

The Influence of Work Life Balance and Flexible Work Arrangement on Employee Performance with Satisfaction as a Mediation (Case Study of Compassion Indonesia Employees)

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ABSTRACT

This study aims to explain the influence of Work Life Balance (WLB) and Flexible Work Arrangement (FWA) on employee performance with job satisfaction as a mediating variable in Compassion Indonesia employees. This study uses a quantitative approach with a cross-sectional survey design. The sample was taken was 141 employees from Compassion Indonesia. The data collection method in this study was a questionnaire with a Likert scale. The analysis techniques used were descriptive analysis, validity test, reality test, composite reliability, average variance extracted (AVE), R test, and f test. Based on the hypothesis test, the result obtained were that job satisfaction, Work Life Balance (WLB) and Flexible Work Arrangement (FWA) have a positive and significant effect on the performance of Compassion Indonesia employees. The suggestion for future research is to develop further studies to identify the factors that encourage employees to improve performance.

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1. INTRODUCTION

Changes in work practices over the past decade—especially the rise of remote work, hybrid work arrangements, and the need for flexibility—have driven organizations to balance productivity with employee well-being [1], [2]. Employee performance is a central indicator of organizational success and is reflected in aspects such as quality, quantity, responsibility, initiative, cooperation, and compliance [3], [4]. Two factors commonly studied in relation to modern work dynamics are work-life balance (WLB) and flexible work

arrangements (FWA). WLB is related to the ability to balance the demands of work and personal roles as well as energy recovery, while FWA refers to the flexibility in time, location, and work methods facilitated by organizations [1], [5].

Compassion Indonesia implements a hybrid work policy that combines working from the office and working from home, and regularly evaluates this arrangement to ensure alignment between productivity, harmony, and applicable regulations [6]. Empirically, previous research on WLB/FWA and performance has not always been consistent. Some studies report that WLB and

FWA improve performance [7], [8], while other studies emphasize that their effects depend on the governance of flexibility and work boundaries [9], [10]. This inconsistency leads to the assumption that the relationship between WLB/FWA and performance works through specific psychological mechanisms, particularly job satisfaction, which is related to effective work behavior and performance [11], [12].

This study aims to explain the influence of WLB and FWA on performance with job satisfaction as a mediator among Compassion Indonesia employees. The study clarifies the mediating mechanism of job satisfaction, and provides a basis for improving hybrid policies, managing workload, and designing flexibility that focuses on enhancing satisfaction as a prerequisite for sustainable performance. The results are expected to provide strategic recommendations for stakeholders to maximize the potential for improving employee performance at Compassion Indonesia.

2. METHODS

This research uses a quantitative approach, focusing on employees of Compassion Indonesia. The study utilizes two types of data sources: primary and secondary. The primary data is collected through the distribution of questionnaires, while the secondary data is obtained from direct observations at Compassion Indonesia, as well as relevant articles, journals, and books

related to the topic. Data collection is conducted through observation, questionnaires, and interviews. The research employs descriptive analysis, validity testing, reliability testing, convergent validity testing, discriminant validity testing, AVE testing, R^2 testing, f^2 testing, and path coefficient analysis.

The Work-Life Balance (WLB) variable (X1) is measured using indicators such as Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). The Flexible Work Arrangement (FWA) variable (X2) is measured using indicators including time, task, communication, organizational culture, and well-being dimensions. The Job Satisfaction (Z) variable is measured using indicators related to psychological, physical, social aspects, salary/allowances/benefits, work environment, and career development. The Performance (Y) variable is measured through indicators such as quality, quantity, responsibility, initiative, cooperation, and compliance.

3. RESULTS AND DISCUSSION

4.1 Result

a. Respondent Characteristics

The results of the study show the characteristics of the respondents based on data collected from 141 employees of Compassion Indonesia. The characteristics of the respondents are as follows:

Table 1. Respondent Characteristics

No.	Criteria	Classification	Number (People)	Percentage (%)
1.	Office Location	Office-based & ROBO	90	64%
		Home/Field-based	51	36%
		Total	141	100%
2.	Gender	Male	86	61%
		Female	55	39%
		Total	141	100%
3.	Age	<30 years	16	11%
		31-40 years	54	38%
		41-50 years	60	43%
		>51 years	11	8%
		Total	141	100%
4.	Last Education	Diploma	7	5%

No.	Criteria	Classification	Number (People)	Percentage (%)
		Bachelor's (S1)	103	73%
		Master's (S2)	30	21%
		Doctoral	1	1%
		Total	141	100%
5.	Marital Status	Married/Family	91	65%
		Single/Not married	50	35%
		Total	141	100%
6.	Length of Employment	<5 years	46	33%
		6-10 years	30	21%
		11-20 years	52	37%
		>21 years	13	9%
		Total	141	100%

Source: Primary Data, Processed

Based on the office location, the majority of Compassion Indonesia employees are based in office locations (Bandung, Manado, Kupang, and Sentani), accounting for 64%. In terms of gender, the majority of employees are male, making up 61%. The age group of the respondents is predominantly in the 41-50 year range, comprising 43%. As for the highest level of education, most employees have a bachelor's degree (S1), which accounts for 73%, due to organizational requirements that necessitate a minimum qualification of a bachelor's degree for initial recruitment. Regarding the length of employment, the largest group of employees has been working for 11-20 years, comprising 37%, while 9% have been employed for over 21 years. These two employment durations also indicate that the employees have considerable work experience at Compassion Indonesia. These findings suggest a correlation between the impact of

organizational policies regarding work-life balance and flexible work arrangements, which influence employee performance and job satisfaction as perceived mediators by employees at Compassion Indonesia.

b. Validity Test

The validity test is used to determine the accuracy of data or the significance of the relationship between direct and indirect effects so that the results of the analysis can be interpreted more accurately and efficiently, avoiding weaknesses that arise due to unresolved validity issues. The validity test in this research was conducted using Smart-PLS, which includes reliability tests, convergent validity, discriminant validity, AVE testing, R^2 testing, f^2 testing, and path coefficient analysis. The validity test results for the indicators of the variables of performance, job satisfaction, work-life balance, and flexible work arrangement are presented in Table 2 as follows:

Table 2. Validity Test Results

Variable	Indicator	Correlation Coefficient	Status
Performance (Y)	Y1	0.913	Valid
	Y2	0.883	Valid
	Y3	0.948	Valid
	Y4	0.884	Valid
	Y5	0.933	Valid
	Y6	0.890	Valid
Job Satisfaction (Z)	Z1	0.883	Valid

Variable	Indicator	Correlation Coefficient	Status
	Z2	0.860	Valid
	Z3	0.876	Valid
	Z4	0.884	Valid
	Z5	0.884	Valid
	Z6	0.817	Valid
Work Life Balance (X1)	X1.1	0.883	Valid
	X1.2	0.860	Valid
	X1.3	0.876	Valid
	X1.4	0.884	Valid
Flexible Work Arrangement (X2)	X2.1	0.817	Valid
	X2.2	0.843	Valid
	X2.3	0.906	Valid
	X2.4	0.815	Valid
	X2.5	0.869	Valid

Source: Data Processing with SEM-PLS

Based on the validity test results, it shows that for the performance variable (Y), job satisfaction (Z), work-life balance (X1), and flexible work arrangement (X2), the correlation coefficient

(Pearson Correlation) for all indicators is greater than 0.30. This means that the statement items in the research instrument have met the data validity requirements.

Table 3. Reliability Test Results

No.	Variable	Cronbach's Alpha	Standard Cronbach's Alpha	Status
1	Performance (Y)	0.95	0.60	Reliable
2	Job Satisfaction (Z)	0.93	0.60	Reliable
3	Work Life Balance (X1)	0.82	0.60	Reliable
4	Flexible Work Arrangement (X2)	0.92	0.60	Reliable

Source: Data Processing with SEM-PLS

Based on the reliability test results, it can be seen that all four research variables—Performance (Y), Job Satisfaction (Z), Work Life Balance (X1), and Flexible Work Arrangement (X2)—have a

Cronbach's Alpha value greater than 0.60 (> 60). This means that all statements in the questionnaire are reliable and can be used for conducting the research.

Table 4. Convergent Validity Test Results

No.	Variable	Indicator	Outer Loading
1	Performance (Y)	Work Quality (Y1), Work Quantity (Y2), Responsibility (Y3), Initiative (Y4), Cooperation (Y5), Compliance (Y6)	0.913, 0.883, 0.948, 0.884, 0.933, 0.890
2	Job Satisfaction (Z)	Psychological Aspect (Z1), Physical Aspect (Z2), Social Aspect (Z3), Salary & Benefits (Z4), Work Environment (Z5), Career Development (Z6)	0.883, 0.860, 0.876, 0.884, 0.884, 0.817
3	Work Life Balance (X1)	Work Interference with Personal Life (X1.1), Personal Life Interference with Work (X1.2), Personal Life Enhancement of Work (X1.3), Work Enhancement of Personal Life (X1.4)	0.716, 0.701, 0.916, 0.877

No.	Variable	Indicator	Outer Loading
4	Flexible Work Arrangement (X2)	Time (X2.1), Tasks (X2.2), Communication (X2.3), Company Culture (X2.4), Well-being (X2.5)	0.817, 0.843, 0.906, 0.915, 0.896

Source: Data Processing with SEM-PLS

Based on the Convergent Validity test results, it can be seen how well the indicators within each construct support the measurement of the same concept. Each research construct has an Average Variance Extracted (AVE) value greater than 0.50: Work Life Balance (X1), Flexible

Work Arrangement (X2), Job Satisfaction (Z), and Performance (Y). This indicates that the Convergent Validity at the construct level is met, and the indicators for each construct do not overlap and adequately represent their constructs.

Table 5. Average Variance Extracted (AVE)

No.	Variable	Average Variance Extracted (AVE)
1	Flexible Work Arrangement (X2)	0.758
2	Job Satisfaction (Z)	0.753
3	Performance (Y)	0.826
4	Work Life Balance (X1)	0.652

Source: Data Processing with SEM-PLS

Based on the Average Variance Extracted (AVE) values, all research variables have AVE values greater than 0.50, namely Work Life Balance (X1), Flexible Work Arrangement (X2), Job Satisfaction (Z), and Performance (Y). This indicates that each construct can explain more than 50% of the variance

in its indicators, thus Convergent Validity is met.

c. R-Square (R²) Test

The R-Square (R²) test is used to determine the extent of contribution provided by the variables of Job Satisfaction (Z) and Performance (Y), which show that both have strong model explanatory power.

Table 6. R-Square/R² Test Results

Variable	R-Square	Adjusted R-Square
Job Satisfaction (Z)	0.793	0.790
Performance (Y)	0.798	0.794

Source: Data Processing with SEM-PLS

An R-Square (R²) value of 0.793 indicates that 79.3% of the variation in job satisfaction can be explained by the independent variables in the model. Meanwhile, the Performance variable has an R-Square of 0.798, meaning that 79.8% of the variation in performance can be explained by the variables in the model. Therefore, the structural model has a strong argument for explanation.

d. F-Square (f²) Test

The f² test in this study is used to examine the impact of Flexible Work Arrangement (X2) and Work-Life Balance (X1) on Job Satisfaction (Z), which is categorized as large. Meanwhile, the effect of Job Satisfaction (Z) on Performance (Y) is categorized as moderate-to-large. On the other hand, the effect of Flexible Work Arrangement (X2) on Performance (Y) is small, and the effect of Work-Life Balance (X1) on Performance (Y) is very small.

Table 7. F-Square (f^2) Test Results

Variable	Job Satisfaction (Z)	Performance (Y)
Performance on Job Satisfaction		0.336
Flexible Work Arrangement (X2)	0.361	0.081
Work Life Balance (X1)	0.379	0.015

Source: Data Processing with SEM-PLS

Based on the f^2 test results, Flexible Work Arrangement (X2) and Work-Life Balance (X1) have a large impact on Job Satisfaction (Z), with values of 0.361 and 0.379, respectively. The impact of Performance (Y) on Job Satisfaction (Z) is moderate, with a value of 0.336. Meanwhile, the impact of Flexible Work Arrangement (X2) and Work-Life Balance (X1) on Performance (Y) is small, with f^2 values of 0.081 and 0.015, respectively. These results

indicate that Job Satisfaction (Z) has a significant effect on Performance (Y).

e. Direct Effects Hypothesis Test

Based on the hypothesis testing in this study through path coefficients to determine the size and direction of the effects between the variables Flexible Work Arrangement (X2), Work-Life Balance (X1), Job Satisfaction (Z), and Performance (Y), the Path Coefficient test uses bootstrapping procedures to obtain estimates of the Path Coefficient (β), t-statistic, and p-value.

Table 8. Path Coefficient Test Results

Model Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Flexible Work Arrangement (X2) → Job Satisfaction (Z)	0.463	0.464	0.087	5.296	0.000
Flexible Work Arrangement (X2) → Performance (Y)	0.253	0.256	0.080	3.160	0.002
Job Satisfaction (Z) → Performance (Y)	0.573	0.576	0.084	6.827	0.000
Work Life Balance (X1) → Job Satisfaction (Z)	0.474	0.473	0.087	5.465	0.000
Work Life Balance (X1) → Performance (Y)	0.109	0.103	0.083	1.316	0.188

Source: Data Processing with SEM-PLS

In this study, the significance criteria for decision-making refer to $p > 0.05$ (statistically >1.96 for two-tailed tests at the 5% level). Therefore, the relationship between variables is considered significant when the p -value < 0.05 , and p -value > 0.05 indicates an insignificant effect. The results show that Flexible Work Arrangement (X2) has a positive and significant effect on Job Satisfaction (Z) ($\beta = 0.463$; $t = 5.296$; $p < 0.05$). Additionally, Flexible Work Arrangement (X2) also has a positive and significant effect on Performance

(Y) ($\beta = 0.253$; $t = 3.160$; $p < 0.05$). Furthermore, Job Satisfaction (Z) has a positive and significant effect on Performance (Y) ($\beta = 0.573$; $t = 6.827$; $p < 0.05$), indicating that an increase in job satisfaction is followed by an increase in performance. Work Life Balance (X1) has a positive and significant effect on Job Satisfaction (Z) ($\beta = 0.474$; $t = 5.465$; $p < 0.05$). However, the direct effect of Work Life Balance (X1) on Performance (Y) is not significant ($\beta = 0.109$; $t = 1.316$; $p = 0.188$). Therefore, the direct effect of Work Life Balance (X1) on

Performance (Y) is not supported, and further analysis of indirect effects (mediation) will be examined in the next section.

f. Direct Effects Hypothesis Test

The indirect effects and total effects tests aim to determine the strength of the indirect influence between constructs and their total effect. The following is the output for the effects between constructs.

Table 9. Indirect and Total Effects

Model Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Indirect Effect					
Flexible Work Arrangement (X2) → Job Satisfaction (Z) → Performance (Y)	0.265	0.266	0.057	4.649	0.000
Work Life Balance (X1) → Job Satisfaction (Z) → Performance (Y)	0.271	0.277	0.071	3.811	0.000
Flexible Work Arrangement (X2) → Job Satisfaction (Z)	0.463	0.464	0.087	5.296	0.000
Total Effects					
Flexible Work Arrangement (X2) → Performance (Y)	0.518	0.521	0.076	6.803	0.000
Job Satisfaction (Z) → Performance (Y)	0.573	0.576	0.084	6.827	0.000
Work Life Balance (X1) → Job Satisfaction (Z)	0.474	0.474	0.087	5.465	0.000
Work Life Balance (X1) → Performance (Y)	0.380	0.377	0.074	5.111	0.000

Source: Data Processing with SEM-PLS

Based on the mediation test results, Job Satisfaction (Z) acts as a partial mediator in the relationship between Flexible Work Arrangement (X2) and Performance (Y), as the direct effect of Flexible Work Arrangement (X2) → Performance (Y) is significant with a coefficient value of 0.253, $t = 3.160$, and $p = 0.002$, while the indirect effect through Job Satisfaction (Z) is also significant with a coefficient value of 0.265, $t = 4.649$, and $p = 0.000$. On the other hand, Job Satisfaction (Z) acts as a full mediator in the relationship between Work Life Balance (X1) and Performance (Y), as the direct effect of Work Life Balance (X1) → Performance (Y) is not significant with a coefficient value of 0.109, $t = 1.316$, and $p = 0.188$, while the indirect effect through Job Satisfaction (Z) is significant with a

coefficient value of 0.271, $t = 3.811$, and $p = 0.000$.

4.2 Discussion

a. The Effect of Work-Life Balance on Employee Performance

Based on the test results, work-life balance (WLB) does not have a significant direct effect on employee performance at Compassion Indonesia. This finding suggests that improving WLB does not automatically increase performance, as its effects are more likely to work through psychological mechanisms first, such as improving job satisfaction/well-being, which then reflects in performance outcomes. In the context of Compassion Indonesia, which has a geographically dispersed workforce and a high need for coordination, WLB can function as a "buffer" that maintains psychological stability and

the quality of the work experience. However, it does not necessarily lead directly to higher performance. Therefore, a more practical implication is to position WLB programs as a strategy to strengthen psychological conditions (e.g., managing workload proportionally, clarifying work hour expectations, and supporting mental recovery), which is expected to improve job satisfaction and ultimately impact performance. This finding aligns with the view that the relationship between work-life balance and performance tends to be stronger when involving psychological variables as mediators [13], [14].

b. The Effect of Flexible Work Arrangement on Employee Performance

Based on the test results, flexible work arrangement (FWA) has a positive and significant effect on employee performance at Compassion Indonesia. The better the work flexibility perceived by employees, the higher their performance. Conversely, weakened flexibility tends to correlate with decreased performance. However, since Hypothesis 2 (H2) was initially formulated with a negative directional assumption, it is formally rejected because the empirical result is positive. This finding can be explained in the context of Compassion Indonesia, where employees work across regions and require high levels of coordination. FWA appears to function as an effective organizational support (e.g., helping to adjust working hours, facilitating communication, and strengthening management support), which impacts productivity and employee performance. Nevertheless, to ensure consistent benefits and avoid turning flexibility into a source of pressure (e.g., due to blurred work boundaries), the

organization needs to manage FWA governance by providing clear rules, coordination mechanisms, accountability, and reinforcing healthy work boundaries [8], [9], [15].

c. The Effect of Work-Life Balance on Job Satisfaction

Based on the test results, work-life balance (WLB) has a positive and significant effect on job satisfaction at Compassion Indonesia. The better the work-life balance perceived by employees, the higher their job satisfaction. Conversely, when the balance decreases, job satisfaction tends to weaken. This finding is logical because WLB can reduce role conflict and stress while enhancing psychological well-being, allowing employees to positively evaluate their work and feel that their personal needs align with work demands. In the context of Compassion Indonesia, which operates across regions, stable WLB also serves as the foundation for a more comfortable work experience (e.g., the feeling of organizational support), ultimately maintaining job satisfaction. Therefore, a practical implication is that the organization should strengthen policies that support work-life balance—such as clarifying work hour expectations, managing workload proportionally, and providing recovery support—to maintain job satisfaction and support sustainable performance [5], [12].

d. The Effect of Flexible Work Arrangement on Job Satisfaction

Based on the test results, flexible work arrangement (FWA) has a positive and significant effect on job satisfaction at Compassion Indonesia. The better the work flexibility perceived by employees, the higher their job satisfaction. Conversely, when flexibility declines, satisfaction tends to weaken. This finding is reasonable because in an organization with geographical dispersion and a

need for cross-region coordination, such as Compassion Indonesia, time flexibility and work methods help employees adjust their work rhythm, increase their sense of control, and enhance perceptions of organizational support, which ultimately boosts job satisfaction. Therefore, a practical implication is that the organization needs to maintain consistent flexible work arrangements, particularly focusing on the quality of communication, managerial support, and welfare policies. This is necessary to ensure that flexibility does not become imbalanced across functions or locations and continues to positively impact job satisfaction [1], [8].

e. The Effect of Job Satisfaction on Employee Performance

Based on the test results, job satisfaction is an important determinant of employee performance at Compassion Indonesia. The more satisfied employees are with their work in terms of psychological aspects, work relationships, and organizational support, the higher their performance tends to be. Conversely, a decline in job satisfaction could potentially weaken performance outcomes. Theoretically, this finding can be understood because job satisfaction strengthens employee engagement and perseverance in completing tasks, which ultimately enhances the quality and quantity of work. In the context of cross-regional service work, such as at Compassion Indonesia, high satisfaction is also relevant for maintaining consistent work behavior, teamwork, and compliance with operational standards that require ongoing coordination. Therefore, efforts to improve performance will be more effective if directed towards factors that build satisfaction, such as role clarity, managerial support, fairness

in providing rewards, and career development opportunities—since satisfaction has proven to be a strategic pathway to driving performance [13], [14].

f. The Effect of Work-Life Balance on Performance with Job Satisfaction as a Mediator

Based on the mediation test results, the indirect path Work-Life Balance (X1) → Job Satisfaction (Z) → Performance (Y) was found to be significant. At the same time, the direct path $X1 \rightarrow Y$ was not significant, indicating that job satisfaction plays a full mediation role. This means that the impact of WLB on performance primarily occurs through an increase in job satisfaction. Conceptually, this finding reinforces the view that WLB first improves the psychological condition and positive evaluation of employees towards their work (satisfaction/well-being), which then drives work behavior and performance output. In the context of Compassion Indonesia, which operates across regions with a hybrid work rhythm, better WLB helps employees manage role demands and coordination, thereby increasing satisfaction, which acts as a "bridge" to improved performance. The significance of the mediation role is also evident from the $VAF \approx 71.3\%$, indicating that the influence of WLB on performance is predominantly mediated by satisfaction. Therefore, WLB programs should be directed toward interventions that directly strengthen satisfaction (e.g., coordination rhythm adjustments, healthy work hour boundaries, and recovery support) to make the impact on performance more evident [13], [16].

g. The Effect of Flexible Work Arrangement on Performance with Job Satisfaction as a Mediator

Based on the mediation test results, the indirect path Flexible Work Arrangement (X2) → Job Satisfaction (Z) → Performance (Y) was found to be significant. At the same time, the direct path X2 → Y was also significant. Since both paths (direct and indirect) are significant, job satisfaction acts as a partial mediator, meaning that FWA increases performance both directly (e.g., through work coordination efficiency) and indirectly through the improvement of job satisfaction (employees feel more supported and have better work control). The strength of the mediation contribution is also quite strong, as reflected by the VAF \approx 51.2%, indicating that about half of the total effect of FWA on performance is mediated through satisfaction, while the rest flows through the direct path. The organization needs to ensure that FWA remains structured and consistent—by clarifying flexibility rules, strengthening managerial support, ensuring the quality of communication/coordination, and managing work boundaries to prevent flexibility from turning into a new source of pressure—so that the positive impact on satisfaction and performance can be maintained [1], [8], [16].

4. CONCLUSION

Based on the results and discussion, the following conclusions can be drawn:

1. Flexible work arrangement has a positive and significant effect on both job satisfaction and performance;
2. Work-life balance has a positive and significant effect on job satisfaction but does not directly affect performance;
3. Job satisfaction has a positive and significant effect on performance;
4. Job satisfaction fully mediates the effect of work-life balance on performance;
5. Job satisfaction partially mediates the effect of flexible work arrangement on performance. Flexible work and work-life balance policies should be directed towards improving job satisfaction as the primary mechanism for enhancing performance.

The management team at Compassion Indonesia is advised to establish healthy work boundaries and a hybrid system (controlling meeting hours, no-meeting blocks, clarifying response expectations). It is also necessary to develop an SOP for flexible work arrangements across locations based on deliverables and accountability. Strengthening career development paths and employee feedback is also important. Additionally, evaluating employee workload and prioritizing cross-team collaboration to ensure that timeliness does not compromise quality is essential. Future research is recommended to examine employee engagement across generations to drive performance improvement through an inclusive and sustainable organizational culture.

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