

## THE EFFECT OF FLEXIBILITY WORK ARRANGEMENT THROUGH WORK LIFE BALANCE ON LIFE SATISFACTION

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### ABSTRACT

This study aims to determine the effect of Work life Balance, Flexible Time Arrangement and Life Satisfaction of Indonesian Ombudsman employees. The research population used was the Ombudsman of the Republic of Indonesia, while the sample used amounted to 102 employees. The sampling technique uses random sampling in employees both at the Indonesian Ombudsman who are at the center and at the representative. Data analysis techniques using Structural Equation Modeling (SEM). The results of this study show that flexibility work arrangement has a positive effect on Life satisfaction, shown by p value  $0.000 < 0.05$  and positive path coefficient of 0.503 meaning that the higher the flexibility work arrangement, the higher Life satisfaction. Flexibility work arrangement has a positive effect on work life balance, shown by p value  $0.000 < 0.05$  and positive path coefficient of 0.576 meaning that the higher the flexibility of work arrangement, the higher the work life balance. Work-life balance has a positive effect on Life satisfaction, shown by p value  $0.000 < 0.05$  and a positive path coefficient of 0.527 meaning that the higher the work life balance, the higher the Life satisfaction. In this study it can also be concluded that Work life balance can mediate the effect of flexibility work arrangement on Life satisfaction, indicated by p value  $0.000 < 0.05$ , based on the value of R square adjusted variable Life satisfaction of 0.833 this means 83.3% of the variable Life satisfaction is influenced by the variables flexibility work arrangement and work life balance, while the remaining 16.7% variable Life satisfaction is influenced by factors outside the variable flexibility work arrangement and work life balance. Furthermore, the variable work life balance shows an R square adjusted of 0.325, this means that 32.5% of the variability of work life balance is influenced by the variable flexibility work arrangement, while the remaining 67.5% of the variable work life balance is influenced by factors other than the variable flexibility work arrangement.

**Keywords:** *work life balance, flexible time arrangement, life satisfaction*

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### INTRODUCTION

President Joko Widodo issued Presidential Regulation (Perpres) Number 21 of 2023 concerning Working Days and Working Hours of Government Agencies and State Civil Apparatus Employees (ASN) to provide regulation/legal certainty regarding location flexibility and working time in carrying out the duties of the State Civil Apparatus. Presidential Decree Number 21 of 2023 was issued to replace several provisions regarding working days and working hours of civil servants that are no longer in accordance with legal developments and the dynamics of the implementation of official duties within the Government institution. The Ombudsman of the Republic of Indonesia has several times enacted policies that are expected to improve the performance of individual employees, namely implementing flexible work arrangement policies. Flexibility provides a change in work so that people can work without thinking about the time and place when they do the work. This is also supported by work tools already using information technology and E-Office that has been The implementation of the Flexible Working Arrangement (FWA) carried out within the scope of the Ombudsman has been carried out since 2020 where the goal was to prevent the spread of the Covid 19 virus and in 2023 it was carried out to succeed the 43rd - ASEAN Summit in September 2023 at which time employees carried out Work From Home to reduce congestion especially in the Central Indonesian Ombudsman in accordance with government policy. At that time, the operating model chosen was Flexible Time, employees could come to the work site according to the

hours agreed with their superiors and a letter of assignment from the Head of the Work Unit was made. In this case, flexible working arrangements affect the balance between work and life with other things will make employees provide good performance and increase employee life satisfaction. In conducting research related to Flexible working arrangements at the Central and Representative Ombudsman of the Republic of Indonesia, researchers distributed questionnaires to 102 employees.

**METHOD**

This research is a type of quantitative research, to determine the effect of Work life Balance, Flexible Time Arrangement and Life Satisfaction of Indonesian Ombudsman employees. The sampling technique uses Random Sampling which refers to employees who have high school, diploma, strata I, strata II and strata III educational backgrounds. The analysis technique uses quantitative analysis with a statistical testing model with a Structural Equation Model (SEM) approach using software. This model contains 3 latent variables, namely flexibility work arrangement, work life balance and Life satisfaction. The number of respondents obtained in this study was 102 active employees working in cooperation and organizational legal services, administrative services, general services and human resources, Information technology services, public relations services and support personnel.

Data collection will be carried out in November 2023 by distributing questionnaires in the form of google forms through telecommunication media such as whatsapp groups and social media. This research consists of three stages. The first stage is the research preparation stage in the form of compiling research designs and measurement instruments. Before taking empirical data, researchers compile research instruments. The second stage is the research implementation stage, and the last stage is the data analysis stage. The research hypothesis test was conducted using Partial Least Square (PLS), namely Smart PLS software. The analysis method used is the Structural Equation Model (SEM), which is a data analysis technique used to evaluate the influence of two or more factors on the dependent variable.

**RESULTS AND DISCUSSION**

This research model contains 3 latent variables, namely flexibility work arrangement, work life balance and Life satisfaction. Based on this operational definition, the specifications of the PLS SEM model that will be estimated in this study are as follows:

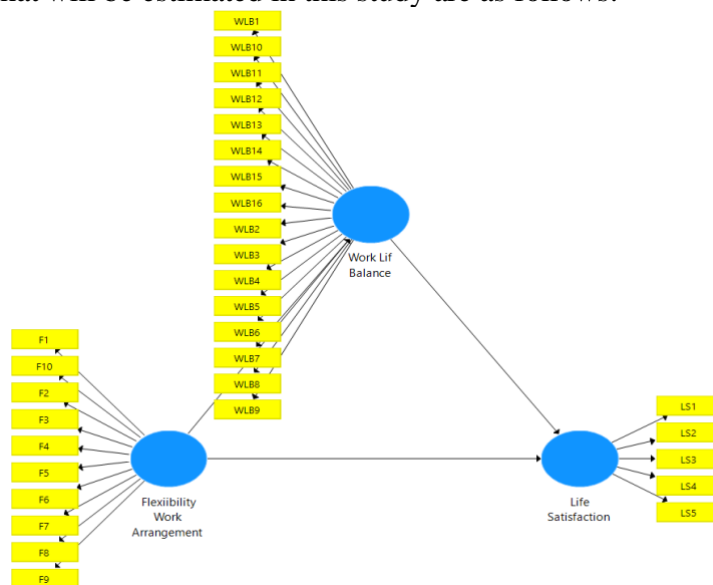


Figure 1 SEM PLS Model Specifications

### Outer Model Testing

The measurement model testing phase includes Convergent Validity, Discriminant Validity and Composite Reliability testing. The results of PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, descriptive validity and composite reliability. To generate the results of the outer model test, the PLS model must be estimated using algorithmic techniques. The following are the results of the PLS SEM model estimation after estimating using algorithm techniques:

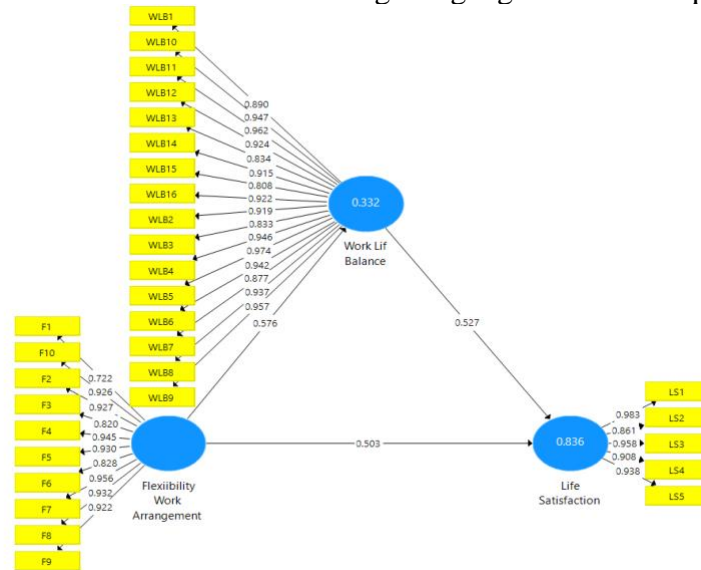


Figure 2 SEM PLS algorithm Model Estimation Results

### Validitas Konvergen

The convergent validity test is carried out by looking at the loading factor value of each indicator against its construct. For confirmatory research, the loading factor limit used is 0.7, while for exploratory research, the loading factor limit used is 0.6 and for development research, the loading factor limit used is 0.5. Because this study is a confirmatory study, the loading factor limit used is 0.7. Based on the results of the SEM model estimation in Figure 4.2, all remaining variables in the model are valid in measuring it so that testing can be continued at the AVE test stage. The value of loading factor and AVE model can be seen more clearly in the following table:

Table 1 Convergent Validity Test Results

	<b>FWA</b>	<b>LS</b>	<b>WLB</b>
<b>F1</b>	0,722		
<b>F10</b>	0,926		
<b>F2</b>	0,927		
<b>F3</b>	0,820		
<b>F4</b>	0,945		
<b>F5</b>	0,930		
<b>F6</b>	0,828		
<b>F7</b>	0,956		
<b>F8</b>	0,932		
<b>F9</b>	0,922		
<b>LS1</b>		0,983	
<b>LS2</b>		0,861	
<b>LS3</b>		0,958	

<b>LS4</b>		0,908	
<b>LS5</b>		0,938	
<b>WLB1</b>			0,890
<b>WLB10</b>			0,947
<b>WLB11</b>			0,962
<b>WLB12</b>			0,924
<b>WLB13</b>			0,834
<b>WLB14</b>			0,915
<b>WLB15</b>			0,808
<b>WLB16</b>			0,922
<b>WLB2</b>			0,919
<b>WLB3</b>			0,833
<b>WLB4</b>			0,946
<b>WLB5</b>			0,974
<b>WLB6</b>			0,942
<b>WLB7</b>			0,877
<b>WLB8</b>			0,937
<b>WLB9</b>			0,957

	<b>Average Variance Extracted (AVE)</b>
<b>FWA</b>	0,799
<b>LS</b>	0,866
<b>WLB</b>	0,834

The results of the assessment of the loading factor and AVE values of each construct in the table above show that all constructs are valid and have an AVE of > 0.5 which means that in terms of loading factor and AVE values, all constructs have met the required convergent validity.

**Deskriminan Validity**

Discriminant validity is done to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if the  $\sqrt{\text{AVE}}$  value (number on the diagonal) of each exogenous construct exceeds the correlation between that construct and other constructs (bottom and left numbers  $\sqrt{\text{AVE}}$ ). The results of discriminant validity testing are obtained as follows :

Table 2. Validity of Descriptions according to the Fornell Larcker Test

	<b>FWA</b>	<b>LS</b>	<b>WLB</b>
<b>FWA</b>	0,894		
<b>LS</b>	0,807	0,930	
<b>WLB</b>	0,576	0,817	0,913

Source : processed data (2023)

Based on the results of the description validity test in the table above, it was found that the  $\sqrt{\text{AVE}}$  value of all constructs always exceeds the correlation coefficient of these constructs with other constructs so that it can be concluded that all constructs in this PLS model have met the required description validity.

In addition to using the Fornell Larcker method, the validity of the description can also be seen from the cross loading value of each indicator against its construct, the indicator is declared to meet the criteria for the validity of the description if the cross loading indicator against the construct is higher than the cross loading value of the indicator against other constructs.

Table 3. Description's validity according to Cross Loading value

	<b>FWA</b>	<b>LS</b>	<b>WLB</b>
<b>F1</b>	0,722	0,549	0,290
<b>F10</b>	0,926	0,912	0,714
<b>F2</b>	0,927	0,758	0,556
<b>F3</b>	0,820	0,681	0,545
<b>F4</b>	0,945	0,784	0,574
<b>F5</b>	0,930	0,727	0,413
<b>F6</b>	0,828	0,697	0,561
<b>F7</b>	0,956	0,658	0,449
<b>F8</b>	0,932	0,648	0,421
<b>F9</b>	0,922	0,679	0,479
<b>LS1</b>	0,837	0,983	0,819
<b>LS2</b>	0,597	0,861	0,692
<b>LS3</b>	0,701	0,958	0,800
<b>LS4</b>	0,693	0,908	0,694
<b>LS5</b>	0,886	0,938	0,783
<b>WLB1</b>	0,395	0,786	0,890
<b>WLB10</b>	0,627	0,835	0,947
<b>WLB11</b>	0,566	0,790	0,962
<b>WLB12</b>	0,570	0,788	0,924
<b>WLB13</b>	0,454	0,623	0,834
<b>WLB14</b>	0,389	0,675	0,915
<b>WLB15</b>	0,432	0,612	0,808
<b>WLB16</b>	0,692	0,891	0,922
<b>WLB2</b>	0,654	0,794	0,919
<b>WLB3</b>	0,539	0,715	0,833
<b>WLB4</b>	0,582	0,720	0,946
<b>WLB5</b>	0,457	0,792	0,974
<b>WLB6</b>	0,582	0,706	0,942
<b>WLB7</b>	0,410	0,649	0,877
<b>WLB8</b>	0,457	0,660	0,937
<b>WLB9</b>	0,474	0,784	0,957

Sumber : data diolah (2023)

Based on the results of the description validity test in the table above, it can be seen that all indicators have the highest indicators in their constructs not in other constructs so that it can be stated that all indicators have met the requirements of description validity. In addition to using the Fornell Larcker test and cross loading, the validity of the description can also be done by looking at the HTMT (Heterotrait-Monotrait Ratio) value between constructs. HTMT is a recommended alternative method for assessing discriminant validity. This method uses a

multitrait-multimethod matrix as the basis for measurement. The HTMT value must be less than 0.9 to ensure the validity of the discriminant between the two reflective constructs (Henseler et al., 2015). In this test, the construct in the PLS model is declared to have met the validity of the description if the HTMT value between the construct and other constructs does not exceed 0.9.

Table 4. HTMT between Latent Constructs

	<b>FWA</b>	<b>LS</b>	<b>WLB</b>
<b>FWA</b>			
<b>LS</b>	0,816		
<b>WLB</b>	0,564	0,830	

Source : processed data (2023)

Based on the results of the description validity test in Table 4.16 above, the HTMT value between constructs does not exceed 0.9 which means that all constructs in the PLS model have met the required description validity criteria.

Based on the results of the three methods of testing the validity of the description, it can be concluded that the outer model of PLS has met the required criteria for the validity of the description. Testing continues on composite reliability tests.

**Composite Reliability**

Construct reliability can be judged from the value of Alpha cronbachs and the Composite Reliability value of each construct. The recommended value of composite reliability and cronbachs alpha is more than 0.7, but in development research, because the loading factor limit used is low (0.5), the value of composite reliability and low cronbachs alpha is still acceptable as long as the requirements of convergent validity and descriptive validity have been met.

Table 5. Composite Reliability

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>
FWA	0,971	0,980	0,975
LS	0,961	0,969	0,970
WLB	0,986	0,990	0,988

Source : processed data (2023)

Based on the results of the analysis in the table above, the value of composite reliability and cronbachs alpha of all constructs has also exceeded 0.7, this shows that all constructs have met the required reliability. From the overall results of validity and reliability tests at the outer model testing stage, it was concluded that all indicators are valid in measuring the structure and all reliable constructs, so that testing can be continued at the next stage, namely testing the inner model.

**Pengujian Goodness Of Fit Model**

The inner model testing phase begins with the goodness of fit model testing stage, this test is a test carried out to ensure that the PLS model to be estimated to test the relationship between fit research variables with the analyzed data so that the sample used can explain the actual population conditions.

The goodness of fit of PLS model can be seen from the value of R Square, Q Square and SRMR value of the model. The R Square model will show the strength of the model in predicting the dependent variable, while the iQ Square will show the level of predictive relevance of the model and the SRMR model shows the level of goodness of fit model, whether in the perfect fit or bad fit category.

**R Square**

In Chin (1998) it is stated that the R Square value of > 0.67 indicates a strong PLS model in predicting endogenous, R Square 0.33 – 0.67 indicates a PLS model in the moderately strong category and an R Square of 0.19 – 0.33 indicates that the PLS model is weak in predicting endogenous. The results of the analysis in the following table show an R square Life satisfaction of 0.836 (strong) and an R square work lif balance of 0.332 (moderate).

Table 6. R Square value

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>LS</b>	0,836	0,833
<b>WLB</b>	0,332	0,325

**Q Square**

Q Square indicates the predictive relevance model, where the Q Square value of 0.02 – 0.15 indicates that the model has a small predictive relevance, Q Square of 0.15 – 0.35 indicates that the model has medium predictive relevance and Q square > 0.35 indicates a large predictive relevance model (Chin, 1998). The results of the analysis in the Table below show Q Square Life satisfaction 0.714 and Q Square work lif balance 0.267 means that the model has a large predivtive relevance.

Tabel 7. Q Square Model

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<b>FWA</b>	1020,000	1020,000	
<b>LS</b>	510,000	145,904	0,714
<b>WLB</b>	1632,000	1195,622	0,267

Source : processed data (2023)

**Srmr**

In addition to being assessed from the value of R square and Q Square, the goodness of fit model is also seen from the value of SRMR estimated model, the model is declared perfect fit if the SRMR estimated model is <0.08 and the model is declared fit if the SRMR estimated model value is between 0.08 – 0.10. The results of the analysis in the following table show that the SRMR estimated model value of 0.089 is in the perfect fit category.

Table 8. SRMR

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>SRMR</b>	0,089	0,089

**Multicollinearity**

In PLS SEM analysis, multicollinearity can be assessed from the inner VIF value of the model. The SEM model is declared to contain no multicolonearity if the inner VIF of the model < 5.00. The results of the analysis in Table 4.11 show the VIF value of the inner model of all constructs below 5.00 which means that there is no multicollinearity in the analyzed model.

Tabel 9. VIF Inner Model

	<b>FWA</b>	<b>LS</b>	<b>WLB</b>
<b>FWA</b>		1,497	1,000
<b>LS</b>			
<b>WLB</b>		1,497	

Source : processed data (2023)

**Inner Model Testing**

In PLS analysis, once the model is proven fit, influence testing between variables can be performed. Such influence testing includes direct influence testing, indirect influence testing and total influence testing. The following are the results of the PLS SEM model estimation with the bootstrapping method:

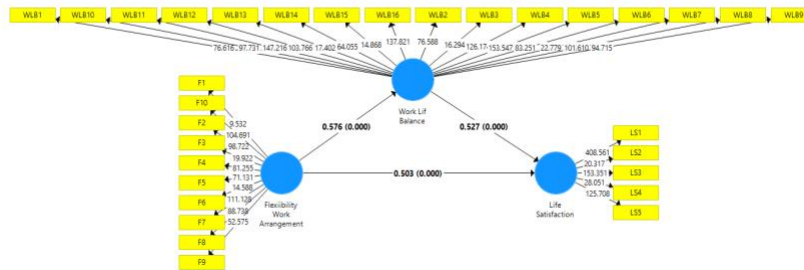


Figure 3 Bootstrapping model estimation results

**Direct Influence**

P value < 0.05; t statistic > 1.96 significant effect; p value > 0.05; t calculate < 1.96 → Insignificant influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>FWA -&gt; LS</b>	0,503	0,502	0,048	10,379	<b>0,000</b>
<b>FWA -&gt; WLB</b>	0,576	0,580	0,032	17,799	<b>0,000</b>
<b>WLB -&gt; LS</b>	0,527	0,528	0,048	10,941	<b>0,000</b>

Based on the results of the test above, the results were obtained:

- Flexibility work arrangement has a positive effect on Life satisfaction, shown by p value 0.000 < 0.05 and positive path coefficient of 0.503 meaning that the higher the flexibility work arrangement, the higher Life satisfaction.
- Flexibility work arrangement has a positive effect on work life balance, shown by p value 0.000 < 0.05 and positive path coefficient of 0.576 meaning that the higher the flexibility of work arrangement, the higher the work life balance.
- Work-life balance has a positive effect on Life satisfaction, shown by a p value of 0.000 < 0.05 and a positive path coefficient of 0.527 meaning that the higher the work life balance, the higher the Life satisfaction.

**Indirect Influence**

P value < 0.05; t statistics > 1.96 □ significant mediation; p value > 0.05; t count < 1.96 → insignificant mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>FWA -&gt; WLB -&gt; LS</b>	0,304	0,306	0,032	9,586	<b>0,000</b>

Based on the test results in the table :

1. Work-life balance can mediate the effect of flexibility work arrangements on life satisfaction, indicated by p values of  $0.000 < 0.05$

### **Coefficient of Determination**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>LS</b>	0,836	0,833
<b>WLB</b>	0,332	0,325

Source : processed data (2023)

Based on the table above, the value of R square adjusted variable Life satisfaction is 0.833, this means that 83.3% of the variable Life satisfaction is influenced by the variables flexibility work arrangement and work life balance, while the remaining 16.7% variable Life satisfaction is influenced by factors other than the variable flexibility work arrangement and work life balance.

Furthermore, the variable work life balance shows an R square adjusted of 0.325, this means that 32.5% of the variability of work life balance is influenced by the variable flexibility work arrangement, while the remaining 67.5% of the variable work life balance is influenced by factors other than the variable flexibility work arrangement.

### **CONCLUSION**

Based on the results of research and discussion, it can be concluded that Flexibility work arrangement has a positive effect on Life satisfaction, shown by p value  $0.000 < 0.05$  and positive path coefficient of 0.503 meaning that the higher the flexibility work arrangement, the higher Life satisfaction. Flexibility work arrangement has a positive effect on work life balance, shown by p value  $0.000 < 0.05$  and positive path coefficient of 0.576 meaning that the higher the flexibility of work arrangement, the higher the work life balance. Work-life balance has a positive effect on Life satisfaction, shown by p value  $0.000 < 0.05$  and a positive path coefficient of 0.527 meaning that the higher the work life balance, the higher the Life satisfaction. In this study it can also be concluded that Work life balance can mediate the effect of flexibility work arrangement on Life satisfaction, indicated by p value  $0.000 < 0.05$ , Based on the value of R square adjusted variable Life satisfaction of 0.833 this means that 83.3% of the variable Life satisfaction is influenced by the variable flexibility work arrangement and work life balance, while the remaining 16.7% variable Life satisfaction is influenced by factors outside the variable flexibility work arrangement and work life balance. Furthermore, the work life balance variable shows an R square adjusted of 0.325, this means that 32.5% of the work life balance variable is influenced by the flexibility work arrangement variable, while the remaining 67.5% of the work life balance variable is influenced by factors outside the flexibility work arrangement variable. The results of this study show findings that strengthen the concept, that flexibility work arrangement can affect work life balance which can further affect Employee Life Satisfaction in the Indonesian Ombudsman Environment.

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