

Redefining Employee Commitment: The Role of Digital Work Flexibility and Work-Life Balance in Enhancing Public Service Efficiency

Edi Gunawan¹, Siti Mujanah¹, Achmad Yanu Alif Fianto¹

Universitas 17 Agustus 1945 Surabaya, Indonesia¹
1262400001@surel.untag-sby.ac.id, sitimujanah@untagsby.ac.id,
achmadyanu@untag-sby.ac.id

Correspondence Authors: 1262400001@surel.untag-sby.ac.id

Article history: received March 18, 2025; revised April 22, 2025; accepted May 01, 2025

This article is licensed under a Creative Commons Attribution 4.0 International License



ABSTRACT

This study investigates the effect of digital work flexibility and work-life balance on employee commitment and its impact on public service efficiency at the Regional Revenue Agency (Bapenda) of Surabaya City. Using a quantitative approach with a cross-sectional design, data were collected from 115 civil servants through a structured questionnaire. Data analysis was performed using regression and mediation tests via Python-based statistical tools. The results indicate that both digital work flexibility and work-life balance significantly influence employee commitment. Furthermore, employee commitment fully mediates the relationship between the two independent variables and public service efficiency. This means that any improvements in work flexibility and balance will only lead to enhanced service performance if they are able to foster stronger employee commitment. The study highlights the importance of adaptive and human-centered work arrangements in improving service delivery in public sector institutions. These findings have practical implications for the design of flexible work policies and underscore the strategic role of psychological commitment in the effectiveness of digital transformation in public administration.

Keywords: Digital work flexibility, work-life balance, employee commitment, public service efficiency, mediation.

INTRODUCTION

Major changes in the world of work are no longer something planned for the future, but are a reality that is currently underway. Not only the private sector, but also the public sector is affected by the massive digital transformation. Amid the onslaught of technology and increasing public expectations of service quality, government agencies are required to be not only efficient, but also adaptive and humane.

The author witnessed firsthand how public servants, especially in local government environments, struggle to navigate high work demands while maintaining meaningful personal life space. From this experience emerged the urge to explore further how digital work flexibility and work-life balance (WLB) affect employee commitment and public service efficiency.

One of the institutions in the spotlight in this context is the Surabaya City Regional Revenue Agency (Bapenda). As an agency that has a vital role in managing regional revenue, Bapenda is required to be accurate in calculations, as well as fast, transparent, and responsive in service. The selection of Bapenda Surabaya City as the research location is also based on the

Work From Anywhere (WFA) program that began to be implemented after the COVID-19 pandemic, where previously the Work From Home (WFH) system had been implemented. This change in work policy is relevant to analyze because it has direct implications for digital work flexibility, work-life balance, and employee commitment to the organization.

To answer these challenges, digital work flexibility is one approach that is starting to be developed. This concept provides space for employees to manage their work time and location by utilizing information and communication technology (Putri & Wulandari, 2022). Thus, digital work flexibility is believed to be able to create a more autonomous and empowering work environment, which ultimately contributes to employee satisfaction and commitment.

However, digital work flexibility is not the only factor that needs to be considered in creating a healthy and productive work environment. In the reality of intense and demanding work, the balance between professional responsibilities and personal life, known as work-life balance (WLB), is becoming an increasingly relevant issue. WLB refers to an individual's ability to manage the demands of work and personal life harmoniously without sacrificing one or the other (Rahmawati & Riyadi, 2021). Recent studies have shown that WLB not only reduces stress and improves quality of life but also strengthens loyalty and commitment to the organization (Fayaz & Gulzar, 2025). Furthermore, WLB is considered an important indicator of a healthy organizational climate, especially in the public sector which often faces bureaucratic and political pressures.

In this framework, employee commitment becomes a strategic connecting node. Organizational commitment, as defined by Meyer and Allen (1993), is a psychological condition that describes the emotional and moral attachment of employees to their organization. Employees who have a high level of commitment tend to show greater loyalty, initiative, and dedication to achieving organizational goals. In the context of public service, commitment is not only important as an indicator of morale, but also as the main driver in creating work efficiency, service accuracy, and public satisfaction.

Several studies support this argument. Digital work flexibility has been shown to increase employee affective commitment, especially when its implementation is accompanied by trust from superiors and reliable technological support (Damayanti & Prasetyo, 2021). Furthermore, WLB also shows a significant influence on normative and ongoing commitment. When employees feel that the organization cares about their work-life balance, a sense of moral responsibility and a desire to stay in the organization will emerge (Anisa & Utomo, 2020). On the other hand, strong employee commitment has been shown to have a direct impact on the efficiency of public services, including in accelerating administrative processes, accuracy of information, and increasing public satisfaction (Suharni et al., 2022).

However, it should be noted that studies that simultaneously link digital work flexibility, WLB, employee commitment, and public service efficiency—especially in the context of local governments such as Bapenda Surabaya City—are still relatively limited. Most of the literature only tests the relationship between two or three variables, without elaborating on the potential mediating role of employee commitment in the relationship. In fact, in practice, commitment can be a key element that explains the success or failure of work flexibility programs and work-life balance policies.

With this background, this study aims to analyze the relationship between digital work flexibility, WLB, and employee commitment, and their impact on public service efficiency. This study also aims to explore the extent to which employee commitment mediates the influence of digital work flexibility and WLB on service efficiency. Thus, this study not only answers the

practical needs of organizations, but also fills the gap in scientific literature that still rarely discusses the integration of these four variables holistically.

Theoretically, this research is expected to enrich academic discourse in the field of public sector human resource management, especially those related to work dynamics in the digital era. By linking the concept of digital work flexibility and WLB with commitment and efficiency, this research offers a contextual approach that is relevant to modern bureaucracy. Meanwhile, practically, the findings of this research can be a reference for policy makers in designing a more adaptive work system, oriented towards employee welfare, and focused on quality public services.

Ultimately, this research is not only intended to fulfill academic needs, but also born from real concern for the psychosocial well-being of civil servants amidst the changing world of work. It is hoped that the results of this research can provide a small but meaningful contribution in the effort to form a bureaucracy that is not only efficient, but also caring and oriented towards humanity.

RESEARCH METHOD

This study uses a descriptive quantitative approach to analyze the relationship between digital work flexibility, work-life balance (WLB), employee commitment, and public service efficiency at the Regional Revenue Agency (Bapenda) of Surabaya City. This quantitative approach allows the processing of numerical data systematically to gain a comprehensive understanding of the phenomena studied in the context of public services (Creswell, 2014; Sugiyono, 2019).

The design of this study is a quantitative survey using a closed questionnaire instrument. This questionnaire is designed to measure the perception of State Civil Apparatus (ASN) on research variables and to collect data on respondent characteristics and their views on factors that influence public service performance (Fink, 2013).

Population and Sample

The population in this study was all ASN in the Bapenda environment of Surabaya City. Given the limited population, the total sampling technique was applied, so that the entire population became respondents. Of the 118 questionnaires distributed, 117 questionnaires were returned in complete condition, resulting in a response rate of 99.15%. This high participation rate supports the validity and representativeness of the data obtained (Dillman, Smyth, & Christian, 2014).

Research Variables

This study examines four main variables that play a role in increasing the efficiency of public services at Bapenda Surabaya City. Digital Work Flexibility measures the extent to which employees have the flexibility to manage their time and work location with the support of technology, as measured by indicators: the ability to choose the time and location of work, the availability of digital devices, and superior support for the online work system. Work-Life Balance (WLB) aims to assess the balance between work responsibilities and personal life, as measured by five indicators: balance between work and personal time, allocation of time for family, stress management, boundaries between work and personal life, and satisfaction with time management. Employee Commitment, which reflects emotional attachment and responsibility to the organization, is measured by six indicators: loyalty, sense of belonging, intention to stay, initiative in work, adherence to organizational values, and desire to contribute more. Public Service Efficiency is measured based on five indicators: speed of service, accuracy of information, ease of access, work productivity, and public satisfaction.

Based on the theoretical description above, the conceptual framework of this research can be described as follows:

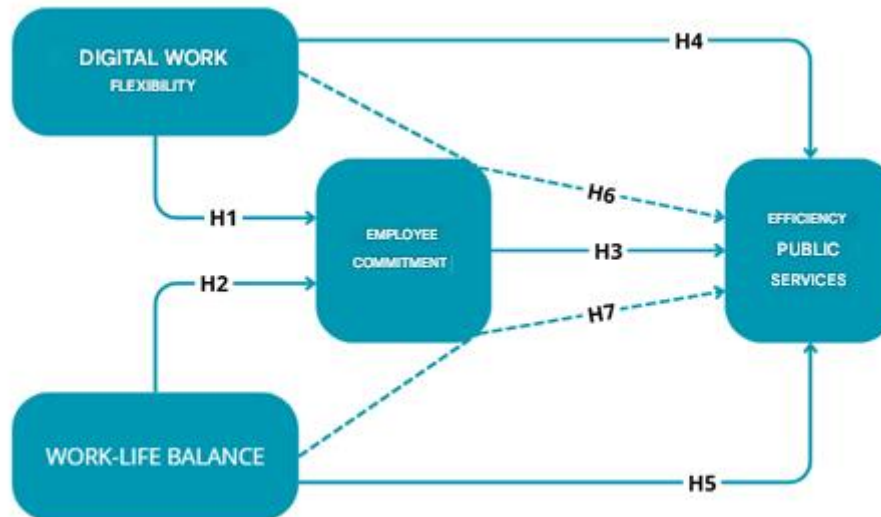


Figure 1. Conceptual Framework Depicting the Relationships Between Variables in This Study.

Research Instruments

The research instrument used a closed questionnaire with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire consists of two parts, namely the first part to collect respondent identity data (age, gender, position, and length of service), and the second part contains statements related to the variables studied.

Data collection technique

Data were collected through direct and online questionnaire distribution using Bapenda internal media. The questionnaire instrument was compiled based on previous theories and research and has undergone validity and reliability tests (Arikunto, 2016).

Data analysis

Data analysis was conducted in two stages. The first stage is descriptive analysis to describe the distribution of data through average values, frequencies, and percentages (Neuman, 2014). The second stage is inferential analysis which includes simple and multiple linear regression to test the relationship between variables, as well as mediation tests using the Sobel Test to assess the role of employee commitment as a mediator.

Validity testing is done by calculating the item-total correlation, where the item is considered valid if $r\text{-count} > 0.30$ ($\alpha = 0.05$) (Sugiyono, 2019). Reliability testing uses the Cronbach's Alpha coefficient, with an α value > 0.70 indicating acceptable reliability (Nunnally & Bernstein, 1994).

Research Hypothesis

This study proposes seven hypotheses as follows:

1. Digital work flexibility has a significant impact on employee commitment.
2. Work-life balance has a significant influence on employee commitment.
3. Employee commitment has a significant impact on the efficiency of public services.
4. The flexibility of digital work has a direct impact on the efficiency of public services.
5. Work-life balance has a direct impact on the efficiency of public services.
6. Employee commitment mediates the influence of digital work flexibility on public service efficiency.

7. Employee commitment mediates the influence of work-life balance on public service efficiency.

Mediation Test

Mediation test was conducted using Baron & Kenny's (1986) approach, which involved four analysis paths: path a ($X \rightarrow Z$), path b ($Z \rightarrow Y$), path c ($X \rightarrow Y$, total effect), and path c' ($X \rightarrow Y$ with Z control, direct effect). The mediation effect is considered significant if the p value of the Sobel Test < 0.05 .

Analysis Tools

Data processing was performed using Google Colab with the following Python modules:

- *panda* for data management,
- *numpy* for numerical operations,
- *scipy* for statistical testing,
- *statisticsmodels* for regression analysis,
- *penguin* for reliability and mediation tests.

The integration of these tools supports the validity and accuracy of analysis according to modern quantitative research standards. Pingouin: for reliability testing (Cronbach's Alpha)

The integration of these modules aims to ensure the validity of the results as well as support in-depth interpretation of research findings (McKinney, 2010; Vallat, 2018).

RESEARCH RESULTS AND DISCUSSION

This chapter presents the results of the data analysis that has been carried out. It includes: description of respondent characteristics, results of instrument quality tests (validity and reliability), descriptive statistics of research variables, results of regression analysis to test hypotheses, results of mediation tests, as well as interpretation and in-depth discussion of research findings.

Overview of Research Respondents

This section describes the demographic profile of the respondents who were the subjects of the study. Although a complete frequency distribution table is not presented, this document provides an overview of the characteristics of the respondents based on the following categories:

The population in this study were all ASN in the Bapenda environment of Surabaya City. Given the limited population, the total sampling technique was applied, so that the entire population became respondents. Of the 118 questionnaires distributed, 117 questionnaires were returned in complete condition, resulting in a response rate of 99.15%. Respondent characteristics were classified based on age, gender, and position.

Based on age group, the majority of respondents were in the age range of 51–55 years (21.7%), followed by 46–50 years (20.0%) and 41–45 years (17.5%). Other age groups consisted of respondents aged 31–35 years (11.7%), 56–60 years (12.5%), and 26–30 years (8.3%).

In terms of gender, the proportion of female respondents was much greater (73.3%) than male respondents (26.7%), reflecting the dominance of women in the workforce of the agencies studied.

Based on position, respondents with structural positions have the highest proportion (37.5%), followed by staff (33.3%) and functional positions (29.2%). This shows relatively even involvement from various levels of positions in providing responses to the survey.

Data Quality Test Results (Validity and Reliability)

This section presents the results of testing the research instruments to ensure that the data obtained is valid and reliable.

Validity testing is conducted to assess the extent to which the indicators in each construct are able to represent the concept being measured. In this study, construct validity is evaluated through the correlation between items (item correlation) in each variable: Digital Work Flexibility (X1), Work-Life Balance (X2), Employee Commitment (Z), and Public Service Performance (Y). The test results show that all correlations between indicators in each variable are positive, with values ranging from 0.40 to 0.76. These values indicate a fairly strong relationship between indicators in the same construct. Therefore, all items are declared valid in measuring their respective constructs.

Reliability testing aims to measure the internal consistency of research instruments. The method used in this study is Cronbach's Alpha. An instrument is considered reliable if the Cronbach's Alpha value is more than 0.70.

The results of the reliability test show the Cronbach's Alpha values as follows:

- Digital Work Flexibility (X1): 0.811
- Work-Life Balance (X2): 0.879
- Employee Commitment (Z): 0.873
- Public Service Performance (Y): 0.872

All variables have a Cronbach's Alpha value above 0.70, which means that the research instrument is considered reliable and consistent in measuring each construct.

Descriptive Statistics of Research Variables

This section presents a descriptive statistical overview of respondents' perceptions of the research variables. The mean value is used to determine the general tendency (central tendency) of respondents' responses, while the standard deviation describes the distribution of responses (not included in the summary of this document).

Table 1. Table of Average Indicator Scores per Variable

Indicator	Flexi-Digital Work Mobility (X1)	Work-Life Balance (X2)	Employee Commitment (Z)	Public Service Performance (Y)
1	4.24 (X1.1)	3.65 (X2.1)	4.83 (Z.1)	4.83 (Y.1)
2	4.03 (X1.2)	3.40 (X2.2)	4.66 (Z.2)	4.68 (Y.2)
3	3.80 (X1.3)	3.87 (X2.3)	4.37 (Z.3)	4.67 (Y.3)
4	4.52 (X1.4)	4.08 (X2.4)	4.83 (Z.4)	4.85 (Y.4)
5	—	3.71 (X2.5)	4.68 (Z.5)	4.67 (Y.5)
6	—	—	4.39 (Z.6)	—
Average	4.15	3.74	4.63	4.74

Interpretation: The average score for the variables Digital Work Flexibility, Employee Commitment, and Public Service Performance is relatively high (approaching the maximum scale of 5), indicating a strong level of agreement from respondents to the statements in the instrument. In contrast, the Work-Life Balance variable obtained an average score that tended

to be neutral (3.74), reflecting a balanced or varied perception from respondents regarding the aspect of work-life balance.

Results of Data Analysis and Hypothesis Testing

This section presents the results of statistical analysis to test the relationship between variables and test the research hypothesis. The analysis was conducted through simple linear regression and mediation test using the Sobel method.

Linear regression analysis is used to test the direct influence between variables as formulated in the research hypothesis.

Table 2. Summary Table of Regression Model Estimation Results

Model	Independent Variable	Dependent Variable	Coefficient	p-value	Information
Model 1 (H1)	Digital Work Flexibility (X1)	Employee Commitment (Z)	0.4582	0,000	Significant
Model 2 (H2)	Work-Life Balance (X2)	Employee Commitment (Z)	0.3986	0,000	Significant
Model 3 (H3)	Employee Commitment (Z)	Public Service Performance (Y)	0.7551	0,000	Significant
Model 4 (H4)	Digital Work Flexibility (X1)	Public Service Performance (Y)	0.3845	0,000	Significant
Model 5 (H5)	Work-Life Balance (X2)	Public Service Performance (Y)	0.3576	0,000	Significant
Model 6 (H6)	Digital Work Flexibility (X1)	Public Service Performance (Y)	X1 = 0.0508 (p=0.407)	Mixture	Full mediation
	Employee Commitment (Z)		Z = 0.7285 (p=0.000)		
Model 7 (H7)	Work-Life Balance (X2)	Public Service Performance (Y)	X2 = 0.0791 (p=0.115)	Mixture	Full mediation
	Employee Commitment (Z)		Z = 0.6986 (p=0.000)		

Interpretation of Results:

- H1: Digital Work Flexibility (X1) has a positive and significant effect on Employee Commitment (Z) (coef = 0.4582; $p < 0.001$).
- H2: Work-Life Balance (X2) has a positive and significant effect on Employee Commitment (Z) (coef = 0.3986; $p < 0.001$).
- H3: Employee Commitment (Z) has a positive and significant effect on Public Service Performance (Y) (coef = 0.7551; $p < 0.001$).
- H4: Digital Work Flexibility (X1) has a direct and significant effect on Public Service Performance (Y) (coef = 0.3845; $p < 0.001$).
- H5: Work-Life Balance (X2) has a direct and significant effect on Public Service Performance (Y) (coef = 0.3576; $p < 0.001$).

In the mediation model (Models 6 and 7), although X1 and X2 previously had a significant influence on Y, after entering the mediation variable Z (Employee Commitment), the influence of X1 and X2 became insignificant, while Z remained significant. This indicates the presence of full mediation.

Mediation Test Results

The mediation test was conducted using the Sobel Test method, which aims to test whether Employee Commitment (Z) mediates the relationship between:

- Flexibility Digital Work (X1) → Public Service Performance (Y)
- Work-Life Balance (X2) → Public Service Performance (Y)

Sobel Test Results:

- $X1 \rightarrow Z \rightarrow Y$: Sobel statistic = 5.497; p-value = 0.000 → Conclusion: The mediation effect of Employee Commitment is significant.
- $X2 \rightarrow Z \rightarrow Y$: Sobel statistic = 6.030; p-value = 0.000 → Conclusion: The mediation effect of Employee Commitment is significant.

Interpretation: These results indicate that Employee Commitment (Z) fully mediates the relationship between variables X1 and X2 on Public Service Performance (Y). Thus, increasing work flexibility and work-life balance will only have an optimal impact on performance if accompanied by increasing employee commitment.

Discussion of Research Results

This section discusses the research results comprehensively, by linking empirical findings with relevant theories, previous research results, and the specific context of the institution that is the object of the study.

The results of the study show that:

Digital Work Flexibility (X1) and Work-Life Balance (X2) have a significant positive effect on Employee Commitment (Z).

Employee Commitment (Z) has a significant positive effect on Public Service Performance (Y).

Employee Commitment is also proven to fully mediate the relationship between X1 and X2 towards Y.

Thus, Employee Commitment plays a crucial role as an intermediary variable in bridging the influence of organizational factors on service performance results.

The finding that Digital Work Flexibility has a significant effect on Employee Commitment supports the view that providing autonomy in setting work time and location through technology can increase employee emotional attachment and loyalty to the organization. This is in line with self-determination theory and job characteristics theory, which emphasize the importance of job control as an intrinsic driver of motivation and commitment.

Although the average Work-Life Balance score (3.74) tends to be neutral, its influence on Employee Commitment remains significant. This shows that the balance between personal life and work, although not optimal, still plays a role in forming commitment if supported by factors such as superior support (the highest WLB index = 4.08). This finding is in line with the theory of perceived organizational support, which states that when an organization cares about employee welfare, employees tend to respond with higher commitment.

Employee Commitment shows a very strong influence on Public Service Performance, supported by very high average scores for both variables (4.63 and 4.74 respectively). Indicators such as "proud to be part of the agency" and "want to continue working even though

there are offers from other places" (score 4.83) reflect strong emotional and affective attachment, which contributes to dedication in providing quality services.

Digital Work Flexibility and Work-Life Balance also have a significant direct influence on Public Service Performance. This shows that increasing efficiency and service quality does not only come from internal employee commitment, but is also influenced by work design that allows employees to work more comfortably and in balance.

The results of the mediation test indicate that Employee Commitment fully mediates the influence of Digital Work Flexibility and Work-Life Balance on Public Service Performance. This means that the influence of both variables on performance will not be significant if not through increased commitment.

On the path $X1 \rightarrow Z \rightarrow Y$, when Employee Commitment is entered into the model (Model 6), the direct effect of $X1$ becomes insignificant ($p = 0.407$), while the effect of Z remains significant. The same thing happens on the path $X2 \rightarrow Z \rightarrow Y$ (Model 7), where the p -value of $X2$ increases to insignificant ($p = 0.115$), while the effect of Z remains strong.

These findings emphasize that:

"Employee commitment is not only an intermediary variable, but is the main bridge that determines the effectiveness of work flexibility and work-life balance policies in improving public service performance."

In terms of magnitude, Employee Commitment shows the highest coefficient on Public Service Performance (coef = 0.7551), compared to the direct influence of $X1$ (0.3845) and $X2$ (0.3576). This underlines the strategic position of Employee Commitment as the main predictor of performance.

The coefficients in the mediation model also strengthen this finding: although the direct effects of $X1$ and $X2$ become insignificant, the effect of Z remains high (coef = 0.7285 and 0.6986), indicating the consistency of the contribution of the mediating variables.

The bureaucratic context in the public service sector, such as in the Surabaya City Bapenda environment, also explains the strength of this finding. A strong organizational culture, a sense of responsibility towards the community, and job stability can naturally strengthen employee commitment. However, innovation in flexible work policies and attention to WLB are still needed, especially considering the challenges in implementing flexibility in a hierarchical bureaucratic structure.

The average Digital Work Flexibility score is still lower than Commitment and Performance, indicating that the use of flexible work technology is not yet fully optimal, even though its influence on commitment is quite strong.

Research Implications

This study strengthens theories that emphasize the importance of the mediating role in the study of organizational behavior. Empirical evidence on full mediation suggests that commitment is not merely an intermediary variable, but rather a major mechanism explaining the relationship between work design and performance outcomes, particularly in the context of the Indonesian public sector.

This finding has strategic significance for the management of public service agencies. To improve service performance, organizations need to focus on strategies that encourage employee commitment, including through:

- Implementation of a technology-based flexible work system;
- Policies that support work-life balance;
- Employee pride, engagement and loyalty enhancement programs;

- Increased support from direct superiors.

In other words, policies and innovations in work flexibility and WLB will be effective only if they are directed at consistently strengthening employee commitment.

CONCLUSION

This study confirms that digital work flexibility and work-life balance (WLB) have a significant influence on employee commitment, which in turn significantly affects the efficiency of public services at the Surabaya City Regional Revenue Agency (Bapenda). This finding shows that employee commitment fully mediates the relationship between digital work flexibility and WLB on service performance. This means that flexible work policies and attention to work-life balance will only have an optimal impact if they are able to build strong organizational commitment among employees.

In practice, these findings show that improving public service performance does not solely come from structural reforms or technological improvements, but also from the psychological and affective aspects of employees, especially their sense of belonging, loyalty, and attachment to the organization.

However, this study has limitations that need to be noted, including:

- The research focused on one agency (Bapenda Surabaya City), so generalization of findings to other agencies needs to be done with caution.
- The quantitative methods used do not capture the subjective or narrative dynamics that may emerge from employees' experiences of working flexibly or balancing their work life.

Nevertheless, the results of this study provide meaningful theoretical and practical contributions to the development of adaptive public sector HR policies that are oriented towards employee welfare.

Suggestion

Based on the research findings, here are some suggestions that can be put forward to related agencies and further researchers:

1. Infrastructure Improvement and Technology Support. Local governments need to ensure the availability of adequate digital devices, stable online system connections, and ongoing training for ASN in supporting the optimal implementation of digital work flexibility.
2. Strengthening Policies that Support Work-Life Balance. Organizational policies need to be designed that concretely support work-life balance, such as flexible working hours, more accommodating leave, and psychological and social support in the work environment.
3. Employee Commitment Strengthening Strategy. Organizations are advised to build a work culture that values individual contributions, strengthens employee ownership through involvement in decision-making, and develops a fair and transparent appreciation system.
4. Implementation of Outcome-Based Evaluation System. Evaluation of public service performance needs to be focused on the achievement of results (outcomes) and impacts on society, not merely physical presence or administrative processes (input). This is in line with the principles of efficiency and accountability of modern bureaucracy.
5. Directions for Further Research. Future research is suggested to test this model in various agencies and regions, and consider other variables such as leadership, organizational culture, or intrinsic motivation as factors influencing service commitment and performance.

By implementing these suggestions, it is hoped that government agencies can create a more adaptive, balanced work environment that is oriented towards superior and sustainable public services.

REFERENCES

- Ade Triyanto, Haziki Abduh, Warto, Vera Firdaus (2024). Pengaruh Fleksibilitas Kerja terhadap Keseimbangan Hidup dan Komitmen Generasi Milenial serta Gen Z. JIMEA, Vol. 8 No. 3, Halaman 3049-3056.
- Ahdianita, N., & Setyaningrum, D. (2024). Pengaruh Flexible Working Arrangement dan Work-Life Balance terhadap Job Satisfaction dengan Work Engagement sebagai Variabel Mediasi. Jurnal Global Ilmiah, 1(4). <https://doi.org/10.55324/jgi.v1i4.47>
- Ahdianita, N., & Setyaningrum, D. (2024). Pengaruh Flexible Working Arrangement dan Work-Life Balance terhadap Job Satisfaction dengan Work Engagement sebagai Variabel Mediasi. Jurnal Manajemen dan Bisnis Indonesia, 12(2), 1875–1888.
- Alodia, D. M., Anggraeni, T., & Maulana, F. (2024). Flexibility Time dan Work-Life Balance terhadap Kinerja Pegawai. Jurnal Administrasi dan Bisnis Modern, 10(2), 2530–2536.
- Anhar, M. F., Siregar, N., & Pratama, R. (2025). Fleksibilitas Kerja dan Work-Life Balance pada Generasi Z. Jurnal Generasi Milenial dan Dunia Kerja, 3(1), 233–241.
- Anisa, A., & Utomo, H. B. (2020). Work-life balance dan pengaruhnya terhadap komitmen karyawan di sektor publik. Jurnal Administrasi Publik, 7(2), 95–104.
- Anurag Shanker (2023). Flexible Work Arrangements and Its Impact on Work-Life Balance. aWeshkar - Research Journal, Vol. 30, Issue I, Hal. 10-15.
- Arikunto, S. (2016). Prosedur Penelitian: Suatu Pendekatan Praktik (Edisi Revisi). Jakarta: Rineka Cipta.
- Az-Zahra, C., Purwana, D., & Suherdi. (2023). Flexible Working Arrangement on Job Performance Mediated by Work-Life Balance Among Employees. Jurnal Pendidikan Ekonomi, Perkantoran, dan Akuntansi, 5(1). <https://doi.org/10.21009/jpepa.0501.17>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. Journal of Personality and Social Psychology, 51(6), 1173–1182.
- Binaebi Gloria Bello, Sunday Tubokirifuruar Tula, Ganiyu Bolawale Omotoye, Azeez Jason Kess-Momoh, & Andrew Ifesinachi Daraojimba. (2024). Work-life balance and its impact in modern organizations: An HR review. World Journal of Advanced Research and Reviews, 21(1), 1162–1173. <https://doi.org/10.30574/wjarr.2024.21.1.0106>
- Binaebi Gloria Bello, Sunday Tubokirifuruar Tula, Ganiyu Bolawale Omotoye, Azeez Jason Kess-Momoh, Andrew Ifesinachi Daraojimba (2024). Work-Life Balance and Its Impact in Modern Organizations: An HR Review. World Journal of Advanced Research and Reviews, Vol. 21, No. 1, Hal. 1162-1173.
- Brega, C., Briones, S., Javornik, J., León, M., & Yerkes, M. (2023). Flexible work arrangements for work-life balance: a cross-national policy evaluation from a capabilities perspective. International Journal of Sociology and Social Policy, 43(13–14), 278–294. <https://doi.org/10.1108/IJSSP-03-2023-0077>
- Brega, J., Ravazzani, S., & Cortese, C. (2023). Flexible Work Arrangements and Capability: A Comparative Policy Perspective. Journal of European Social Policy, 33(3), 278–288.
- Cantika, F., Ahdianita, N., & Setyaningrum, R. P. (2024a). THE EFFECT OF WORK FLEXIBILITY, WORK-LIFE BALANCE, AND JOB SATISFACTION OF MILLENNIAL EMPLOYEES. Millennial Employees. Journal Eduvest, 4(4), 1875–1889. <http://eduvest.greenvest.co.id>

- Carla Brega, Samuel Briones, Jana Javornik, Margarita León, Mara Yerkes (2023). Flexible Work Arrangements for Work-Life Balance: A Cross-National Policy Evaluation from a Capabilities Perspective. *International Journal of Sociology and Social Policy*, Vol. 43 No. 13/14, Hal. 278-294.
- Chairoel, R., Fadillah, R., & Ayu, M. S. (2025). Remote Working dan Work-Life Balance: Studi pada Karyawan di Era Endemi. *Jurnal Manajemen Modern*, 8(1), 135–144.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). SAGE Publications.
- Damayanti, S., & Prasetyo, B. (2021). Digital work flexibility dan dampaknya terhadap komitmen afektif pegawai. *Jurnal Manajemen Teknologi*, 20(1), 55–66.
- Deveciyan, C., & Alay, H. (2023). Exploring the Impact of Remote Working and Trust on Work-Life Balance and Productivity. *Journal of Organizational Psychology*, 12(4), 193–204.
- Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method* (4th ed.). Wiley.
- Dr. A. Shaji George (2024). Automated Futures: Examining the Promise and Peril of AI on Jobs, Productivity, and Work-Life Balance. *Partners Universal Innovative Research Publication (PUIRP)*, Vol. 02, Issue 06, Hal. 1-17.
- Dr. K. Majini Jes Bella (2023). A Study on the Art of Work-Life Balance: Key Principles and Practices. *International Journal of Social Sciences & Economic Environment*, Vol. 8, Issue 1, Hal. 25-34.
- Driyanthi, I., Putri, S. E., & Ramadhan, A. (2020). Flexible Working Space dalam Meningkatkan Efisiensi Kerja Pegawai Pemerintah. *Jurnal Transformasi Digital*, 14(1), 205–218.
- Edfel G. Santillan, Effel T. Santillan, Joel B. Doringo, Kevin Jamir F. Pigao, Von Francis C. Mesina (2023). Assessing the Impact of a Hybrid Work Model on Job Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company. *Journal of Business and Management Studies*, Vol. 5, No. 6, Hal. 13-38.
- Eoin Whelan, Ofir Turel (2024). Personal use of smartphones in the workplace and work-life conflict: a natural quasi-experiment. *Internet Research*, Halaman 24-54.
- Erni Driyantini, Hanisa Rinda Putri Pramukaningtiyas, Yeni Khoirunnisa Agustiani (2020). Flexible Working Space, Budaya Kerja Baru untuk Tingkatkan Produktivitas dan Kinerja Organisasi. *Jurnal Ilmu Administrasi*, Halaman 205-220.
- Fadhli, R., Israwati, N., & Mahendra, D. (2024). Work-Life Balance dan Loyalitas Pegawai Pemerintah Kota Pekanbaru. *Jurnal Administrasi Publik Indonesia*, 15(2), 354–363.
- Faiz Firdaus Shalahuddin, M. Abdi Dzil Ikham (2024). Pengaruh Fleksibilitas Kerja dan Motivasi Kerja terhadap Kinerja Karyawan dengan Work-Life Balance sebagai Variabel Mediasi selama Pandemi COVID-19. *Jurnal Kewirausahaan dan Inovasi*, Volume 3 No. 3, Halaman 903-917.
- Faras Cantika Nur Ahdianita, Retno Purwani Setyaningrum (2024). Pengaruh Flexible Working Arrangement, Work-Life Balance, Terhadap Job Satisfaction yang Dimediasi oleh Work Engagement pada Karyawan Milenial di PT Heintech Dwikarya Swapraja. *Jurnal Global Ilmiah*, Halaman 259-271.

- Faras Cantika Nur Ahdianita, Retno Purwani Setyaningrum (2024). The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees. *Eduvest – Journal of Universal Studies*, Vol. 4, No. 4, Hal. 1875-1889.
- Farhan Saputra, Hapzi Ali, Hadita Hadita, Ni Nyoman Sawitri, Dovina Navanti (2024). Analisis Work-Life Balance dan Fasilitas Kerja terhadap Produktivitas Karyawan melalui Motivasi Kerja pada PT Inovasi Digital Nusantara. *Jurnal Kajian Manajemen dan Teknologi (JKMT)*, Vol. 2, No. 4, Halaman 260-276.
- Fayaz, M., & Gulzar, S. (2025). Work-life balance and organizational commitment: Evidence from the public sector. *Journal of Public Administration Research*, 18(1), 34–50.
- Fink, A. (2013). *How to Conduct Surveys: A Step-by-Step Guide* (5th ed.). SAGE Publications.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Hediningrum, A. (2023). Work Flexibility dan Kinerja Pegawai: Studi Empiris pada Sektor Swasta Indonesia. *Jurnal Ekonomi dan Bisnis*, 20(2), 23–27.
- Hidayat, D., & Aulia, A. (2023). Work-Life Balance dan Produktivitas Generasi Milenial di Makassar. *Jurnal Ilmu Manajemen dan Bisnis*, 9(1), 76–84.
- Ishret Fayaz dan Farzana Gulzar (2025). Building Belief, Achieving Balance: How Organizational Climate Fosters Self-Efficacy for a Fulfilling Work–Life. *IIM Ranchi Journal of Management Studies*, Halaman 72-97.
- Johan Ingemar Lorentzon, Lazarus Elad Fotoh, Tatenda Mugwira (2024). Remote Auditing and its Impacts on Auditors' Work and Work-Life Balance: Auditors' Perceptions and Implications. *Accounting Research Journal*, Halaman 1-18.
- Lucy Chairael, Lasti Yossi Hastini, Mellyna Eka Yan Fitri (2025). Perilaku Work-Life Balance Pada Pekerja Remote Working: Upaya dan Harapan Terhadap Kebijakan Perusahaan. *Jurnal Ekonomi dan Bisnis Dharma Andalas*, Volume 27 No. 1, Halaman 134-145.
- M. Hidayat, Aulia (2023). The Effect of Work Life Balance on Millennial Generation Productivity in Makassar City. *Journal La Sociale*, Vol. 04, Issue 02, Hal. 76-86.
- Marinda, R., Sari, F., & Gunawan, A. (2024). Pengaruh Flexible Working Arrangement dan Work-Life Balance terhadap Kinerja Pegawai PT Seleraya Merangin Dua. *Jurnal Bisnis dan Manajemen Strategik*, 11(3), 3748–3756.
- Martha Harunavamwe, Herbert Kanengoni (2023). Hybrid and Virtual Work Settings: The Interaction between Technostress, Perceived Organisational Support, Work-Family Conflict, and the Impact on Work Engagement. *African Journal of Economic and Management Studies*, Vol. 14 No. 2, Hal. 252-270.
- McKinney, W. (2010). Data structures for statistical computing in Python. In *Proceedings of the 9th Python in Science Conference*, 51–56.
- Meri Taksi Deveciyan, Hazal Koray Alay (2023). An Evaluation on Remote Working Method in Context of Work-Life Balance, Productivity, Trust, and Flexibility. *Eurasian Journal of Researches in Social and Economics (EJRSE)*, Vol. 10, Issue 1, Hal. 193-207.
- Meyer, J. P., & Allen, N. J. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551.

- Muhammadcharis, A., Syahputra, D., & Lestari, M. (2024). Fleksibilitas Kerja dan Work-Life Balance terhadap Kinerja Karyawan di Era Digital. *Jurnal Sumber Daya Manusia Digital*, 6(1), 83–91.
- Muhammadcharis, P. Sulhan, P. Kholid (Oktober 2024). Pengaruh Lingkungan Kerja, Work-Life Balance, dan Fleksibilitas Kerja terhadap Kinerja Karyawan. *Stratēgo: Jurnal Manajemen Modern*, Vol. 6, No. 4, Halaman 82-99.
- Nabila Alodia, Bintang Narpati, Wirawan Widjanarko (2024). Pengaruh Beban Kerja, Work-Life Balance, dan Flexibility Time terhadap Kinerja Pegawai di Kantor Kecamatan Babelan. *Indonesian Journal of Economics and Strategic Management (IJESM)*, Vol. 2 No. 3, Halaman 2529-2539.
- Naufal Rafif Ramadhan, Siti Rahmawati (2024). Pengaruh Fleksibilitas Kerja Terhadap Kepuasan Kerja Karyawan Hybrid Working Generasi Z dan Milenial pada PT XYZ. *Jurnal Manajemen dan Organisasi (JMO)*, Halaman 336-347.
- Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches* (7th ed.). Pearson.
- Nizamil Fadhli, Israwati, Zulham Mahendra (2024). Pengaruh Work-Life Balance terhadap Produktivitas dan Loyalitas Pegawai Kantor Walikota Pekanbaru. *JAMEK (Jurnal Akuntansi Manajemen Ekonomi dan Kewirausahaan)*, Halaman 353-364.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3rd ed.). McGraw-Hill.
- Nurhidayah, A., Herlita, & Nurjanah, S. (2022). The Relationship Between Flexible Working Arrangement and Job Satisfaction Mediated by Work-Life Balance in PT. Tiara Impresa Gugus Artha. *Jurnal Pendidikan Ekonomi, Perkantoran, dan Akuntansi*, 3(1), 1–14. <https://doi.org/10.21009/jpepa.0301.01>
- Panwar, S., & Roy, A. (2023). Investigating Attrition Factors in Indian IT Sector: Work-Life Balance Perspective. *International Journal of Human Capital and IT Professionals*, 14(1), 19–25.
- Paschina, L. (2023). Trust and Flexible Work Practices: Implications for Organizational Productivity. *Journal of Management Innovation*, 19(2), 184–193.
- Pradipta, H. A., & Martdianty, F. (2023). Effect of Flexible Working Arrangement on Employee Performance: Mediating Role of Work Engagement and Supervisor Support in Indonesia Digital Startup. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, 9(2), 512–[halaman akhir tidak tersedia]. <https://doi.org/10.17358/jabm.9.2.512>
- Putra, S., Seswandi, A., & Amdanata, D. D. (2024). Pengaruh Work Life Balance dan Job Burnout terhadap Turnover Intention melalui Job Satisfaction sebagai Variabel Mediasi. *Jurnal Manajemen dan Bisnis*, 7(1), 1–13. <https://doi.org/10.37673/jmb.v7i1.3815>
- Putri, L. A., & Wulandari, E. (2022). Fleksibilitas kerja digital sebagai strategi adaptif organisasi di era pasca-pandemi. *Jurnal Administrasi Bisnis*, 19(2), 112–123.
- Putri, S. P., Suherman, E., & Anggela, F. P. (2025). Pengaruh Flexible Working Arrangement, Work Life Balance, Terhadap Job Satisfaction yang Dimediasi oleh Work Engagement pada Karyawan Milenial PT Nagahama Mesin Balancing. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 7(1), 666–[halaman akhir tidak tersedia]. <https://doi.org/10.47467/alkharaj.v7i1.5374>

- Rahmawati, D., & Pusparini, E. S. (2023). Pengaruh Flexible Working Arrangements dan Perceived Supervisor Support terhadap Work Engagement dan Employee Performance: Studi Empiris pada Organisasi Keuangan Pemerintah di Indonesia. *Jurnal Manajemen dan Organisasi*, 14(4). <https://doi.org/10.29244/jmo.v14i4.47409>
- Rahmawati, R., & Riyadi, S. (2021). Work-life balance sebagai prediktor kepuasan dan komitmen kerja. *Jurnal Psikologi Terapan*, 13(1), 27–39.
- Ramadhan, F., & Rahmawati, S. (2024). Persepsi Fleksibilitas Kerja dan Kepuasan Kerja pada Generasi Milenial dan Z. *Jurnal Bisnis Digital Indonesia*, 6(1), 337–344.
- Rhian Indradewa, Agustinus Ayung Prasetyo (2023). The Influence of Flexible Working Arrangements and Work-Life Balance on Job Satisfaction: A Double-Layered Moderated Mediation Model. *Jurnal Ekonomi dan Bisnis*, Vol. 26 No. 2, Hal. 449-476.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78.
- Sañtillan, R., Angeles, M., & Navarro, J. (2023). Hybrid Work Model and Job Satisfaction. *International Journal of Human Resource Studies*, 13(2), 14–20.
- Saputra, Y. R., Nugraha, T., & Dewi, L. (2024). Pengaruh Work-Life Balance terhadap Produktivitas Karyawan. *Jurnal Ekonomi dan Manajemen Modern*, 18(1), 160–165.
- Shalahuddin, M. A., & Ikhrum, R. (2024). Peran Flexible Working Arrangement dalam Menjaga Produktivitas Selama Pandemi. *Jurnal Aspek Manajerial*, 9(2), 904–913.
- Shanker, R. (2023). Flexible Work Arrangements and Employee Wellbeing: A Study from India. *Journal of Workplace Dynamics*, 10(1), 10–13.
- Silvia Paschina (2023). Trust in Management and Work Flexibility: A Quantitative Investigation of Modern Work Dynamics and their Impact on Organizational Performance. *European Research Studies Journal*, Vol. XXVI, Issue 3, Hal. 184-196.
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Suharni, M., Hartati, D., & Ramadhan, F. (2022). Komitmen organisasi dan pengaruhnya terhadap efisiensi layanan publik. *Jurnal Ilmu Administrasi Publik*, 9(1), 20–32.
- Thilagavathy S. dan Geetha S.N. (2023). Work-Life Balance: A Systematic Review. *Vilakshan - XIMB Journal of Management*, Vol. 20 No. 2, Hal. 258-276.
- Triyanto, F., Nurhalimah, A., & Kusuma, M. (2024). Fleksibilitas Kerja dan Komitmen Organisasi pada Generasi Muda. *Jurnal Psikologi Kerja dan Organisasi*, 8(1), 3051–3055.
- Vallat, R. (2018). *Pingouin: Statistics in Python*. *Journal of Open Source Software*, 3(31), 1026.
- Vivi Okta Marinda, Siti Komariah Hildayanti, Emilda (2024). Flexible Working Arrangement dan Work Life Balance pada Kinerja Karyawan PT Seleraya Merangin Dua. *Community Development Journal*, Halaman 3747-3757.
- Wendy J. Casper, Shelia A. Hyde, Shona G. Smith, Faezeh Amirkamali, Julie Holliday Wayne (2025). How Effective Are Work-Life Balance Policies? The Importance of Inclusion. *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 12, Hal. 73–108.
- Windy Wahyu Hediningrum (2023). The Influence of Work Flexibility and Work-Life Balance on Employee Performance. *Talent: Journal of Economics and Business*, Vol. 01 No. 01, Hal. 23-29.

Yosua Deo Putra, P., Sukardi Sukardi, & Deewar, M. (2024). ANALISIS FLEKSIBILITAS WAKTU KERJA DAN TALENTA DIGITAL DALAM MENCAPAI KINERJA KARYAWAN DI PT. BANK TABUNGAN NEGARA KANTOR CABANG SEMARANG. *Serat Acitya*, 13(2), 40–59. <https://doi.org/10.56444/sa.v13i2.2047>