



## RELATIONSHIP BETWEEN FLEXIBLE WORKING ARRANGEMENT AND JOB SATISFACTION MEDIATED BY WORK-LIFE BALANCE IN PT. TIARA IMPRESA GUGUS ARTHA

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### Abstract

*This study aims to determine the relationship between Flexible Working Arrangement (X1) and Job Satisfaction (Y) mediated by Work-life Balance (Z) at PT Tiara Impresa Gugus Artha. This research was conducted for six months starting from December 2020 to June 2021. The research method used was a survey method. The affordable population in this study amounted to 110 employees. Based on Isaac and Michael's table, the number of samples in this study was 86 respondents. The sampling technique used is simple random sampling technique. The data analysis techniques used are: (1) analysis requirements test which consists of validity and reliability tests. The test results state that the three variables are valid with reliable values for the job satisfaction variable, namely 0.867, the flexible working arrangement variable, 0.706 and the work-life balance variable 0.840; (2) Model suitability test consisting of absolute fit indices, incremental fit indices and parsimony fit indices. The test results stated that the three variables were fit; (4) The hypothesis test in this study used SEM AMOS 21. In this study, the detection test of the intervening variable was carried out using the Sobel test. The results show that work-life balance mediates the relationship between flexible working arrangements and job satisfaction.*

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### Abstrak

Penelitian ini bertujuan untuk mengetahui hubungan antara Flexible Working Arrangement (X1) dengan Kepuasan Kerja (Y) yang dimediasi oleh Work-life Balance (Z) pada PT Tiara Impresa Gugus Artha. Penelitian ini dilakukan selama enam bulan terhitung sejak Desember 2020 sampai dengan Juni 2021. Metode penelitian yang digunakan adalah metode survei. Populasi terjangkau dalam penelitian ini berjumlah 110 karyawan. Berdasarkan tabel Isaac dan Michael, jumlah sampel dalam penelitian ini adalah 86 responden. Teknik pengambilan sampel yang digunakan adalah teknik simple random sampling. Teknik analisis data yang digunakan adalah: (1) uji persyaratan analisis yang terdiri dari uji validitas dan uji reliabilitas. Hasil pengujian menyatakan bahwa ketiga variabel tersebut valid dengan nilai

reliabel untuk variabel kepuasan kerja yaitu 0,867, variabel pengaturan kerja yang fleksibel, 0,706 dan variabel keseimbangan kehidupan kerja 0,840; (2) Uji kesesuaian model terdiri dari indeks kecocokan absolut, indeks kecocokan inkremental dan indeks kecocokan parsimoni. Hasil pengujian menyatakan bahwa ketiga variabel fit; (4) Uji hipotesis dalam

penelitian ini menggunakan SEM AMOS 21. Dalam penelitian ini, uji deteksi variabel intervening dilakukan dengan menggunakan uji Sobel. Hasil penelitian menunjukkan bahwa work-life balance memediasi hubungan antara pengaturan kerja yang fleksibel dan kepuasan kerja.

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## INTRODUCTION

Every company that is founded must have a goal to be achieved. The goals to be achieved depend on the policies of each company. But in general, both large and small companies have the same goal, namely to get the maximum profit possible. Therefore, one of the things that the company should pay attention to is employee job satisfaction. Employees who do not feel comfortable at work, are not appreciated, and cannot develop all their potential, automatically employees cannot focus and concentrate fully on the work they are doing. An organization will not run optimally if employees do not work optimally, and one of the things that affects this is job satisfaction. This also has an impact on the company PT Tiara Impresa Gugus Artha. The company took the decision to reduce the number of employees to make efficiency in reducing costs in several lines of business. Thus, other employees are required to multitask or work on job descriptions other than their core work because there are several vacant job positions because the employee is no longer working for the company. This results in low job satisfaction of employees because the workload increases. This makes employees work under pressure and find it difficult to manage flexibility in time and place of work. Then other factors according to pre research is work-life balance. The concept of work-life balance explains that as humans we have an equal commitment to our work and personal life. This helps employees to fulfill their work responsibilities along with their personal life commitments. It also increases satisfaction, both in professional and personal life. The success of an institution is determined by the performance of its human resources, which in turn depends on various factors.

## LITERATURE REVIEW

### ***Job Satisfaction***

*Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job*" (Siddiqi, 2016). Similarly, according to Agha et al., (2017) Job satisfaction is how people feel about their job. It depends on the extent to which people are satisfied or dissatisfied with their job. Aziz-Ur-Rehman & Siddiqui (2020) also argues that job satisfaction can be defined as working harmony provided by work itself or an emotional attitude and positive feeling. Agbozo explained about job satisfaction, namely in general, most definitions cover the emotional feeling an employee has concerning their job. This could be the job in general or their attitudes towards specific features of it, such as: their colleagues, salary

or working conditions (Kafui Agbozo, 2017).

### ***Flexible Working Arrangement***

According to Chung & van der Lippe (2020) flexible working, that is worker's control over when and where they work, has increased substantially over the years across most industrialised countries. Kipkoech, (2018) think that flexible working arrangements are working arrangements which allows the employee to be allocated duties according to his/her availability in terms of time and work to be done. The previous statement was reinforced by Maharani et al., (2020) who said that flexible work arrangements are changes in the work atmosphere, such as not having to work the same hours as set by the company and not requiring a reduction in total working hours.

### ***Work-life Balance***

Work life balance it is managing work and family responsibilities without the influence either into work and family responsibilities.” (Kipkoech, 2018). According to Agha et al., (2017) work-life balance (WLB) is about finding the right balance between work and life, and about feeling comfortable with both work and family commitments. Panwala et al., (2017) work life balance is a concept that supports the efforts of employees to balance time between work and their own important aspects in their lives. (Capnary et al., 2018) said thta work life balance is an individual's ability to meet commitments to work and family, as well as the responsibilities and activities of the other non-job.

## **RESEARCH METHOD**

### ***Research Place And Time***

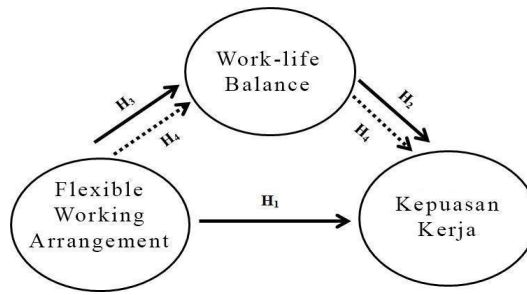
This research was conducted on employees of PT. Tiara Impresa Gugus Artha and carried out for 6 months starting from December 2020 - June 2021. This time is the right time and is considered the most effective for researchers to carry out research.

### ***Data Analysis Technique***

Data processing in this study using SPSS version 25.0 and AMOS version 21 programs.

### ***Constellation of Relationships between Variables***

The relationship between variables can be described in the constellation as follows:



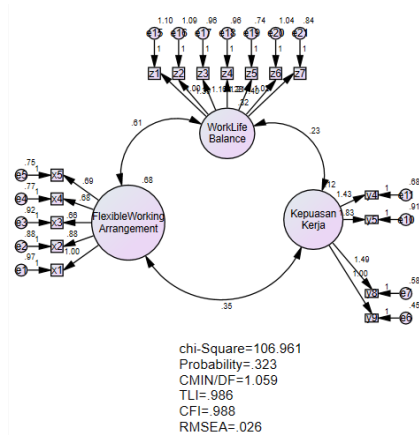
**Picture IV.1 Constellation of Relationships between Variables**

**RESULT AND DISCUSSION**

**Validity and Reliability Test**

There are nine items in the job satisfaction variable with the overall factor loading exceeding >0.6 which states that all of the items are said to be valid. Cronbach's alpha of the job satisfaction variable is 0.867, so it can be declared reliable. (Anderson, 2014). There are five items in the flexible working arrangement variable with the overall factor loading exceeding >0.6 and cronbach's alpha of the variable is 0.706 so it can be declared reliable. There are seven items in the work-life balance variable with the overall factor loading exceeding >0.6 and cronbach's alpha of the variable is 0.840, so it can be declared reliable.

**Model Fit Test**



**Picture IV.2 Output Confirmatory Factor Analysis Fit Model**

**Table IV.1 Regression Weights: (Group number 1 - Default model)**

			Estimate	Standard Error	C.R.	P
WorkLife_Balance	<	FlexibleWorking_Arrangement	.898	175	5.129	*

Kepuasan_Kerja	<	WorkLife_Balance	.390	.104	3.769	*
Kepuasan_Kerja	<	FlexibleWorking_Arrangement	.166	.043	3.849	*

Sumber: Data diolah oleh Peneliti (2021)

**Tabel IV.2 Standardized Regression Weights: (Group number 1 - Default model)**

	Estimate
WorkLife_Balance FlexibleWorking_Arrangement	1.298
Kepuasan_Kerja WorkLife_Balance	.652
Kepuasan_Kerja FlexibleWorking_Arrangement	.400

Source: Data processed by Researchers (2021)

**Tabel IV.3 Standardized Indirect Effects (Group number 1 - Default model)**

	FlexibleWorking_Arrangement	WorkLife_Balance	Kepuasan_Kerja
WorkLife_Balance	.000	.000	.000
Kepuasan_Kerja	.846	.000	.000

Source: Data processed by Researchers (2021)

**Tabel IV.14 Standardized Indirect Effects - Two Tailed Significance (BC) (Group**

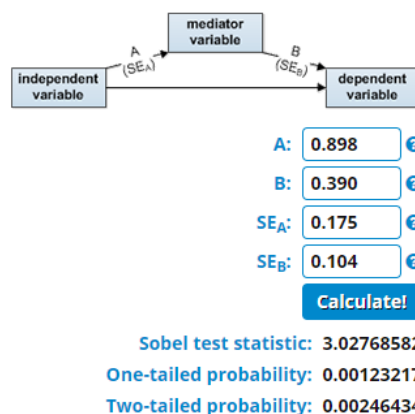
**number 1 - Default model)**

	FlexibleWorking _Arrangement	WorkLi fe_Bala nce	Kepu asan_ Kerja
WorkLi fe_Bala nce	...	...	...
Kepuas an_Kerj a	.005	...	...

Source: Data processed by Researchers (2021)

Picture IV.2 is a path diagram of the results of hypothesis testing, tables IV.1, IV.12, IV.13 and IV.14 are used as the main reference for testing hypotheses in this study. The results can be concluded that each variable has a positive and significant relationship and work-life balance mediates the relationship between flexible working arrangements and job satisfaction.

**Sobel Test**



**Picture IV.3 Sobel Test Result**

**CONCLUSION**

Based on the research that has been done, empirical conclusions can be drawn through description, statistical data processing, interpretation and data analysis described in the previous chapter, the researcher can conclude several things, namely each variable shows a positive and significant relationship. Then work-life balance mediates the relationship between flexible working arrangements and job satisfaction. Companies must improve indicators with high results so that employees feel more satisfied with their work and improve low indicators so that employees can feel satisfied at work and also feel cared for by the company

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