The influence of flexible working arrangements and work-life balance on job satisfaction: A double-layered moderated mediation model

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ARTICLE INFO

Article History:
Received 07-02-2023
Revised 09-26-2023
Accepted 11-16-2023

Kata Kunci:
Pengaturan kerja fleksibel, keseimbangan kehidupan kerja, stres kerja, kelelahan emosional, peningkatan kehidupan kerja pribadi, kepuasan kerja

Keywords:
Flexible work arrangement, work life balance, work stress, emotional exhaustion, personal work life enhancement, job satisfaction

ABSTRACT


ABSTRACT

This study aimed to test the impact 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 data was carried
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out boldly in Jakarta. The respondents studied were employees & students who applied the principles of flexible work arrangements from March to May 2023. The research population involved 229 respondents who live in the Jakarta-Bogor-Depok-Tangerang-Bekasi area. The analytical method used is PLS-SEM (Partial Least Square-Structural Equation Modeling) through the SmartPLS 3.0 application. The research results show that flexible working arrangements positively influence job satisfaction and work-life balance. Work stress does not have a moderating effect in the impact of flexible working arrangements on work-life balance. Work-personal life enhancement affect work stress. Work-life balance has a positive effect on job satisfaction. Emotional exhaustion has a moderating effect in the impact of work life balance on job satisfaction. Work-personal life enhancement impacts emotional exhaustion. The managerial implications of this research for human resource management in implementing flexible time policies for organizations and their companies. The flexible working arrangement also can benefit the company by reducing the cost due to the fee for renting a workspace. This research can contribute to make an efficiency in corporations.

INTRODUCTION

The Government of Indonesia via its Spokesperson of the COVID-19 Management Task Unit, Wiku Adisasmito stated the revocation of the COVID-19 emergency protocol. This policy discontinued or cancelled the health emergency protocol that was in place for all businesses and organizations in the Jabodetabek region (Jakarta, Bogor, Depok, Tangerang, and Bekasi). The Jabodetabek was the pandemic hub in Indonesia, applying activity 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. Finally, traffic jams increased. The high traffic jams exhausted employees physically and emotionally when 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, Low work satisfaction and productivity can be the outcome of this scenario for employees (Useche et al., 2020).

The research conducted by Kowalski et al. (2022) showed that WFH productivity influences job satisfaction. Also, WFH affects 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, researchers intend to analyze flexible working arrangements to have broad coverage to observe their influence on job satisfaction and work-life balance.
In order to sustain their profitable and sustainable company, organizations and corporations must take into account the prior policy (the implementation of WFH) in the post-pandemic environment. 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. They can choose when to start and finish their work based on time requirements established by their organization or company. Akyildiz & Durna (2021) explained that flexible working arrangements require work management performed by an organization, government or company. Therefore, employees feel free and easy to finish their work. The flexible working arrangement has diverse terms but covers some issues, such as remote work or work from home. A study conducted 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. Then, it impacts employees' productivity. Therefore, further research is necessary to know the role and influence of flexible working arrangements for employees of the Jabodetabek area in the post-pandemic 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 McCarthy et al. (2010), fatigue due to excessive workload can influence quality of life. Therefore, work-life balance is required. Research by Ghasemi (2021) argued that a significant increase in workload during COVID-19 trigger stress level at work. The work-life balance is needed to support the utilization of information technology during a new normal situation. Kaya & Karatepe (2020) examined work-life balance and related topics, such as "work-social support", "work-family balance", "family-supportive environment", and "family-friendly policies". They also noted a relationship between anti-social, inflexible working hours and excessive workload. Consequently, it produces an unbalanced work-life that has a negative impact, such as attendance list, desire to move workplace, low commitment and worse work satisfaction as well as dissatisfaction with marriage. Therefore, a review of work-life balance on work and non-work is required.

Kaya & Karatepe (2020) postulated that employees' work and non-work balance influences job satisfaction. According to Wnuk (2017), job satisfaction is a significant factor in the work environment since job satisfaction affects workers' interrelation, which can increase productivity. Xu et al. (2022) showed that job satisfaction and work motivation are mutually important relations and interconnecting. Since job satisfaction can boost employees' trust and ultimately affect performance in the organization or company, it is crucial for learning organizations to achieve optimal results (Na-Nan et al., 2021).

Based on previous studies, such as Kowalski et al. (2022), WFH is the used variable of the research, but they intend to analyze broader about flexible working
arrangements. Specifically, Kowalski et al. (2022) applied LISREL measurement to obtain structural equation modeling (SEM). Therefore, they use a different application, which is SmartPLS 3.0. Additionally, a previous study has not been supported by basic theories. So, they add the basic theory of organizational behavior (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. Therefore, it 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 by reducing the cost due to the fee for renting a workspace. This research can contribute to make an efficiency in corporations.

LITERATURE REVIEW

Flexible Working Arrangements

Bajzikova et al. (2013) described that flexible working arrangements are the idea of an organization implementing flexibility policies for changes, such as flexible work, flexible working hours, flexible workplaces, and flexible organizations, which impact 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. The flexible working arrangements increase worker productivity. Baker et al. (2007); Frolick et al. (1993); Singh et al. (2017) viewed the importance of the impact of productivity and job satisfaction.

Furthermore, Yustrianthe (2008) examined that professionals with flexible working hours that are part of flexible working arrangements tend to remain in the organization and have high professional work standards. There was an argument that working at home allowed employees to avoid stress at work and office politics (Golden, 2008; Lim & Teo, 2000). Every business is concerned with employee performance since workers influence the organisation's success (Haryadi et al., 2016).

Work-Life Balance

Salehi & Gholtash (2011) defined work-life balance as the presence of a work-family balance, which is a harmony between work and family. Work and family balance are important as causalities, reflecting employees' orientation toward their work. Work-life balance is an individual concern that can take advantage of the balance between work demands and non-work activities. Kalliath & Brough (2008);
Powell et al. (2019) 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 others may not achieve a pleasant balance between these two. Zheng et al. (2016) emphasized that individuals who cannot manage both demands will be depressed. Research by Gragnano et al. (2020); Greenhaus & Allen (2011); Guest (2002); Kossek et al. (2011); Powell et al. (2019) stated that work-life balance has a positive relationship with commitment to the organization. The same statement by Emre & De Spiegeleare (2021); Haar et al. (2014); Maertz & Boyar (2011) that commitment to the organization is related to job satisfaction. Jackson & Fransman (2018); Mushfiqur et al. (2018); Singh et al. (2020) also stated that social demands relate to increasing productivity.

**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); 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 workers’ ability and work demands or incompetence (Sivagnanam et al., 2022).

Ayoko & Ashkanasy (2021) 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); Zaheer (2016) identified that work stress can occur in job and role conflicts. This is corroborated by Beehr & Glazer (2015), which stated that there was a disintegration condition and increasing demands from superiors. Aruldoss et al. (2021); Zaheer (2016) examined a negative relationship between employees’ physical health and work-life balance. It is confirmed by Bell et al. (2012), that an unhealthy employee negatively impacts the work-life balance, and vice versa.

**Emotional Exhaustion**

Charoensukmongkol (2022) described 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 (1993); Demerouti et al. (2001) stated that when employees have overload work, they feel tired and realize that their energy is running out. Substantial evidence shows that emotional exhaustion has detrimental consequences, such as low performance, high turnover, and
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low commitment. Similarly, Civelek & Pehlivanoğlu (2019); Halbesleben & Bowler (2007) confirmed it.

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 (Alarcon, 2011; Bowling et al., 2015). Prastio et al. (2020) 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 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 with Allis & O’Driscoll (2008); Brough et al. (2005); Grzywacz & Marks (2000).

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 stress level can influence a person's work and personal life enhancement. Purwanti & Indradewa (2022) emphasized that employee behavior is influenced by a better and more supportive work environment. So, 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. (2001) defined job satisfaction as "a pleasant or positive emotional state that results from someone's work evaluation or work experience". Baeriswyl et al. (2016); Zembylas & Papanastasiou (2004) conveyed that job satisfaction is a global measure involving individual evaluation of work situations and various aspects. In this research, job satisfaction concerning how productively workers complete their task from 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: basic salary, bonuses, facilities, partners, opportunities for self-improvement, and leadership (Hapsari et al., 2019). In addition, job satisfaction can be increased through attention and good relations between leaders and subordinates so that employees feel involved as an important part of the company.

Baqi & Indradewa (2021) stated that employee compensation significantly influences job satisfaction regarding 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 positively relate to organizational commitment (Imron et al., 2020).

HYPOTHESES DEVELOPMENTS

The Impact of Flexible Working Arrangements and Job Satisfaction

The relationship between flexible working arrangements and job satisfaction was studied by applying flexible working arrangements policy in companies that provided flexibility during the pandemic to their employees (Bao et al., 2022). Baker et al. (2007); Lim & Teo (2000); Singh et al. (2017) explained some benefits of flexible working arrangements in increasing performance and reducing the total employee turnover to increase job satisfaction.

The relationship between productivity and job satisfaction had been studied for ages in organizational behavior and industrial psychological literacies as presented by Iaffaldano & Muchinsky (1985); Judge et al. (2001). All relationships regarding productivity and job satisfaction can be used as a reference in implementing the concept of flexible working arrangements (Kowalski et al., 2022). However, Bowling (2007); Rodríguez et al. (2019) stated that the relationship between productivity/performance and job satisfaction is not positively related because there are unknown causalities. Still, an important study proves that when an employee becomes highly productive, it affects employees who are satisfied with their work results (Aruldoss et al., 2021). Based on these explanations, we develop the following hypothesis:

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

The Impact of Flexible Working Arrangements on Work-Life Balance

Asumadu et al. (2018); Darcy et al. (2012) stated that the productivity of
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Flexible working arrangements influence work-life balance. The use of more flexible working hours and flexible working arrangements in workplaces demonstrated that workers were more productive. At the same time, it could maintain their health care (Dolcos & Daley, 2009). Companies had implemented a similar system, such as imposing work flexibility in remote areas within a few weeks to arrange their work and personal needs to maintain a work-life balance (Kowalski et al., 2022).

Irshad et al. (2021); Lonska et al. (2021) viewed that the global pandemic has forced many employees to work from home. So, they can maintain physical distance to prevent transmission. It is a policy imposed by governments around the world. When workers are more productive and under less pressure, there is a favorable correlation between flexible work arrangements and work-life balance. When employees work with lower productivity, the demands from employers will be high. Workers cannot follow them to focus on life demands (Kowalski et al., 2022). Based on these explanations, we develop the following hypothesis:

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

Moderation Effect 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); Kowalski et al. (2022); Zaheer (2016). They explained the role of work stress as a mediator affects flexible working arrangements and work-life balance.

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). Arslan et al. (2021); Kowalski et al. (2022); Saleem et al. (2021) found that there has been stress at work which has affected the performance of employees. The work stress has a significant effect on flexible working arrangements and work-life balance. Other literacy shown by Galbraith et al. (2021); Magnavita et al. (2020) that ignoring the stress and mental health of frontline workers during the pandemic has resulted in anxiety and affected work-life balance. Based on these explanations, we develop the following hypothesis:

H2a: There is a moderation effect of Work Stress on the impact of Flexible Working Arrangements on Work-Life Balance.
The Impact of Work-Personal Life Enhancement on Work Stress

The study by Panda & Sahoo (2021) conducted on 283 employees working in the information technology sector. They explained that work-personal life enhancement positively affects work-life balance and employee retention. Further, Kreiner et al. (2006) stated that workers have different sides in managing their work and life. Some people can be successfully taught techniques and methods to combat imbalances by concentrating on their strong points, but their lifestyle is their biggest asset. Based on these explanations, we develop the following hypothesis:

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

The Impact of Work-Life Balance on Job Satisfaction

Ferguson et al. (2012) argued that although the concept of work-life balance has been implemented, it requires to be maintained. 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 impact on job satisfaction (Kowalski et al., 2022).

Moreover, Koubova & Buchko (2013); Kurkland & Bailey (1999) stated that individual happiness at home impacts job satisfaction. In Indonesia, Irawanto et al. (2021) mentioned that work-life balance positively impacts job satisfaction. Employees who have a high life balance tend to have job satisfaction. It was supported by other studies conducted by Jackson & Fransman (2018); Singh et al. (2020); Sirgy & Lee (2018); Yadav & Sharma (2023). Those studies supported that work-life balance positively correlates with job satisfaction, job performance, organizational commitment, and life satisfaction. Based on these explanations, we develop the following hypothesis:

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

Moderation Effect of Emotional Exhaustion

Joo & Lee (2017); Shaffer et al. (2016) explained that work-life balance positively influenced job satisfaction. From an employee's point of view, a significant issue had to be considered, such as emotional exhaustion, which was associated with physical fatigue affecting job satisfaction (Maslach & Jackson, 1981). Cordes & Dougherty (1993); Halbesleben & Bowler (2007) conducted the same research tests that were carried out by Cropanzano et al. (2003). When workers experience emotional exhaustion, it will impact employee turnover, commitment, and worker performance. A similar study in Norwegian public schools by Skaalvik (2023) discovered that emotional exhaustion can negatively affect job satisfaction.

Chao et al. (2020) described the effects of emotional exhaustion on
performance and job satisfaction that impacted ambiguity, workload, and individual performance. It was consistent with the moderating effect on emotional exhaustion on job satisfaction. Similarly, the issues occurred to workers worldwide during a global pandemic. Santarone et al. (2020) found that workers experience severe emotional exhaustion. The moderation effect of emotional exhaustion intended to prove whether work-life balance and job satisfaction depended on the strength of emotional exhaustion. Based on these explanations, we develop the following hypothesis:

**H3a:** There is a Moderation Role of Emotional Exhaustion in the impact of Work-Life Balance on Job Satisfaction

### The Impact of Work-Personal Life Enhancement on Emotional Exhaustion

Grzywacz et al. (2002); Hsieh & Pearson (2005) argued that work-personal life enhancement provides a significant role for employees. Job satisfaction and emotional exhaustion play a part in the negative effects of employees' personal lives (Kowalski et al., 2022). Meanwhile, Brough et al. (2014); Zhang et al. (2006) found a positive relationship between organizational intervention and workers' family life on job satisfaction. Further research might examine the moderating effect of work-personal life enhancement on individual output regarding job commitment, productivity, and satisfaction (Kowalski et al., 2022). 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 these explanations, we develop the following hypothesis:

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

Figure 1 below describes the research model based on the preceding hypothetical framework.
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 that 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); Helmle et al. (2014); 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.

By dispersing questionnaires online, the study used a purposive sampling survey to obtain data. The respondents of this study were workers or employees in governmental organizations in the Jabodetabek (Jakarta-Bogor-Depok-Tangerang-Bekasi) area. The respondents were selected in position middle managerial level (Echelon 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 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 indicated "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. Referring to the table of sample size determined by Comrey & Lee (2013),
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.

RESULTS
The total respondents were 229, consisting of 47.3% male and 52.7% female.
The majority lived in Jakarta of 58.1%. Most respondents worked as private employees
of 64.5%. Their term service ranged from 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, such as 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 (Average Variance Extracted or AVE > 0.50). In addition, the composite
reliability (CR) value is the requirement of construct reliability, where the CR value
must be above 0.70 to satisfy the requirements. Therefore, 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).

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:

![Structural Path Diagram of PLS-SEM Bootstrapping](image_url)
Through Figure 2 above comes from PLS bootstrapping, the hypothesis testing of the research model can be presented in the following results:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Statement of hypothesis</th>
<th>P-Value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Flexible Working Arrangements (FWA) had a positive impact on Job Satisfaction (JS)</td>
<td>0.001</td>
<td>Accept the hypothesis</td>
</tr>
<tr>
<td>H2</td>
<td>Flexible Working Arrangements (FWA) had a positive impact on Work-Life Balance (WLB)</td>
<td>0.000</td>
<td>Accept the hypothesis</td>
</tr>
<tr>
<td>H2a</td>
<td>The Moderation Role of Work Stress (WS) in the Impact of Flexible Working Arrangements (FWA) on Work-Life Balance (WLB)</td>
<td>0.356</td>
<td>Reject the hypothesis</td>
</tr>
<tr>
<td>H2b</td>
<td>The Impact of Work-Personal Life Enhancement (WPLE) on Work Stress (WS)</td>
<td>0.045</td>
<td>Accept the hypothesis</td>
</tr>
<tr>
<td>H3</td>
<td>Work-Life Balance (WLB) had a positive impact on Job Satisfaction (JS)</td>
<td>0.003</td>
<td>Accept the hypothesis</td>
</tr>
<tr>
<td>H3a</td>
<td>The Moderation Role of Emotional Exhaustion (EE) in the Impact of Work Life Balance (WLB) on Job Satisfaction (JS)</td>
<td>0.000</td>
<td>Accept the hypothesis</td>
</tr>
<tr>
<td>H3b</td>
<td>The Impact of Work-Personal Life Enhancement (WPLE) on Emotional Exhaustion (EE)</td>
<td>0.000</td>
<td>Accept the hypothesis</td>
</tr>
</tbody>
</table>

Based on Table 1, the hypotheses 2a had a higher p-value than 0.05. Meanwhile, the other 6 hypotheses had a lower p-value than 0.05.

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, we intended to explain the positive influence of flexible working arrangements on job satisfaction. Our findings depict that a firm correlation or positive influence of flexible working arrangements on job satisfaction was available. The data analysis results demonstrated that the data supported the hypothesis. Our findings show that flexible working arrangements applied to dynamic companies positively impacts organizations. The dynamic organization always reviewed worker status either full-time or part-time. Organizations that provided work opportunities with flexitime and part-time policies could influence performance (Bajzikova et al., 2013). An organization's flexible working arrangement policy could influence employees’ work commitment. Higher work commitment could enhance organization-related performance achievement to a higher level. Therefore, the employees can contribute more to an organization (Anderson & Kelliher, 2009). Higher employee commitment allowed a corporation to offer job satisfaction because each worker felt like they represented all the parts and actively contributed (Anderson & Kelliher, 2009).

The results of hypothesis showed flexible working arrangements positively
impacts work-life balance. The study's findings demonstrate that the data supported the hypothesis. Work-life balance was an important part that had to be considered by an organization. The flexible working arrangements implemented by an organization boosted employees' new energy. Other employees could sense this new energy since there was balance between work, social, and 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).

The hypothesis' findings show no moderating impact of work stress on the association between flexible work arrangements and work-life balance. The study's findings demonstrated that none of the data supported the hypothesis. 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, flexible working arrangements could reduce employee conflict and avoid excessive workload. Therefore, employees could easily get stress and enjoy work-life balance.

According to the hypothesis, work personal life enhancement affect work stress. 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 impact work performance. Thus, organizations must support their employees to enhance work-personal life, which could reduce anxiety levels in their personal life (Grant-Vallone & Ensher, 2001). Enhancements to one's personal life at work did not directly affect stress levels at work. Other external personal issues may also impact workplace stress. Grant-Vallone & Ensher, (2001) explained that 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,
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.

Our study provided evidence that work-life balance has a positive impact on job satisfaction. Work-life balance became important attention by organizations and companies. The high workload, exhaustion, and work pressure could influence work-life balance. Therefore, the employees had difficulty managing their job and social life roles. Work-life balance would be disrupted if it were difficult to balance work and social life (Kaya & Karatepe, 2020). Organizational or corporate policymakers must be concerned about work-life balance management, a crucial component of human resources management. 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. As a result, worker satisfaction may increase (McCarthy et al., 2010).

According to our hypothesis, the relationship between job satisfaction and work-life balance is moderated by emotional exhaustion. 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 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). Sickness and physical decline could impact job satisfaction and work-life balance. Work-life balance could reduce stress levels experienced by employees. Therefore, every employee could maintain job satisfaction.

The hypothesis's findings indicate that improving one's work and personal life affects emotional exhaustion. This research explains that someone's condition could influence emotional exhaustion. According to Twenge & King (2005), Sigmund Freud propose 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. Employee turnover intention would improve if excessive emotional exhaustion was
not well-managed (Abdalla et al., 2021).

CONCLUSIONS

The research intends to study the positive impact of flexible working arrangements on job satisfaction and work-life balance. The organization might also benefit from the flexible working arrangement by cutting costs associated with workspace rental. This research can contribute to make an efficiency in corporation. The work-life balance can reduce stress and employee exhaustion due to in efficiency time during traveling from home to office. In addition, the flexible working environment can increase the quality of life due to increased personal life enhancement.

There are several limitations on this study. The current respondents' population is considered sufficient since the total of surveyed respondents are 229 respondents. So, the 500 respondents should increase the minimum total of respondents. The limited total of respondents will affect the results of the research. Limitations of the respondents’ population in this research are unavailable. The respondents' characteristics are wide-ranging and generic. Area limitation is conducted around the Jabodetabek. So, 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. The analyzed industry may have diversity, which impacts the large total of representative samples. The focus of the research object intends to analyze the impacts of the research on job satisfaction and moderation variables. There is no positive impact of the examined moderation variable on other variables. Thus, the research object does not satisfy the researcher's curiosity.

The following research requires conducting some issues. 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. The respondent category is limited by adding total respondents, approaching good criteria (300 respondents). The restriction on the total responders should consider specific Indonesian city (e.g., Jakarta) and industry constraints (e.g., consultants and researcher industry). 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. This research can provide a maximal contribution to implementing the post-COVID-19 pandemic policy. Flexible working arrangements positively influence
work-life balance and job satisfaction. The favorable effect is advantageous for human resource professionals working in both public and commercial sectors, and it can be useful for professionals evaluating employee engagement and job performance inside a company or organization.

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