while also

enhancing satisfaction with other job aspects. This interconnection creates a virtuous cycle where attachment boosts satisfaction, which in turn reinforces commitment and productivity, ultimately benefiting both employees and the organization.

The positive impact of work attachment on job satisfaction is particularly pronounced among the study's respondents - predominantly women aged 26-30 with bachelor's degrees working in high-pressure check-in and gate positions for 3-5 years. Female employees derive greater satisfaction when their engagement is supported by a positive work environment, while younger professionals in career-building phases value the alignment between their commitment and career growth opportunities. These findings align with research by Simanjuntak & Sitio (2021), Astuti and Suwandi (2020), Wiratama et al. (2022), Firmansyah et al. (2022), and Fatharani & Riasnugrahani (2022), all confirming work attachment's significant positive effect on job satisfaction. The consistency across these studies underscores how crucial fostering employee engagement is for creating satisfied, productive workforces, especially in demanding service-oriented roles like those in aviation.

Work Attachment Mediates the Effect of Flexible Working Arrangement on Job Satisfaction

The hypothesis test results in Table 3 demonstrate that work attachment significantly mediates the relationship between flexible working arrangements and job satisfaction among employees of PT Jasa Angkasa Semesta Tbk Station Denpasar. When employees have control over their work schedules, can exchange shifts, and receive colleague support, coupled with strong enthusiasm and dedication to their work, their satisfaction with compensation, career growth, tasks, and work environment improves substantially. This partial mediation effect confirms that flexible work policies enhance job satisfaction both directly and indirectly by strengthening employee engagement. The findings are reinforced by employees' highest-rated statements: the ability to request colleague assistance ("I can ask for help when time-constrained") reflects valued flexibility, work pride ("I'm proud of my work") indicates strong attachment, and satisfaction with proportional compensation shows the ultimate positive outcome. These results suggest that workplace flexibility fosters collaboration, reduces stress, and builds emotional commitment, all of which contribute to greater job satisfaction.

The mediating role of work attachment is particularly evident among the study's respondents - predominantly women aged 26-30 with bachelor's degrees in high-pressure check-in and gate positions with 3-5 years of tenure. Female employees especially benefit from flexibility in balancing professional and personal roles, while younger professionals value the autonomy that maintains their motivation. These findings align with research by Ahdianitas & Setyaningrum (2024), Sofyan & Elmi (2024), Rahman et al. (2020), Hada et al. (2020), and Silminawati & Rahmawati (2022), consistently showing work attachment's mediating role between flexibility and satisfaction. For organizations, this underscores the importance of implementing flexible policies that not only accommodate practical needs but also foster deeper emotional connections to work, particularly in

demanding service environments like aviation where employee engagement directly impacts service quality and organizational performance.

Attachment Mediates the Effect of Work-Life Balance on Job Satisfaction

The results in Table 3 demonstrate that work attachment significantly mediates the relationship between work-life balance and job satisfaction among employees at PT Jasa Angkasa Semesta Tbk. When employees achieve harmony between professional and personal responsibilities - feeling satisfied with their involvement in both domains while maintaining enthusiasm and dedication at work - their overall job satisfaction improves substantially across multiple dimensions including compensation, career growth, workplace relationships, and professional development. This mediating effect is particularly evident in employees' highest-rated statements: the ability to engage fully at work without personal burdens reflects successful work-life balance, pride in one's work indicates strong attachment, and satisfaction with proportional compensation demonstrates the ultimate positive outcome. These findings suggest that optimal work-life balance enables employees to manage their time and energy effectively, fostering professional pride that translates into greater job satisfaction.

The mediating role of work attachment is especially pronounced among the study's respondents - predominantly women aged 26-30 with bachelor's degrees working in high-pressure check-in and gate positions with 3-5 years of tenure. Female employees particularly benefit from work-life balance in maintaining engagement, while younger professionals value its role in sustaining motivation during crucial career-building years. The educated workforce expects environments supporting both welfare and development, and those in demanding operational roles rely on this balance to remain engaged. For employees with several years of service seeking stability, work-life balance strengthens their attachment to the organization, thereby enhancing satisfaction with compensation, work conditions, and colleague relationships. These patterns align with established research on workforce dynamics, confirming that work-life balance initiatives yield compounded benefits by first strengthening employee engagement which then elevates overall job satisfaction, particularly in high-stress service environments like airport operations.

The results of the hypothesis test showed that work-life balance positively affected job satisfaction by being mediated by work attachment in employees of PT Jasa Angkasa Semesta Tbk at I Gusti Ngurah Rai Airport, where work attachment partially mediated the effect of work-life balance on job satisfaction, so that the hypothesis that work attachment plays a role in mediating the effect of work-life balance on job satisfaction was accepted. This shows that work-life balance has great potential to improve job satisfaction through increased work engagement, and companies that create a positive and engaging work environment will reap long-term benefits. This research is in line with previous research that states that work attachment can mediate the influence of work-life balance on job satisfaction. The theoretical implications of these results enrich the empirical evidence related to the job satisfaction model, confirm that flexible working

arrangements and work-life balance have a significant effect on job attachment and job satisfaction, and support a theory of self-determination that emphasizes meeting basic needs to improve performance. From a practical point of view, the results of this study can be used to improve employee productivity by recommending periodic evaluations of salary structures, building a collaborative work culture, and providing welfare programs that support work-balance. By paying attention to this, companies can create a more productive and fulfilling work environment for employees.

CONCLUSION

Based on the results of the research obtained, it can be concluded that *flexible working arrangements* have a positive effect on the job satisfaction of employees of PT *Jasa Angkasa Semesta Tbk* at I Gusti Ngurah Rai Airport, meaning that the greater the level of flexibility perceived, the higher the job satisfaction achieved. In addition, *work-life balance* also has a positive effect on job satisfaction, indicating that employees who experience a good balance between work and personal life will have increased job satisfaction. The study also found that *flexible working arrangements* have a positive effect on *work attachment*, meaning employees who feel greater flexibility tend to be more attached to their jobs. Similarly, *work-life balance* has a positive effect on *work attachment*, suggesting that employees who are able to balance their work responsibilities with their personal lives will be more attached to their work. *Work attachment* has been proven to have a positive effect on job satisfaction, where the stronger the attachment employees feel, the higher their level of job satisfaction. Furthermore, *work attachment* also mediates the positive influence of *flexible working arrangements* and *work-life balance* on job satisfaction. This means that improvements in both variables will enhance *work attachment*, thereby increasing the job satisfaction of employees at PT *Jasa Angkasa Semesta Tbk* at I Gusti Ngurah Rai Airport.

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