



Effect of Flexible Working Arrangement and Work–Life Balance on Employee Work Motivation

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ABSTRACT

Work motivation plays a crucial role in organizational performance, as highly motivated employees tend to work more productively and contribute optimally to achieving organizational goals. However, in the SSOFC Unit of PT ABC, employee motivation appears to be declining despite the implementation of a flexible working arrangement (FWA), as indicated by a high frequency of late check-ins and excessive overtime, which reflects poor work–life balance (WLB). This study aims to analyse the influence of FWA and WLB on employee work motivation in the SSOFC Unit of PT ABC. A quantitative approach with a causal explanatory design was applied, involving all 207 active employees selected through a saturated sampling technique. Data were collected using questionnaires and company documents, and analysed through Structural Equation Modeling–Partial Least Squares (SEM–PLS) to examine causal relationships among variables. The results show that the implemented FWA is categorized as flexible to highly flexible, while employees' WLB and work motivation are relatively high. However, FWA does not significantly affect work motivation, whereas WLB has a positive and significant effect. The findings highlight that WLB is a more dominant determinant of employee motivation than FWA.

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INTRODUCTION

Employee motivation is a key determinant of organizational performance, as highly motivated employees typically demonstrate higher productivity and contribute more effectively to organizational goals. Work motivation is a driving force that influences employees in performing their duties, encouraging and energizing them to work effectively so that expectations can be met and goals can be achieved, ultimately leading to satisfaction (Indiyati et al., 2018).

The SSOFC Unit of PT ABC measures employee work motivation, including discipline as one of its key variables. Prior research by Sari et al. (2024) highlights a reciprocal relationship between motivation and work discipline, where high discipline enhances motivation by creating a structured and systematic work environment. In the SSOFC Unit, one indicator of discipline is punctuality in attendance, with employees required to check in before 08:00. This aligns with Ariesni & Asnur (2021), who identify punctuality as a key indicator of work discipline.

Following the COVID-19 pandemic, organizations worldwide—including those in Indonesia's telecommunications sector—are increasingly transitioning toward flexible, digital, and hybrid work systems. Employees are demanding greater autonomy, reduced commuting, and improved work–life balance. Despite this global movement toward flexible working, many operational units with highly structured workflows still face practical challenges in achieving effective implementation. This reflects a global–local trend mismatch that warrants deeper investigation in the context of SSOFC PT ABC.



Although the organization has implemented a flexible working arrangement (FWA) with a zero-tardiness target, internal attendance records from the last five months indicate lateness rates exceeding 39% per month, suggesting a potential decline in employee motivation. Similarly, although FWA implementation compliance is expected to reach 100%, actual compliance rates remain low, ranging from 55% to 97% non-compliance per month. These findings indicate that FWA is not being applied effectively according to company regulations. Furthermore, internal interviews with management confirm a recurring pattern, many employees still come late and do not follow FWA rules, even though the guidelines are clear and the tools for monitoring are already provided. This gap between policy and actual behaviour illustrates a real issue that the organization needs to address.

PT ABC adopts various flexibility models—work from office and work from home—supported by an FWA dashboard that regulates attendance times, locations, daily activities, and employee obligations. However, despite these structures, actual practice deviates significantly from expectations. Work–life balance (WLB) is another important factor influencing FWA effectiveness. WLB involves managing time, energy, and attention between professional and personal commitments (Malik, 2023). Maintaining WLB supports employee well-being, reduces stress, and enhances productivity and job satisfaction. Nonetheless, internal data show low levels of WLB, evidenced by high overtime rates: more than 57% of employees check out after 18:00 each month, exceeding the company’s standard working hours. This aligns with Pramesti & Suyuhtie (2025), who found that higher overtime correlates with lower WLB. Previous studies suggest positive relationships between FWA, WLB, and work motivation (Safitri & Ali, 2023; Puspitawati & Mujiati, 2023; Gunawan & Franksiska, 2020). However, the SSOFC Unit presents a contrasting phenomenon—high tardiness, low WLB, declining motivation, and poor FWA compliance.

Given these phenomena and trends, this study aims to analyze the implementation of FWA, WLB conditions, and work motivation levels for SSOFC Unit, also evaluate the influence of FWA and WLB on employee work motivation. This study provides several new contributions, while it focuses on a shared service operational finance (SSOF) unit, a setting that has not been widely explored in previous research, it also identifies gaps between formal FWA policy and actual implementation, offering insights relevant to organizations undergoing digital transformation.

LITERATURE REVIEW

Flexible Working Arrangement (FWA)

A flexible working arrangement refers to a work system that allows individuals to adapt to environmental changes and adjust their work conditions accordingly (Gunawan & Franksiska, 2020). According to Thian (2021), a flexible working arrangement is a strategy and practice, both formal and informal, that provides employees with the possibility to work flexibly, while Bal & De Lange (2015) describe flexible working arrangements as opportunities for employees to decide when, where, and for how long they perform work-related tasks. Gunawan & Franksiska (2020) add that flexible working arrangements involve formal policies or informal agreements on workplace and work time selection, considering employees’ needs to balance work and personal life (Onyekwelu et al., 2022).

According to these definitions, flexible working arrangements refer to practices that provide employees with greater autonomy in managing their work schedules and locations. From the perspective of the Job Demands–Resources (JD–R) Theory, such arrangements serve as a job resource that helps reduce job demands, enhances motivation, and supports overall employee well-being (ter Hoeven & van Zoonen, 2015). Aura & Desiana (2023) state that flexible working arrangements consist of three dimensions, namely flexitime schedule, compressed workweek, and telecommuting.

Previous studies indicate that Flexible Working Arrangements (FWA) play an important role in fostering working conditions that support positive employee attitudes and behaviors. Sekhar & Patwardhan (2023) found that FWA is positively associated with performance, particularly when

accompanied by supervisor support. This suggests that flexibility in work time and location creates a more conducive environment, making employees feel valued and motivated to perform at their best. Similarly, Austin-Egole et al. (2020) emphasizes that well-implemented FWA tends to generate positive outcomes for organizations by allowing employees autonomy in managing their work activities. Theoretically, work motivation is driven by conditions that fulfil both personal and professional needs. FWA enables employees to balance job demands with personal needs, reducing stress and enhancing satisfaction and motivation. Consequently, it is assumed that flexible working arrangements have a significant influence on employees' work motivation.

Work-Life Balance (WLB)

Work–life balance is an individual's ability to maintain a balance between job requirements and personal needs. In the current technological era, work environments have become increasingly dynamic and demanding (Thilagavathy & Geetha, 2023), making balance between professional and domestic roles essential for overall quality of life (Wongpy & Setiawan, 2019). According to Parkes and Langford (Asari, 2022), work–life balance refers to an individual's capacity to meet both professional and personal obligations, whereas Westman defines it as a condition in which individuals experience psychological well-being without encountering role conflict.

Work–life balance consists of four dimensions: work-to-life conflict, life-to-work conflict, work-to-life enrichment, and life-to-work enrichment (Lau & Marianti, 2024).

Previous studies highlight Work–Life Balance (WLB) as an important factor influencing employee well-being and motivation. Arora & Wagh (2017) emphasize that work–life balance positively influences both individual satisfaction and organizational performance. Similarly, Malik (2023) found that employees with a good level of WLB are better able to meet job demands without sacrificing their personal lives, resulting in higher motivation and commitment. Theoretically, adequate WLB enables employees to allocate time proportionally between work and personal activities, reducing exhaustion, increasing satisfaction, and fostering positive energy at work. Supporting this, Wigastianto & Wahyuningtyas (2020) emphasize that work environments that facilitate life balance contribute to greater work motivation. Therefore, work–life balance is expected to significantly influence employees' work motivation.

Work Motivation (WM)

Indiyati et al. (2018) define work motivation as an internal force that drives employees to perform their duties effectively, helping them meet expectations and experience satisfaction. Khaeruman et al. (2021) define motivation as the desire and inner drive related to psychological factors such as attitude, needs, and satisfaction. Daft (2014) explains that work motivation is an internal or external driver that stimulates enthusiasm and encourages individuals to achieve their goals. Tsauri (2013) adds that highly motivated individuals strive to achieve organizational objectives. Therefore, motivation is an internal force that shapes individuals' attitudes and needs, influencing the strength, focus, and consistency of their efforts in pursuing work objectives that contribute to quality of life and work–life balance.

Muhfizar et al. (2021) outline several motivation theories proposed by different experts: (1) Maslow's Hierarchy of Needs, which includes physiological, safety, social, esteem, and self-actualization needs; (2) Alderfer's ERG Theory, which condenses these needs into existence, relatedness, and growth; (3) Herzberg's Two-Factor Theory, which differentiates motivator factors—such as achievement, recognition, and responsibility—from hygiene factors, including working conditions, salary, and organizational policies; (4) McGregor's Theory X and Theory Y, where Theory X assumes employees dislike work, whereas Theory Y views them as self-directed and responsible; and (5) McClelland's Need Theory, which focuses on the needs for achievement, affiliation, and power.

According to Wigastianto & Wahyuningtyas (2020), there are three work motivation dimensions based on McClelland: (1) Need for Achievement, the drive to achieve success with indicators such as realistic targets, pride, maximum effort, self-development, and managerial recognition; (2) Need for Power, the desire to influence and control others, indicated by leadership, decision-making, cooperation, and competitiveness; and (3) Need for Affiliation, the desire for harmonious social relationships, indicated by good relationships, appreciation, team comfort, and enjoyable cooperation.



METHOD

This study employs a causal–explanatory quantitative design based on the positivist paradigm to examine the causal relationships between flexible working arrangement (FWA) and work–life balance (WLB) as independent variables on employee work motivation (WM) as dependent variable in the SSOFC Unit of PT ABC. Using a deductive approach, hypotheses were formulated from existing theories and tested through a survey strategy administered to individual employees as the unit of analysis. Data were collected in a non-contrived, natural work setting with minimal researcher involvement, using a cross-sectional time frame in which measurements were taken at a single point in time (Sugiyono, 2022).

The population in this study consists of all 207 active employees of the SSOF Unit at PT ABC. Using a saturated sampling technique within a non-probability sampling approach, all population members were included as research respondents. Data were collected through a structured questionnaire, prepared and administered following the procedures outlined by Nurdin and Hartati (2019), which include preparatory and implementation stages to ensure the quality and relevance of collected data.

Data analysis was conducted through descriptive techniques and hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM), with SmartPLS version 4 with three stages of the testing process: outer model test, inner model, and hypothesis.

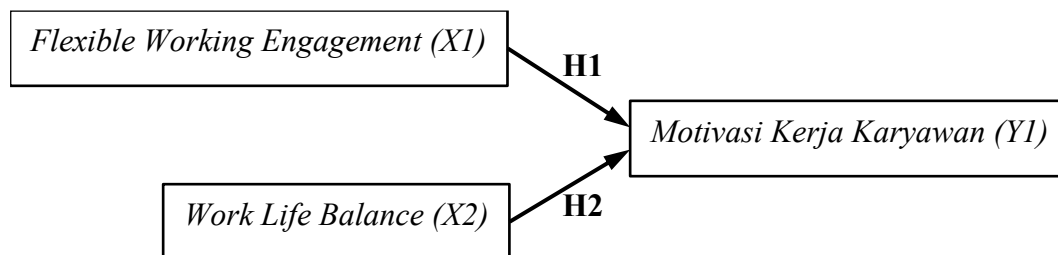


Figure 1. Conceptual Framework

Based on conceptual framework in Figure 1, H1: Flexible Working Arrangement (X1) has a significant effect on Employee Work Motivation (Y), and H2: Work-Life Balance (X2) has a significant effect on Employee Work Motivation (Y). The operationalization of variables for measurement was adapted from various resources. FWA variables adapted from Legesse Bekele & Mohammed (2020), which consist of 13 indicators. WLB variables adapted from Lau & Marianti (2024) which consists of 15 indicators. And WM variables adapted from Wigastianto & Wahyuningtyas (2020) which consist of 18 indicators.

RESULT AND DISCUSSION

Descriptive Analytics

Table 1 shows the demographic characteristics of the respondents.

Table 1. Respondent Demographics

Categories	Unit	%
Gender		
Male	132	63,8%
Female	75	36,2%
Age		
25–29	103	49,8%
30–34	70	33,8%

35-40	5	2,4%
>40	29	14,0%
Education Level		
Bachelor Degree	150	72,5%
Master Degree	54	26,1%
High School	3	1,4%%
Employment Level		
BP II	9	4,3%
BP III	45	21,7%
BP IV	57	27,5%
BP V	50	24,2%
BP VI	46	22,2%
Length of Employment		
<3 year/s	96	46,4%
3-6 years	52	25,1%
7-10 years	22	10,6%
>10 years	37	17,9%

In terms of gender, the majority are male (63.8%), while female respondents make up 36.2%. Based on age, most respondents are in the 25–29 years range (49.8%), followed by those aged 30–34 years (33.8%), over 40 years (14.0%), and 35–40 years (2.4%). In terms of education level, the majority hold a Bachelor's degree (72.5%), followed by Master's degree holders (26.1%), and a small portion with a High School education (1.4%). In terms of employment level, the largest group of respondents are in BP IV (27.5%), followed by BP V (24.2%), BP VI (22.2%), BP III (21.7%), and BP II (4.3%). For length of employment, most respondents have worked for less than 3 years (46.4%), followed by 3–6 years (25.1%), more than 10 years (17.9%), and 7–10 years (10.6%).

Table 2. Descriptive Analytics

No	Indicators	Total Score	Mean	Median	%
Flexible Work Arrangement					
<i>Flexitime Schedule</i>					
1	Flexibility in determining working start and end times	600	2,9	3	58,00%
2	Ability to manage break time according to workload	703	3,4	3	67,90%
3	Flexibility in adjusting working hours	632	3,05	3	61,10%
4	Flexibility to reschedule working hours	694	3,35	3	67,10%
5	Increased productivity due to flexible working hours	867	4,19	4	83,80%
<i>Compressed Workweek</i>					
6	Flexibility to complete work within a shorter working period	895	4,32	4	86,50%
7	Availability of short breaks during working hours	706	3,41	3	68,20%
8	Possibility of working without physical presence in the office	684	3,3	3	66,10%
9	Level of productivity during tight work schedules	859	4,15	4	83,00%
<i>Telecommuting</i>					
10	Perceived effectiveness of telecommuting compared to working at the office	884	4,27	4	85,40%
11	Ability to complete work with technological support	918	4,43	5	88,70%
12	Work–life balance through telecommuting	845	4,08	4	81,60%
13	Perception of telecommuting's effect on career opportunities	862	4,16	4	83,30%
Work Life Balance					
<i>Work Interference with Personal Life</i>					
1	Availability of energy to perform personal activities after work	764	3,69	4	73,80%
2	Ability to balance work and personal time	680	3,29	3	65,70%
3	Ability to meet personal needs despite job demands	739	3,57	4	71,40%
4	No disruption to personal life due to work	707	3,42	3	68,30%
5	Ability not to miss important personal activities	726	3,51	4	70,10%
<i>Personal Life Interference with Work</i>					



No	Indicators	Total Score	Mean	Median	%
6	Influence of personal life on energy for work	768	3,71	4	74,20%
7	Personal life does not interfere with work	729	3,52	4	70,40%
8	Fitness and readiness for work	769	3,71	4	74,30%
9	Ability to stay focused at work despite personal matters	787	3,8	4	76,00%
10	Ability to complete work despite personal issues	730	3,53	4	70,50%
<i>Work Enhancement of Personal Life</i>					
11	Work provides positive energy for activities outside work	703	3,4	3	67,90%
12	Work improves mood	734	3,55	4	70,90%
13	Work helps to handle personal life problems	765	3,7	4	73,90%
<i>Personal Life Enhancement of Work</i>					
14	Personal life provides positive energy to perform work	806	3,89	4	77,90%
15	Personal life provides relaxation and readiness to work	789	3,81	4	76,20%
Work Motivation					
<i>Needs for Achievement</i>					
1	Realistic work goals or targets	805	3,89	4	77,80%
2	Proud of work achievements	831	4,01	4	80,30%
3	Optimal in achieving work targets	839	4,05	4	81,10%
4	Ability to complete challenging tasks	787	3,8	4	76,00%
5	Self-development to improve performance	839	4,05	4	81,10%
6	Appreciation from company management	803	3,88	4	77,60%
<i>Needs for Power</i>					
7	Effort to motivate coworkers to perform better	781	3,77	4	75,50%
8	Desire to have a higher position	663	3,2	3	64,10%
9	Ability to collaborate in work discussions	828	4	4	80,00%
10	Ability to lead a work team	812	3,92	4	78,50%
11	Consistency in decision-making at work	832	4,02	4	80,40%
12	Frequently participating in competitions	649	3,14	3	62,70%
<i>Needs for Affiliation</i>					
13	High level of informal interaction with coworkers	849	4,1	4	82,00%
14	Being appreciated by coworkers	789	3,81	4	76,20%
15	Considering a harmonious work atmosphere as positive	952	4,6	5	92,00%
16	Preferring to work with coworkers rather than alone	831	4,01	4	80,30%
17	Good relationships among coworkers	813	3,93	4	78,60%
18	Preference for working in a team rather than individually	787	3,8	4	76,00%

Overall, the implementation of Flexible Working Arrangement (FWA) in the SSOFC Unit of PT ABC falls into the high to very high category, particularly in the Telecommuting dimension (84.8%), followed by Compressed Workweek (76.0%) and Flexitime Schedule (67.6%). These findings indicate that work flexibility is effectively applied, especially in terms of telecommuting and productivity during intensive work schedules. However, several indicators remain relatively low (<68%), such as flexibility in determining working start and end times (58.0%), ability to manage break time (67.9%), flexibility to reschedule or modify working hours (61.1%, 67.1%), and the possibility of working without physical presence in the office (66.1%).

Employees' Work-Life Balance (WLB) is categorized as moderately balanced to well-balanced, as reflected by the Personal Life Interference with Work dimension (73.1%), Personal Life Enhancement of Work (77.1%), Work Enhancement of Personal Life (70.9%), and Work Interference with Personal Life (69.9%). Overall, employees are able to maintain a balance between their work and personal life.

Nevertheless, several indicators still require improvement, such as ability to balance work and personal time (65.7%) and the positive energy generated from work for activities outside work (67.9%). Employees' Work Motivation is categorized as high, supported by the need for affiliation (80.9%), need for achievement (79.1%), and need for power (73.5%). This result indicates that motivation is primarily driven by the desire to achieve and to maintain harmonious social relationships in the workplace. However, several indicators remain relatively low, such as the desire to have a higher positions (64.1%) and participation in competitions (62.7%).

Validity & Reliability Test

Table 3. Outer Model Test Result

Variables	Indicators	Outer Loading	AVE	Cronbach's alpha	CR (rho a)	CR (rho c)
FWA	FWA01	0,71	0,61	0,93	0,93	0,94
	FWA03	0,82				
	FWA05	0,79				
	FWA06	0,77				
	FWA08	0,75				
	FWA09	0,73				
	FWA10	0,83				
	FWA11	0,77				
	FWA12	0,82				
	FWA13	0,81				
WLB	WLB01	0,72	0,58	0,94	0,94	0,95
	WLB03	0,77				
	WLB04	0,70				
	WLB05	0,76				
	WLB06	0,74				
	WLB08	0,72				
	WLB09	0,70				
	WLB10	0,83				
	WLB11	0,80				
	WLB12	0,84				
	WLB13	0,81				
	WLB14	0,81				
	WLB15	0,73				
MK	MK03	0,78	0,6	0,94	0,95	0,95
	MK05	0,75				
	MK06	0,73				
	MK09	0,74				
	MK10	0,82				
	MK11	0,76				
	MK12	0,80				
	MK13	0,81				
	MK14	0,79				
	MK15	0,78				
	MK16	0,70				
	MK17	0,82				
	MK18	0,79				

Several indicators that were below the threshold—such as FWA02, FWA04, FWA07, WLB02, WLB07, MK01, MK02, MK04, MK07, and MK08—were removed, leaving only the indicators shown in Table 3. After re-testing, all indicators from each variable achieved outer loading values above 0.7, meaning they successfully met the requirements for convergent validity and accurately represent their respective constructs (Hair et al., 2017). Convergent validity is further supported by the Average Variance Extracted (AVE), where all variables exceed the minimum recommended value of 0.50 (FWA = 0.61; WLB = 0.58; MK = 0.60). This shows that each construct can explain more than half of the variance of its indicators. Reliability testing also indicates that all variables have Cronbach's Alpha and



Composite Reliability (CR) values above 0.70, confirming strong internal consistency (Hair et al., 2017). This means the indicators consistently measure the intended constructs and produce reliable results. Thus, all constructs in this study—FWA, WLB, and MK—have met the criteria for both convergent validity and reliability, indicating that the measurement model is robust and the indicators used are accurate and dependable.

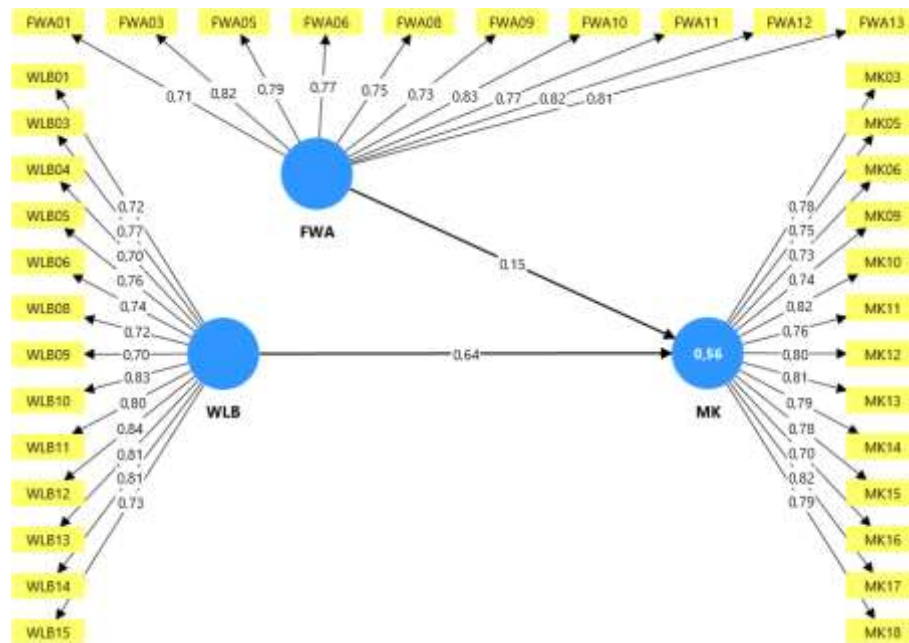


Figure 2. Final SEM-PLS model

Figure 2. shows the SEM-PLS model illustrating the relationships among variables influencing Work Motivation (MK). In this diagram, Flexible Work Arrangement (X1) and Work–Life Balance (X2) act as independent variables, while Work Motivation (Y) serves as the dependent variable affected by both.

Table 4. Hypothesis Test Result

Hypothesis	Path Coefficient	T Statistics	p-values	f square	Conclusion
FWA → WM	0.154	1.958	0.0502	0.034	Not Significant
WLB → WM	0.645	8.993	0.0000	0.596	Significant

The hypothesis test in Table 4. shows that FWA has a path coefficient of 0.154, a T-statistic of 1.958, and a p-value of 0.0502. These values do not meet the significance threshold ($T > 1.96$; $p < 0.05$), indicating that FWA does not significantly affect employees' work motivation at the SSOFC Unit of PT ABC. The small f-square value (0.034) also reflects a low effect size.

Next, WLB has a path coefficient of 0.645, a T-statistic of 8.993, and a p-value of 0.0000, meeting the significance criteria. This indicates that WLB has a positive and significant influence on work motivation, with a large effect size (f-square = 0.596).

Discussion

The descriptive analysis results from Table 2 indicates that the implementation of the Flexible Work Arrangement (FWA) policy within the SSOFC Unit of PT ABC is generally at a high to very high level, with telecommuting emerging as the strongest dimension. Compressed workweeks also show strong implementation, whereas flexitime schedules remain relatively moderate, indicating room for improvement in employees' autonomy to regulate their daily schedules. Several indicators—such as flexibility in determining start and end times, adjusting work breaks, and rescheduling work hours—show percentages below 68 percent, pointing to specific aspects of temporal flexibility that require further organizational attention.

From the same table, results for Work–Life Balance (WLB) variable indicates that employees generally experience a balanced or moderately balanced interface between their work and personal lives. The dimensions that represent interference between work and personal life show relatively controlled impacts, while the enhancement dimensions indicate that both work and personal life can positively reinforce one another. However, indicators related to balancing time between work and personal activities and deriving positive energy from work still fall below the optimal range. These areas highlight the need for supporting mechanisms that strengthen employees' ability to manage demands across both life domains.

Last, Work Motivation (WM) in the SSOFC unit is categorized as high, driven primarily by needs for affiliation and achievement, suggesting that employees are socially oriented and highly committed to performing well. However, indicators related to desire for higher positions and participation in competitive activities are not highly satisfied.

SEM analysis from Table 4 provides deeper insights into the relationships among the variables. The effect of FWA on work motivation is found to be statistically insignificant, as indicated by the path coefficient of 0.154 and a p-value slightly above the significance threshold. This finding implies that the existing FWA has not been effective in increasing motivation in this operational, target-oriented unit. Employees may prioritize task completion and team responsibility over flexible scheduling. This finding aligns with Sebastiao & Pretoria (2022), who also found no significant effect of FWA on motivation, but differs from other studies (Sekhar & Patwardhan, 2023; Austin-Egole et al., 2020) that reported positive effects. From McClelland's Need Theory, FWA may not sufficiently fulfil employees' key needs (achievement, power, affiliation), meaning flexibility alone does not strengthen motivation. Thus, additional support—such as clear targets, team support, and a responsible work culture—is required for FWA to effectively increase motivation.

In contrast, Work–Life Balance (WLB) exhibits a strong, positive, and statistically significant effect on work motivation, with the highest effect size among the examined predictors. This finding emphasizes that employees who perceive a better balance between work and personal life tend to be more motivated. These findings are consistent with Arora & Wagh (2017) and Malik (2023), who highlighted the importance of WLB in enhancing motivation. The results align with Herzberg's Two-Factor Theory, where hygiene factors such as work–life balance must be fulfilled before motivational factors can develop. Therefore, WLB is a key driver of higher work motivation.

CONCLUSION

Using descriptive analysis and SmartPLS to analyze the implementation of flexible working arrangements, work–life balance, employee motivation levels, and the effects of both variables on work motivation among employees at the SSOFC Unit of PT ABC, the findings conclude that Implementation of Flexible Working Arrangement (FWA) is in the moderately high to very high category. Telecommuting is very well implemented, the compressed workweek runs effectively, but flexitime scheduling still needs improvement so that flexibility is experienced more evenly by all employees. Work–Life Balance (WLB) is in the balanced category. Employees are able to maintain a healthy balance between personal life and work and receive positive benefits from both. Employees show very high Work Motivation (WM) in achievement needs and affiliation needs, while power needs are slightly lower but still classified as high. Flexible Working Arrangement has no significant effect on Work Motivation. This indicates that flexibility alone is not yet a strong motivational driver, likely because additional supporting factors are needed to make FWA effective in increasing motivation. Work–Life Balance has a positive and significant effect on Work Motivation. The better the employees' work–life balance, the higher their motivation. This underlines the importance of organizational support for employee well-being.



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