



THE EFFECTS OF FLEXIBLE WORKING ARRANGEMENT AND WORK ENVIRONMENT ON JOB SATISFACTION THROUGH WORK-LIFE BALANCE (STUDY ON EMPLOYEES OF THE GOVERNMENT SERVICE DIVISION AT PT. TELKOM INDONESIA TBK)

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Abstract

This study aims to analyze the impact of flexible working arrangements and work environment on job satisfaction, mediated by employees' work-life balance at Government Service Division of PT Telkom Indonesia. The objective of this research is to identify the relationship between flexible working arrangements and work environment on job satisfaction, mediated by work-life balance, in the context of policy changes in the Government Service Division. This study uses a quantitative approach with a survey technique involving 102 employees from the Government Service Division of PT Telkom Indonesia. The research data was collected through Likert-scale questionnaires and documentation, and analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS). The results indicate that there is a significant relationship between flexible working arrangements and work environment on job satisfaction. The mediating variable of work-life balance has a significant effect on the relationship between work environment and job satisfaction, while the work-life balance mediating variable does not have a significant effect on the relationship between flexible working arrangements and job satisfaction. The company should consider clearer communication regarding policy changes and provide solutions that support employees' work-life balance.

Keywords : *flexible working arrangement, work environment, job satisfaction, work-life balance*

1. INTRODUCTION

Human resources are a vital asset that organizations must develop optimally, as the quality of human resources is determined by the systems supporting their work. Effective human resource management plays a crucial role in enhancing organizational performance and achieving corporate goals. Employees generally expect job satisfaction, which refers to a positive attitude encompassing feelings and evaluations of their work, as a form of respect and fulfillment of essential job values (Pawirosumarto et al., 2017).

However, a survey conducted by JobStreet.com in 2014 involving 17,623 respondents revealed that 73% of employees were dissatisfied with their jobs. Employees experiencing high stress and dissatisfaction are more likely to resign from their positions (Marcella & Ie, 2022). Research by Shanmugam et al. (2019) found a significant relationship between flexible working arrangements (FWA) and job satisfaction, aligning with global trends where workplace flexibility enhances job satisfaction by creating an adaptive work environment. Furthermore, work environment factors also significantly impact job satisfaction, as employees tend to prefer clean, comfortable workplaces equipped with modern tools (Robbins & Judge, 2019). Despite these findings, there is inconsistency in the relationship between flexible working arrangements and job satisfaction. While studies by Shanmugam et al. (2019), Baeza et al. (2018), Dilmaghani (2020), Dousin et al. (2021), and Wadhawan (2019) show a positive impact of FWA on job satisfaction,

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Dwi Prabawati¹, Wahdiyat Moko², Christin Susilowati³

other studies by Azar et al. (2018) and Burdin & Perorin (2019) found no significant relationship. This discrepancy is attributed to work durations exceeding standard office hours under flexible arrangements. To address this research gap, work-life balance (WLB) is proposed as a mediating variable. Previous studies (Machuca et al., 2016; Cahill et al., 2015) highlight a strong link between work-life balance and job satisfaction, suggesting that a balance between personal and professional life benefits both employees and organizations.

This study focuses on job satisfaction among employees in the Government Service Division (DGS) of PT Telkom Indonesia, which serves public sector clients funded by APBN or APBD. DGS is pivotal to PT Telkom's B2B-oriented strategy, contributing significantly to revenue. However, the division faces high work complexity, which can overwhelm employees, leading to stress and reduced job satisfaction (Dewi & Sukirno, 2013). The research adopts a quantitative method, examining three variables: independent variables (flexible working arrangements and work environment), a mediating variable (work-life balance), and a dependent variable (job satisfaction). This study aims to explore *The Effect of Flexible Working Arrangements and Work Environment on Job Satisfaction Mediated by Work-Life Balance*.

2. LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction refers to an individual's overall attitude toward their job, defined as a positive feeling resulting from an evaluation of job characteristics (Robbins & Judge, 2019). It encompasses employees' positive feelings and attitudes toward their work, reflecting respect for achieving essential job values (Pawirosumarto et al., 2017). Low job satisfaction often leads to higher turnover rates, decreased discipline, and reduced productivity (Robbins & Judge, 2019). Job satisfaction in this study is measured using five indicators:

1. The nature of the job itself
2. Fair compensation
3. Promotion opportunities
4. Supervision quality
5. Supportive coworkers

2.2 Flexible Working Arrangement

Flexible work arrangements are defined as opportunities for employees to make choices regarding when, where, and how long they engage in work-related tasks (Bald and De Lange in Ridwan, 2021). This study uses two indicators: workplace flexibility and time flexibility.

1. Workplace flexibility (flexible location or teleworking) allows employees to perform their tasks outside a fixed office location.
2. Time flexibility (flexible time) enables employees, with employer approval, to adjust their working hours beyond standard company schedules (Baeza et al., 2018).

Studies by Shanmugam et al. (2019), Baeza et al. (2018), Dilmaghani (2020), Dousin et al. (2021), and Wadhawan (2019) show that flexible working arrangements significantly impact job satisfaction. Flexible work options reduce work-life conflict, lower turnover intentions, and enhance job satisfaction.

2.3 Work Environment

Robbins (2019) defines the work environment as external institutions or forces that potentially influence organizational performance. According to Sedarmayanti (2017), the work environment refers to conditions within a group, supported by facilities designed to help achieve the company's goals aligned with its vision and mission. Research by Wibowo et al. (2014), Pawirosumarto et al. (2017), and Anasi (2020) found that the work environment positively affects



job satisfaction. A supportive work environment enhances job satisfaction, whereas an unsupportive environment leads to dissatisfaction among employees.

2.4 Work-life Balance

Work-life balance is defined as the equilibrium between work and personal life (Goleman, 2018). This balance varies for each individual and is influenced by internal and external factors (Poulou & Sudarsan, 2014).

Machuca et al. (2016) and Cahill et al. (2015) found a positive relationship between work-life balance and job satisfaction, highlighting mutual benefits for employees and organizations.

The evaluation of work-life balance is based on Hayman's work-life conflict scale (in Aroosiya, 2018), encompassing three aspects:

1. Time balance – the ability to allocate sufficient time for work and personal life.
2. Involvement balance – emotional and psychological engagement between work and personal life.
3. Satisfaction balance – overall satisfaction with both work and personal life

3. IMPLEMENTATION METHOD

This study employs explanatory research, which, according to Reed and Shinn (2018), aims to explain causal relationships between variables and test formulated hypotheses. The variables examined include the dependent variables, flexible working arrangements and work environment, and their impact on the independent variable, job satisfaction, mediated by work-life balance. The research sample comprises all 139 permanent employees in the Government Service Division of PT. Telkom Indonesia as of November 2024, utilizing a saturated sample approach. However, 73% of the distributed questionnaires were returned.

Data collection techniques include literature review and questionnaires using a Likert scale. Inferential statistical analysis is applied to analyze sample data and generalize the findings to the population (Ghozali & Latan, 2015). The study uses Partial Least Square (PLS) with SmartPLS software, based on the proposed hypotheses. PLS is suitable for testing causal relationships between latent variables through outer and inner models and is ideal for complex models such as Structural Equation Modeling (SEM) (Hair et al., 2014).

4. RESULTS AND DISCUSSION

4.1 Evaluation of the Measurement Model (Outer Model)

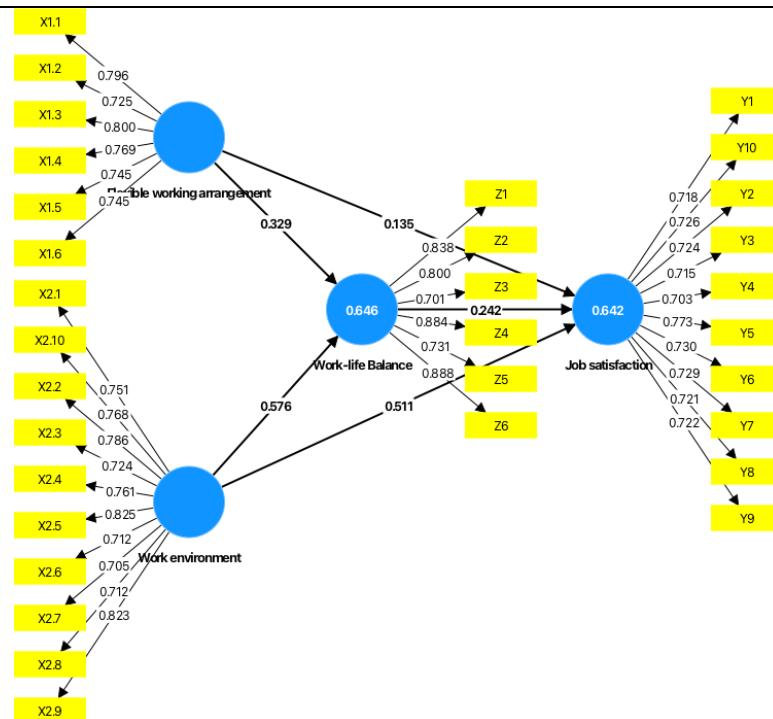
The measurement model was tested to assess the validity and reliability of the constructs. The validity test in this study aims to determine whether the constructs meet the necessary requirements to proceed to further analysis. A total of 32 indicators across 4 variables are included, as illustrated in the model diagram. Out of 139 questionnaires distributed to employees in the Government Service Division, 102 were returned, resulting in a response rate of 73%. This rate was influenced by the high dynamics in certain positions. According to Fowler (2014), a response rate of 60–70% is sufficient to provide relevant insights for research purposes.

4.1.1 Individual Item Reliability Test (Outer Loading)

Convergent validity refers to the loading factor values between variables and their indicators, with an expected value greater than 0.7 (Ghozali & Latan, 2015).

THE EFFECTS OF FLEXIBLE WORKING ARRANGEMNET AND WORK ENVIRONMENT ON JOB SATISFACTION THROUGH WORK-LIFE BALANCE (STUDY ON EMPLOYEES OF THE GOVERNMENT SERVICE DIVISION AT PT. TELKOM INDONESIA TBK)

Dwi Prabawati¹, Wahdiyat Moko², Christin Susilowati³



Figures 1. Direct Impacts Analysis

Source: Data Processed (2024)

The loading factor values for each statement item across the variables—flexible working arrangement, work environment, work-life balance, and job satisfaction—show relevant results greater than 0.7, indicating that each variable indicator is valid.

4.1.2 Internal Consistency Test

The CR test was conducted using SmartPLS version 4, where the CR and Cronbach's Alpha values serve as indicators.

Table 1. Internal Consistency Test

Variable	Cronbach's Alpha	Composite Reliability
Flexible Working Arrangement	0,857	0,894
Work Environment	0,918	0,931
Work-life Balance	0,893	0,919
Job Satisfaction	0,900	0,918

Source: Data Processed (2024)

The Cronbach's Alpha values for all variables were greater than 0.7, and the Composite Reliability (CR) values also exceeded 0.7. As per the previously stated criteria, this indicates that all variables used in this study meet the reliability standards.

4.1.3 Discriminant Validity Test

Cross-loading values are useful for evaluating whether a construct has adequate discriminant validity. The loading values for each construct must exceed 0.70 to be considered valid according to the standards.



Table 2. Cross Loading Values

Kode Item	X1	X2	Y	Z
X1.1	0,796	0,430	0,418	0,460
X1.2	0,725	0,476	0,572	0,412
X1.3	0,800	0,396	0,427	0,542
X1.4	0,769	0,418	0,492	0,419
X1.5	0,745	0,368	0,321	0,571
X1.6	0,745	0,393	0,361	0,535
X2.1	0,392	0,751	0,423	0,540
X2.10	0,511	0,768	0,725	0,681
X2.2	0,436	0,786	0,451	0,564
X2.3	0,315	0,724	0,430	0,435
X2.4	0,361	0,761	0,425	0,482
X2.5	0,334	0,825	0,545	0,534
X2.6	0,368	0,712	0,601	0,527
X2.7	0,368	0,705	0,681	0,544
X2.8	0,511	0,712	0,675	0,685
X2.9	0,429	0,823	0,670	0,607
Y1	0,397	0,554	0,718	0,478
Y10	0,456	0,515	0,726	0,476
Y2	0,495	0,563	0,724	0,505
Y3	0,405	0,502	0,715	0,580
Y4	0,500	0,589	0,703	0,618
Y5	0,471	0,577	0,773	0,592
Y6	0,361	0,470	0,730	0,516
Y7	0,299	0,573	0,729	0,477
Y8	0,316	0,644	0,721	0,469
Y9	0,403	0,559	0,722	0,457
Z1	0,574	0,577	0,548	0,838
Z2	0,454	0,538	0,566	0,800
Z3	0,574	0,633	0,651	0,701
Z4	0,533	0,608	0,558	0,884
Z5	0,380	0,601	0,563	0,731
Z6	0,569	0,682	0,564	0,888

Source: Data Processed (2024)

Based on the table above, the cross-loading values for several constructs exceed 0.70. This indicates that the manifest variables in this study accurately explain their corresponding latent variables, confirming that all items are valid.

THE EFFECTS OF FLEXIBLE WORKING ARRANGEMNET AND WORK ENVIRONMENT ON JOB SATISFACTION THROUGH WORK-LIFE BALANCE (STUDY ON EMPLOYEES OF THE GOVERNMENT SERVICE DIVISION AT PT. TELKOM INDONESIA TBK)

Dwi Prabawati¹, Wahdiyat Moko², Christin Susilowati³

4.2 Structural Evaluation Model

The structural model (inner model) testing aims to predict the causal relationships between the variables studied (Abdilah & Hartono, 2015). In PLS, the parameter for testing the inner model is the R-squared (R^2) value, which indicates the effect of the independent variables on the dependent variable.

Table 3. R-Squares

Item	R-square
Job Satisfaction	0,642

Source: Data Processed (2024)

The R-square value in the table above shows that the variables flexible working arrangement, work environment, and work-life balance explain 64.2% of the variance in job satisfaction, with the remaining variation influenced by other variables outside the scope of this study.

4.3 Direct Analysis

SEM analysis using SMART PLS, hypothesis testing is performed using the bootstrapping technique. The following are the results obtained from data processing using this technique:

Table 4. Direct Test Result

Variabel	t statistics	p values	Notes
Flexible working arrangement to job satisfaction	2,720	0,007	Significant
Flexible working arrangement to work life balance	4,209	0,000	Significant
Work environment to job satisfaction	10,201	0,000	Significant
Work environment to work-life balance	7,992	0,000	Significant
Work-life balance to job satisfaction	2,308	0,021	Significant

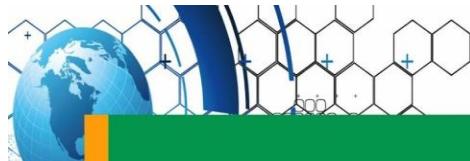
Source: Data Processed (2024)

The results of the direct effect test in Table 4 show the following:

1. The flexible working arrangement construct has a t-value greater than 1.96 and a p-value less than 0.05, indicating a significant effect, meaning flexible working arrangement has a direct impact on job satisfaction.
2. The flexible working arrangement construct has a t-value greater than 1.96 and a p-value less than 0.05, indicating a significant effect, meaning flexible working arrangement has a direct impact on work-life balance.
3. The work environment construct has a t-value greater than 1.96 and a p-value less than 0.05, indicating a significant effect, meaning work environment has a direct impact on job satisfaction.
4. The work environment construct has a t-value greater than 1.96 and a p-value less than 0.05, indicating a significant effect, meaning work environment has a direct impact on work-life balance.
5. The work-life balance construct has a t-value greater than 1.96 and a p-value less than 0.05, indicating a significant effect, meaning work-life balance has a direct impact on job satisfaction.

4.4 Indirect Effect Analysis

Indirect effects can be calculated by multiplying the correlation values of the related direct effects. The following is the analysis of the indirect effects, as shown in the table below:

**Table 5.** Indirect Test Result

Variable	t statistics	p values	Notes
<i>The relationship between flexible working arrangements and job satisfaction is mediated by work-life balance (X1->Z->Y)</i>	1,9 53	0, 051	Insignificant
<i>The relationship between work environment and job satisfaction is also mediated by work-life balance (X2->Z->Y)</i>	2,1 47	0, 032	Significant

Source: Data Processed (2024)

Table 5 shows the results of the indirect effect test as follows:

1. The t-value test for the indirect effect of flexible working arrangement on job satisfaction, mediated by work-life balance (X1->Z->Y), shows a value less than 1.96 and a p-value greater than 0.05. This indicates that the indirect effect between flexible working arrangement (X1) and job satisfaction (Y), mediated by work-life balance (Z), is not significant. Therefore, mediator Z does not play a strong role in explaining the relationship between X1 and Y.
2. The t-value test for the indirect effect of work environment on job satisfaction, mediated by work-life balance (X2->Z->Y), shows a value greater than 1.96 and a p-value less than 0.05. This indicates that the indirect effect between work environment (X2) and job satisfaction (Y), mediated by work-life balance (Z), is significant. Therefore, mediator Z plays a strong role in explaining the relationship between X2 and Y.

5. CONCLUSION

The research findings that the implementation of flexible working arrangements in the Government Service Division of PT Telkom Indonesia leads to higher job satisfaction among employees. Therefore, it is recommended that PT Telkom Indonesia continue to align flexible working policies with employee needs while maintaining discipline and productivity. Flexible working arrangements have a positive impact on work-life balance, and their continued implementation can support the balance between work and personal life. Additionally, a conducive work environment significantly affects job satisfaction and work-life balance. PT Telkom Indonesia should maintain and enhance the quality of both physical and non-physical work environments to foster employee motivation and performance, ultimately contributing to the company's revenue targets.

The positive relationship between work-life balance and job satisfaction highlights the need for the company to strengthen work-life balance efforts, focusing on time management, engagement, and overall satisfaction. While work-life balance did not significantly mediate the relationship between flexible working arrangements and job satisfaction, it was found to significantly influence job satisfaction and work-life balance. The direct benefits of flexible working arrangements, such as autonomy and stress reduction, may strengthen the connection between these factors.

Furthermore, a conducive work environment positively impacts both work-life balance and job satisfaction. Good physical and non-physical work facilities, coupled with effective communication, can enhance employee performance. This study is limited to the Government Service Division of PT Telkom Indonesia, and the results may not be applicable to other organizations due to differences in work culture, organizational structure, and internal policies. Additionally, the study's sample representation may be affected by factors such as workload and

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Dwi Prabawati¹, Wahdiyat Moko², Christin Susilowati³

time constraints. Finally, the research period may have been influenced by changes in organizational conditions or policies after the study's completion.

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Dwi Prabawati¹, Wahdiyat Moko², Christin Susilowati³

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