



THE MEDIATING ROLE OF WORK-LIFE BALANCE IN IMPROVING EMPLOYEE WELL-BEING

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This study research aims to examine work-life balance in mediating the effect of work flexibility on employee well-being. Well-being is an important factor in maintaining human resources in an organization. The sample for this study consisted of 102 employees of the Kebumen Regency Land Office. The sampling technique used was saturated sampling, in which the entire population was sampled and analyzed using SmartPLS 3.0. The direct test results showed that work flexibility had no effect on employee well-being, while work-life balance had an effect on employee well-being. Indirect testing showed that work-life balance could mediate the relationship between work flexibility and employee well-being. Suggestions for further research include developing other independent variables such as leadership, motivation, self-efficacy, and organizational culture.

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INTRODUCTION

Human resources are the most important asset in an organization or company because they have a role as subjects of company operational activities and implementers of policies or as drivers of the company. All processes in the company will not run as they should if the company has problems with the human resource management aspect in the processes that occur in the company (Capnary et al. 2018). One way for companies to maintain their human resources is by paying attention to the psychological well-being and lives of their employees (Zerhouni, 2022). Employee well-being management is important because it involves several crucial aspects of life, such as work, finances, mental and physical health, as well as social aspects (Shi et al. 2013). In line with the opinion above, Huang et al. (2020) stated that well-being is important because it concerns the quality of an employee's work life. When employees are satisfied with meeting their personal needs and participating in the workplace while achieving their personal goals, it

can be said that employees have a good quality of work life.

Employee well-being is seen as a complicated and complex thing to interpret. According to Rozlan & Subramaniam (2020), the objective side of well-being is seen as having aspects of the quality of life, material resources such as income, food shelter as well as social attributes such as education, health, politics, social networks and connections. According to Western & Tomaszewski (2016) well-being through the subjective side is an individual's evaluation of their personal life, especially life satisfaction (cognitive evaluation), happiness (positive emotional state) and unhappiness (negative emotional state). In other words, well-being can come from within and outside the individual. Hoeven & Zoonen (2015) have examined several factors that can influence employee well-being. Among the factors that influence employee well-being, work flexibility is one of the factors of employee well-being (G. Subramaniam et al. 2022). Work flexibility can have benefits including increased individual and group prosperity, greater employee commitment,

reduced stress, reduced workplace fatigue, reduced employee conflict with family, and work conflict (Amri et al. 2022).

Research conducted by Amri et al. (2022), Ray & Pana-Cryan (2021) and Kim et al. (2020) stated that work flexibility has an effect on employee well-being. Employees who have work flexibility in their work life are expected to achieve higher well-being because they are given choices in determining the use of their resources such as work methods, work place, time and duration of work (Moen et al. 2016). However, different results were found in the research of Liu et al. (2022) and Zerhouni (2022) who state that work flexibility has no effect on employee well-being. Work flexibility has a negative impact on employee well-being. When the application of work flexibility is high, it will actually reduce the general level of employee well-being.

Based on several research results above, there are still inconsistencies in the results of the relationship between the direct influence of work flexibility on employee well-being (Amri et al. 2022; Ray & Pana-Cryan, 2021; Kim et al. 2020; Liu et al. 2022; Zerhouni, 2022). Therefore, it is suspected that there are other variables that can bridge the influence of work flexibility on employee well-being. Another variable that is thought to be able to act as a mediator is work-life balance. The work-life balance variable has a strong relationship with employees well-being (Cuéllar-Molina et al. 2018; Nabawanuka & Ekmekcioglu, 2022; Nanda & Randhawa, 2020; Stankevičienė et al. 2021). Work-life balance is also considered capable of playing multiple roles that can support employee well-being levels with other independent variables.

The role of work-life balance as a mediator in research can also vary in context. Based on the results of previous research and the phenomena that occur, the author is interested in conducting research which aims to examine the effect of work flexibility on employee well-being through work-life balance as a mediator.

LITERATURE REVIEW AND HYPOTHESIS

Work Flexibility Affects Employee Well-being

Clarke & Holdsworth (2017) define work flexibility as the opportunity for employees to make choices including when, where and how long they work. They explained that the concept of work flexibility can be seen as a work practice for employees to adapt to work times or schedules and work locations in order to meet their needs. The work flexibility that employees have can give employees better job control, increase their engagement, and increase their job satisfaction, thereby improving employee well-being (Kossek et al. 2015).

Zizek et al. (2014) explained that well-being has an impact on the quality of employee work and in turn has an impact on company performance. Poor well-being can affect employees so that it can reduce work performance and result in poor performance. In order to avoid poor performance, it is important for managers to research and find out the level of employee well-being and the reasons that cause it, as well as looking for solutions to improve employee well-being. To overcome this, companies can implement work flexibility as a strategy to improve employee well-being (Amri et al. 2022).

Previous research shows that work flexibility has a positive effect on employee well-being (Amri et al. 2022; Ray & Pana-Cryan, 2021; Subramaniam et al. 2022). Employees who have work flexibility in their work life are expected to achieve higher well-being because they are free to determine the use of their resources such as work methods, work place, time and duration of work. For example, employees with flexible work schedules (time and duration) can avoid time pressure caused by work so that employees can avoid stress due to work time demands.

H1: Work flexibility has an effect on employee well-being.

Work Flexibility Affects Work-Life Balance

Work flexibility can be understood as the ability of organizational members to be able to regulate the duration or length of their working hours, work location (outside the workplace) and the ability to fulfill the work schedule provided by the organization (Shagvaliyeva and Yazdanifard, 2014). Giovannis (2018) said that work flexibility gives employees control over their work and autonomy, which will ultimately have an impact on work and personal life balance, job satisfaction, and employee performance. In contrast, if employees do not have more control over their work, it will be easier for them to experience an imbalance between their work life and their personal life, which will ultimately result in conflict. Work flexibility is useful for reducing conflicts that occur between employees' work and personal lives (Pandiangan, 2018). Implementing work flexibility is one of the company's strategies in retaining members of its organization so that employees have the ability to balance their personal and work lives or better known as work-life balance (Capnary et al. 2018).

Research conducted by Doherty & Murphy (2017) shows that work flexibility influences employees' implementation of work-life balance. The results of this research are supported by research by Aziz-Ur-Rehman &

Siddiqui (2020), Maharani et al. (2020) and G. Subramaniam et al. (2020) which states that work flexibility has a positive effect on employees' work-life balance. From the results of the research above, work flexibility is seen as one of the antecedents of employee work-life balance. A balance between personal life and work demands is very necessary for employees to achieve a good quality of life.

H2: Work flexibility has an effect on work-life balance.

Work-Life Balance Influences Employee Well-Being

Work-life balance does not only mean doing work and personal activities in the same amount of time, but it is interpreted more broadly. Aziz-Ur-Rehman & Siddiqui (2020) explain that work-life balance can also be characterized as the level of good or harmonious contribution between various work demands in personal life. A good balance between work and life demands can improve job satisfaction, psychosocial health, and quality of life. Peng & Ilies (2011) explained that employee health and well-being can be achieved by understanding the balance of work and family. This understanding of work-life balance can be seen from the aspects of social change, household conditions with dual careers which are usually owned by women, and increasing family obligations. In other words, synchronization between work and life can improve individual well-being (Aziz-Ur-Rehman & Siddiqui, 2020).

This is in line with research conducted by Yang et al. (2018) where the results show that employees who have harmony between work and their individual lives tend to be more satisfied in their work and life as a whole and ultimately have better well-being. The results of this research are supported by the results of Hasan et al. (2020), Kurnia & Widigdo (2021), and Wei & Ye (2022) which state that work-life balance has a positive effect on employee well-being.

H3: Work-life balance has an effect on employee well-being.

Work Flexibility Influences Employee Well-being through Work-Life Balance as a Mediator

Aziz-Ur-Rehman & Siddiqui (2020) explain that work-life balance can also be characterized as the level of good or harmonious contribution between various work demands in personal life. A good balance between work and life demands can improve job satisfaction, psychosocial health, and quality of life. Positive results from these employees can be influenced by company policies in accommodating the implementation of programs that support increased work-life balance, one of which is work flexibility (Hoeven & Zoonen, 2015; Zheng et al. 2016). Giovannis (2018) said that work flexibility gives employees control over their work and autonomy, which will ultimately have an impact on work and personal life balance, job satisfaction, and employee performance. When the demands of work and personal life are unbalanced, the consequences include reduced job satisfaction, poor well-being, and lower quality of life (Noor, 2004).

Utilization of work-life balance as a mediating variable that can be used to support employee well-being levels with other control variables. Research conducted by Cuéllar-Molina et al. (2018) shows the benefits of work-life balance as a mediating variable in the relationship between institutional support and employee well-being. Research conducted by Stankevičienė et al. (2021) shows the benefits of work-life balance as a mediating variable in the relationship between work culture and employee well-being. Research conducted by Nabawanuka & Ekmekcioglu (2022) shows that work-life balance can act as a mediator in the relationship between superior support and employee well-being.

H4: Work flexibility influences employee well-being through work-life balance as a mediator.

Based on the development of the hypothesis above, the research model can be seen in Figure 1 below.

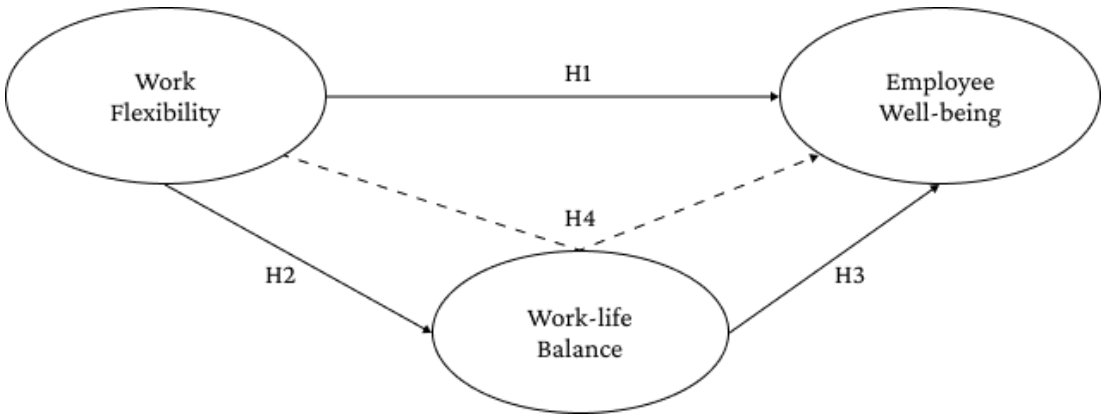


Figure 1. Research Model

METHOD

The method used in this research is a quantitative method with primary and secondary data types. The population used was all employees of the Kebumen Regency Land Office totaling 119 respondents. Sampling in this research used saturated samples, with probability sampling techniques. So the final sample obtained was 102 employees of the Kebumen Regency Land Office. The data obtained was then analyzed using the Structural Equation Model (SEM) method via SmartPLS Version 3.0 software.

Data was obtained through interviews and distributing questionnaires. Distributing the questionnaire to respondents used a 1-5 Likert scale. The variables in this research include three variables, namely 1) Work flexibility (X) which is measured using three indicators from ten Brummelhuis et al. (2012) which includes time flexibility, location flexibility, and method flexibility; 2) Employee well-being (Y) which is measured using three indicators from Zheng et al. (2016) which includes life well-being, psychological well-being, and workplace well-being; and 3) Work-life balance which is measured using four indicators from Fisher et al. (2009) which includes personal life improving performance, work improving quality of life, personal life interference with work, and work interference with personal life.

The data validity techniques used are research instrument validity testing and reliability testing.

RESULTS AND DISCUSSION

Instrument Validity

The research instrument is said to meet convergent validity if the outer loadings value is > 0.60-0.70 and the average variance extracted (AVE) value is > 0.50 (Ghozali & Latan, 2015). Based on the results of the first stage of testing, of the 44 total statement items, 16 items were invalid so they had to be removed from the statement list to increase the outer loadings and AVE values. From the second stage of testing, there were 28 statement items that had outer loading values > 0.60-0.70 and AVE values > 0.50. Thus, the research instrument can be said to be valid. Then the results of the AVE root value can be seen in Table 1 below.

Table 1. Average Variance Extracted Value (AVE)

Construct	AVE Value	AVE Root Value
Flexibility Work	0.566	0.752
Work-Life Balance	0.515	0.718
Employee Well-being	0.518	0.720

Based on Table 1, it can be seen that the AVE root value meets the requirements. Thus, the research instrument can be said to be valid.

Instrument Reliability

The instrument reliability test carried out using SmartPLS 3.0 obtained the results which can be seen in Table 2 below.

Table 2. Cronbach's Alpha and Composite Reliability Value

Construct	Cronbach's Alpha	Composite Reliability
Work Flexibility	0.896	0.912
Work-Life Balance	0.869	0.894
Employee Well-being	0.914	0.927

Based on Table 2, it can be seen that the Cronbach's Alpha value is > 0.60 and the Composite Reliability value is > 0.70. Thus, the research instrument can be said to be reliable.

Model Fit (NFI)

The model fit (NFI) test carried out using SmartPLS 3.0 obtained the results which can be seen in Table 3 below.

Table 3. Fit Summary

	Saturated Model	Estimated Model
Chi-Square	1339.625	1339.625
NFI	0.561	0.561

Based on the test results data, it can be seen that the NFI value in this research model is 0.561. It can be seen that this research is 56.1% fit or suitable.

R-Squared (R²)

The R-squared (R²) test carried out using SmartPLS 3.0 obtained the results which can be seen in Table 4 below.

Table 4. R-Square

Construct	R Squared
Employee Well-being	0.693
Work-Life Balance	0.554

Based on the results, the R^2 value for the employee well-being variable is 69.3% and for the work-life balance variable it is 55.4%. From these results it can be seen that 62.4% of the variation in employee well-being values can be explained by the work flexibility variable, while the remaining 30.7% is explained by other variables outside the research model.

Furthermore, 55.4% of the variation in work-life balance can be explained by work flexibility and employee well-being variables,

while the remaining 44.6% is explained by other variables outside the research model.

Effect Size

The effect size (f^2) test carried out using SmartPLS 3.0 obtained the results which can be seen in Table 5 below.

Table 5. Effect Size

	Effect Size
Work Flexibility → Employee Well-being	0.230
Work Flexibility → Work-Life Balance	0.360
Work-Life Balance → Employee Well-being	1.985
Average	0.858

Based on the data from the effect size testing results, it can be seen that this research model has an average effect size value of 0.858 which is in the strong category.

Predictive Relevance (Q^2)

The predictive relevance (Q^2) test carried out using SmartPLS 3.0 obtained the results which can be seen in Table 6 below.

Table 6. Q^2 Value

Construct	SSO	SSE	Q^2
Work Flexibility	816.000	816.000	
Employee Well-being	816.000	409.308	0.498
Work-Life Balance	1.224.000	1.202.871	0.017

Based on the calculation of the Q^2 value in table 6, it can be seen that the Q^2 value of the employee well-being variable is 0.498 and the work-life balance variable is 0.017. Both Q^2 values are greater than zero (0), so it can be said that the endogenous construct in this study has predictive relevance.

in this research. Meanwhile, indirect hypothesis testing is used to determine the role of mediating variables in influencing the independent variable on the dependent variable. Hypothesis testing in this research is determined based on the original sample value (positive or negative), T-statistic > T-table (1.660), and P-value > 0.05. Based on the output of the research model, the results of testing the direct and indirect influence path coefficients are as follows.

Direct and Indirect Hypothesis Testing

Direct hypothesis testing is used to determine the direct influence between variables

Table 7. Direct and Indirect Influence Path Coefficients

Construct	OS	T Statistic	P-Values	Hypothesis Conclusion
FK → KK	0.099	1.220	0.223	Rejected
FK → WLB	0.237	2.556	0.011	Accepted

WLB → KK	0.804	13.401	0.000	Accepted
FK → WLB → KK	0.191	2.664	0.008	Accepted

The Effect of Work Flexibility on Employee Well-Being

The first hypothesis is that work flexibility has an effect on employee well-being. The research results show that the original sample value is 0.099, the T-statistic value is 1.220 < 1.984 and the P-values are 0.223 > 0.05. So it can be seen that work flexibility has no effect on employee well-being and H1 is rejected.

The Effect of Job Flexibility on Work-Life Balance

The second hypothesis, work flexibility has an effect on work-life balance. The research results show that the original sample value is 0.237, the T-statistic value is 2.556 > 1.984 and the P-values are 0.011 < 0.05. So it can be seen that work flexibility has an effect on work-life balance and H2 is accepted.

The Effect of Work-Life Balance on Employee Well-Being

The third hypothesis, work-life balance has an effect on employee well-being. The research results show that the original sample value is 0.804, the T-statistic value is 13.401 > 1.984 and the P-values are 0.000 < 0.05. So it can be seen that work-life balance has an effect on employee well-being and H3 is accepted.

The Effect of Work Flexibility on Employee Well-Being through Work-Life Balance as a Mediator

The fourth hypothesis, flexibility has an effect on employee well-being through work-life balance as a mediator. The research results show that the original sample value is 0.191, the T-statistic value is 2.664 > 1.984 and the P-values are 0.008 < 0.05. So it can be seen that work flexibility has an effect on employee well-being through work-life balance as a mediator, so H4 is accepted.

CONCLUSION AND RECOMMENDATION

The results of research in direct testing show that work flexibility has no effect on employee well-being, but work-life balance has an effect on employee well-being. This means that work-life balance is the antecedent most felt by employees in order to improve their well-being compared to implementing work flexibility

at the Kebumen Regency Land Office. The results of indirect testing, namely work-life balance mediation, show that work-life balance is able to fully mediate the relationship between work flexibility and employee well-being. This means that the higher the work-life balance, the higher the influence of work flexibility on employee well-being.

This research has limitations in that the proposed model is in the strong category, however the remaining R² value is 30.7% which shows that there are still factors that influence employee well-being. Future research is expected to develop other independent variables such as self-efficacy, self-motivation, organizational culture, and leadership (Amri et al. 2022). Future research can re-examine the work flexibility model with work-life balance as a mediator in different organizational sectors to expand the research domain and increase generalizability. This recommendation is based on research by G. Subramaniam et al. (2022) and Amri et al. (2022).

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