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## **THE INFLUENCE OF FLEXIBLE WORK ON WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN HUMAN RESOURCE MANAGEMENT**

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### **ABSTRACT**

#### **KEYWORDS**

Flexible Working, Work  
Balance, Employee  
Performance, Human  
Resource Management

Work-life balance is one of the important factors that affect employee performance. Employees who have a good work-life balance tend to have better performance. The purpose of this study is to examine the effect of flexible work on work-life balance and employee performance. This research uses quantitative methods with a survey approach. The population of this research is employees who work in companies in Bandung City. The sample of this study was 100 employees selected using purposive sampling technique. The data collection techniques used in this study were questionnaires and literature studies. The data analysis technique used is the regression test using the help of the SPSS program. The results showed that flexible work has a positive influence on work balance and employee performance. Employees who work flexibly tend to have better work balance and performance compared to employees who work conventionally. This is indicated by the questionnaire results which show that employees who work flexibly tend to have more time for family and friends, less stress, and more satisfaction with their jobs.

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### **INTRODUCTION**

In the era of globalization and rapid advancements in information technology, the world of work is undergoing significant transformation. Human Resource Management (HRM) is faced with demands to understand and respond to these changes, especially regarding increasingly diverse and dynamic work patterns. One form of adaptation emerging in response to these dynamics is the implementation of the concept of flexible work.

Flexible work is an approach or work pattern that provides employees with more freedom and flexibility in determining the timing, location, and manner in which they perform their job tasks. This work system allows employees to have more control over their work schedules, both in terms of working hours and location. In flexible work, there are various forms, such as remote work, adjustable working hours, or more flexible scheduling arrangements (Bukit, 2022).

Flexible work enables employees to have greater control over their working time and location, which can affect the balance between their work and personal lives. Work-life balance refers to a situation in which an individual can achieve harmony between work demands and personal life. This balance reflects one's ability to integrate and synchronize their time, energy, and attention between work aspects and aspects of life outside of work, such as family, health, and recreational activities. Employees who feel they have a balance between work and personal life tend to be more committed, productive, and have higher job satisfaction.

## The influence of flexible work on work-life balance and employee performance in human resource management

Previous research by (Fanda & Slamet, 2019) showed that the first hypothesis, which is salary, does not affect employee performance. The second hypothesis, flexible working hours, affects employee performance. The third hypothesis, job stress, affects employee performance. Another study by (Nurlaeni & Winarno, 2023) showed that workplace flexibility and work discipline can have a positive impact on maintaining the balance between work and personal life. The conclusion from this research is that flexible working and work discipline have a positive and significant impact on millennials in South Jakarta in terms of work-life balance.

Based on the background outlined above, researchers are interested in conducting a study titled "The Influence of Flexible Work on Work-Life Balance and Employee Performance in Human Resource Management." This research enriches the literature on human resource management by confirming that flexible work can have a positive impact on work-life balance and employee performance. Theories and concepts related to HRM, motivation, and work-life balance can be strengthened by the findings of this research. Therefore, this research not only provides practical insights for companies but also develops a theoretical understanding of the relationship between flexible work, work-life balance, and employee performance. The aim of this research is to examine the influence of flexible work on work-life balance and employee performance.

### RESEARCH METHOD

This study employs a quantitative method with a survey approach. Quantitative method is a research approach that utilizes numerical data and statistics to analyze phenomena or relationships between variables. This method is objective and seeks to systematically measure, analyze, and test hypotheses (Firmansyah & Masrun, 2021). The population of this study consists of employees working in companies in the city of Bandung. The sample of this study is 100 employees selected using purposive sampling technique. Purposive sampling technique is a method of selecting samples in research deliberately and with specific objectives. In this technique, researchers select samples based on specific characteristics considered relevant to the research objectives (Lenaini, 2021). The inclusion criteria for the sample in this study are employees residing in Bandung who work in companies implementing flexible work policies. The data collection technique used in this study is questionnaire and literature review. The data analysis technique used is regression analysis using the SPSS program.

### RESULTS AND DISCUSSION

#### Validity Test

A validity test is a process to test whether a research instrument, such as a questionnaire, questionnaire, or scale, can measure what it is supposed to measure. The validity test aims to ensure that research instruments can produce accurate and reliable data (Novikasari, 2016).

**Table 1. Validity Test**

		Flexible Work	Work Balance	Employee Performance	Total
Flexible Work	Pearson	1	.571**	.488**	.787**
	Correlation				
	Sig. (2-tailed)		<.001	<.001	<.001
	N	100	100	100	100
Work Balance	Pearson	.571**	1	.632**	.904**
	Correlation				

	Sig. (2-tailed)	<.001		<.001	<.001
	N	100	100	100	100
	Pearson Correlation	.488**	.632**	1	.828**
Employee Performance	Sig. (2-tailed)	<.001	<.001		<.001
	N	100	100	100	100
Total	Pearson Correlation	.787**	.904**	.828**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	100	100	100	100

Based on the information in table 1, it can be observed that each instrument shows a Pearson correlation coefficient that exceeds the r value of the Table, which is 0.163 (N=100), and the significance value (2-tailed) of the correlation for all items is below 0.05. Thus, it can be concluded that all statements in the questionnaire are considered statistically valid, and the questionnaire can be considered a valid measuring tool for use in the context of this study.

**Reliability Test**

Reliability testing is the process of testing whether a research instrument can produce consistent data over time. The reliability test aims to ensure that research instruments can produce reliable data (Darma, 2021).

**Table 2. Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.784	3

Based on the results of the reliability analysis listed in table 2, a Cronbach Alpha value of 0.784 was obtained. This number crossed the 0.600 threshold, indicating that the questionnaire showed a high level of consistency and could reliably be used in future studies.

**Uji Regresi Linear**

A linear regression test is a statistical test used to analyze the relationship between two or more variables. The predicted variable is referred to as the dependent variable, while the variable used to predict the dependent variable is referred to as the independent variable (Janna & Herianto, 2021).

**Table 3. Work Balance Linear Regression Test**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.655	3.357		.791
	Flexible Work	.831	.121	.571	6.886

Based on table 3, regression analysis shows that flexible work has a positive and significant effect on employee balance significance value of 0.001, which is smaller than 0.05.

**Table 4. Linear Regression Test of Employee Performance**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	

1	(Constant)	2.634	2.615		1.007	.316
	Flexible Work	.521	.094	.488	5.538	<.001

Based on table 4, regression analysis shows that flexible work has a positive and significant effect on employee performance with a significance value of 0.001, which is smaller than 0.05.

## DISCUSSION

### The Effect of Flexible Work on Human Resource Management Work Balance

The research findings indicate that flexible work positively influences work-life balance in human resource management. Employees who can work flexibly tend to achieve a better balance between their work and personal lives. Flexibility in work schedules and locations allows employees to more effectively manage their time, provide space for better engagement in family life, and reduce stress levels. Thus, the implementation of flexible work not only provides individual benefits to employees but also supports human resource management principles focused on optimal work-life balance to enhance employee well-being and productivity. With this understanding, organizations and human resource management are expected to consider flexible work implementation strategies as efforts to improve employee work-life balance.

These research findings are in line with a study by (Hada et al., 2020) showing that flexible work arrangements can help balance work and personal life, especially for students, private sector workers, employees, and others through descriptive analysis. Meanwhile, the research results indicate that flexible work arrangements have a positive and significant impact on work-life balance among online shop resellers in the city of Kupang. Another study by (Nurlaeni & Winarno, 2023) found that workplace flexibility and work discipline can have a positive impact on maintaining the balance between work and personal life. The conclusion from this research is that flexible working and work discipline have a positive and significant impact on millennials in South Jakarta in terms of work-life balance.

### The Influence of Flexible Work on Employee Performance in Human Resource Management

The research results indicate that flexible work has a positive influence on employee performance in human resource management. Employees who have flexibility in carrying out their tasks, both in terms of work schedules and locations, tend to show improved performance. This flexibility provides employees with the freedom to arrange their work time according to personal preferences and needs, which in turn can enhance motivation and engagement in their work. Additionally, flexible work can also create a conducive work environment for creativity and innovation. By providing employees with the ability to work in a more comfortable environment and in line with their lifestyles, they can be more focused and productive in achieving organizational goals. Human resource management needs to consider strategies that support flexible work as part of efforts to enhance employee performance and create a sustainable and adaptive work environment.

These research findings are consistent with a study by (Kinanti, 2021) showing that Financial Compensation for Employee Performance (Driver) and Flexible Working Arrangements for Employee Performance (Driver) have a positive and significant impact. For Gojek, it is hoped that they can improve the welfare of Gojek drivers. One way is to increase the wages given to Gojek drivers in the form of bonuses and insurance according to the drivers' work results and needs so that drivers can maintain and improve their performance. For future

researchers, it is hoped that they can conduct broader research considering other variables that influence.

Another study by (Farha & Setiadi, 2022) shows that upward leadership is implemented through: leading oneself to become an excellent leader, managing emotions and time wisely, alleviating the burden on superiors, performing better than previous officials, not refusing difficult tasks or tasks without guidelines, working beyond standards, building good relationships with superiors. Lateral leadership is carried out through: providing support and assistance, building teamwork, seeking problem solutions that do not contradict organizational rules or external conditions, expanding networks with stakeholders, thinking positively among colleagues, building creative ideas, and not considering oneself the best.

A similar study by (Hisnidah & Solekah, 2023) shows that compensation, Work-Life Balance variables, and flexible work space variables do not have a significant influence on employee performance at Bank Muamalat Indonesia KC Malang. For work discipline variables and work facility variables, they have a significant influence on employee performance at Bank Muamalat Indonesia KC Malang. However, this study has several limitations that need to be considered, including the limited research population of employees at Bank Muamalat Indonesia KC Malang, so the research results cannot be generalized to other populations.

## CONCLUSION

Based on the results of research that has been conducted, it can be concluded that flexible working has a positive influence on work balance and employee performance. Employees who work flexibly tend to have a better work-life balance compared to employees who work conventionally. The work balance of employees who work flexibly tends to be better than employees who work conventionally. Employees who work flexibly tend to have more time for family and friends, less stress, and are more satisfied with their jobs. In addition, the performance of employees who work flexibly also tends to be better than employees who work conventionally. This is shown by the results of the questionnaire which shows that employees who work flexibly tend to have higher productivity, are more dedicated, and are more loyal to the company.

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Devotion - Journal of Research and Community Service



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