



Discovering Flexible Working Arrangement Implementation among Indonesian Workers at Digital Sector: The Mediation Role of Work Life Balance

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Abstract. *The primary objective of this research is to investigate FWA model and its effect on job burnout through work life balance. The Covid pandemic since 2020 has changed various aspects, including PSBB policies that limit community activities and mobility. One of them is the work mechanism of organizations that use FWA. The implementation of FWA by previous companies shows positive experience and performance. However, at PT XYZ it was found that the implementation of FWA actually disrupted work-life balance and caused job burnout. This study uses a causal descriptive method with a quantitative approach. The population studied was employees at PT XYZ. The sample amounted to 66 people selected using probability sampling technique. Data was gathered via questionnaires, and then evaluated using the Smart-PLS software through the process of Structural Equation Modeling (SEM). The findings indicated that Flexible Work Arrangements (FWA) exerted a noteworthy and adverse impact on job burnout, while simultaneously yielding a substantial and favorable influence on achieving equilibrium between work and personal life. Moreover, achieving a balance between work and personal life was correlated with a noteworthy and detrimental effect on job burnout. The influence of FWA on job burnout operates significantly via the mechanism of work-life balance the suggestion for PT XYZ is to ensure adequate work facilities for employees who use FWA, so that they can focus on work. This is expected to minimize interference with work life balance and job burnout levels. The findings of this research are anticipated to provide value for organizations planning to adopt FWA down the line.*

Keywords: *Flexible Working Arrangement, Work Life Balance, Job Burnout*

1 INTRODUCTION

The COVID 19 outbreak that began in 2020 with a massive speed of transmission resulted in the Indonesian Government imposing Large Scale Social Restrictions (PSBB) in response to prevent the wider spread of the virus. With many aspects of organizational culture changing, Organizations need to maximize performance by hiring teams that support digitization, as the new "world of work" emphasizes flexibility and mobility and getting the best talent requires rethinking the workplace. Not only that, organizations should be able to create policies and regulations to respond to the current situation so that the performance and quality of employees can continue to be maintained in good condition so that obstacles in completing tasks can be minimized.

One of the changes that has been felt in companies due to the pandemic is the emergence of regulations for the Flexible Working Arrangement (FWA) method which changes the way employees work in companies by minimizing routine face-to-face activities in office rooms, this is triggered by the phenomenon of social distancing and physical distancing. It is necessary to understand how well organizations use connectivity and digital resources to create a work environment that is not restricted by set working hours, specific spaces, physical locations, or rigid policies. Also, how organizations can use seamless real-time data access and outcome-based work scenarios can enable efficient flexible work strategies. In general, FWA or work flexibility is the policies and practices in an organization that allow employees to determine for themselves when and/or where they work, or to take breaks from the usual working hours, at least to the extent permitted (Cooper & Robertson, 2003). The FWA method has facilitated how organizations enable and encourage the use of social media and other virtual connectivity tools as a regular means for team members (both individually, and collectively) to communicate, interact, mobilize ideas, and share information.

The idea of work-life balance, then, highlights the issue that as individuals, we engage and commit fairly and equally to our careers and personal lives, so that both are considered equally important. This concept is concerned with how organizations can assist workers in fulfilling their professional obligations as well as their personal life commitments (Aziz-Ur-Rehman & Siddiqui, 2019). If employees manage to achieve an ideal balance between work and personal life, they tend to give their best performance at work because their family satisfaction is fulfilled (Garg & Yajurvedi, 2016). Then, the poor level of work-life balance will lead to the issue of job burnout. Previous research also shows that work life balance as an intervening variable has a significant and negative indirect effect on burnout (Handayani & Zona, 2021). Job burnout arises from extended exposure to workplace stress, constituting an underlying ailment stemming from escalated job-related stressors, resulting in diverse detrimental impacts on both personnel and institutions (Lubbadeh, 2020). In pandemic conditions, the potential for job burnout increases due to the existence of a workplace that is not sedentary and in some individuals is not conducive.

This study will examine how flexible working arrangements relate to job burnout in PT XYZ employees by using work life balance variables as intervening variables. This company is a digital company in Bandung. In 2021, PT XYZ officially

implemented a Flexible Working Arrangement with regulation by the system due to the company's transformation drive to create a lean and agile organization. Based on the results of FGDs, surveys, and recommendations for the implementation of the company's Employee Engagement Survey in 2021 and 2022, one of the issues that arise from the implementation of flexible working arrangements is the disruption of the implementation of work life balance in terms of working without limiting working hours which then leads to the issue of job burnout. This is the basis for the placement of work life balance as an intervening variable, with reference to the statement that the disruption of work life balance leads to the issue of creating job burnout. Furthermore, according to data (ENGAGEMENT SURVEY PT XYZ, 2020) the work-life balance in PT XYZ itself is not good because the workload is quite large and the lack of staffing index is not balanced with commensurate rewards. Employees should receive rewards commensurate with their work, given that the FWA system tends to extend working hours and is erratic. Unfortunately, PT XYZ is allegedly unable to provide rewards that can satisfy employees when compared to the workload given. In this study itself, the scope of the study is quite limited so that it does not discuss further about the effect of giving rewards to employees. When reviewing the condition of PT XYZ as the object of research, the survey results related to job burnout found that the burnout value was 21.28%. This means that as many as 21.28% of employees in this unit experience job burnout on their jobs. Based on the results of the PT XYZ job burnout measurement that has been carried out, it can also be seen that the degree of employee job burnout to work-related stress at PT XYZ is still quite high, especially when viewed based on gender, the burnout level of Women (24.55%) is higher than Men (19.26%). Meanwhile, based on generation, the Junior Millennial burnout level (40.64%) achieved the highest burnout, and Gen X (9.56%) became the lowest.

Table 1. Comparison of Engagement and Burnout between PT XYZ and Subsidiary Company Average

			2021	2022
Average Company	Subsidiary	Employee Engagement Index	84.71 (Highly Engaged)	88.97 (Highly Engaged)
		Job Burnout	Measurement of burnout has not been conducted	20.94%
PT XYZ		Employee Engagement Index	86.23 (Highly Engaged)	90.99 (Highly Engaged)
		Job Burnout	Measurement of burnout has not been conducted	21.28%

Source: Report EES CES 2021 and 2022

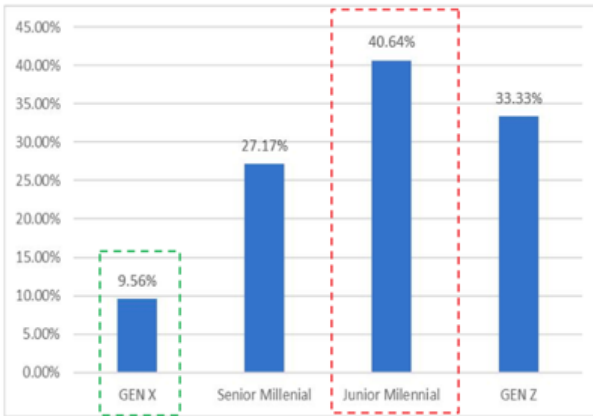


Fig. 1. Burnout Levels Based on Generation at PT XYZ (Report EES CES 2022)

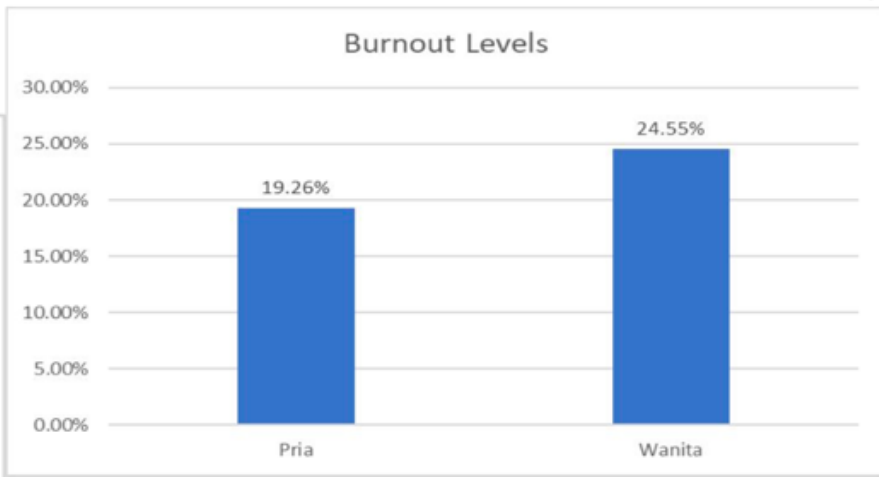


Fig. 2. Burnout Levels Based on Gender at PT XYZ (Report EES CES 2022)

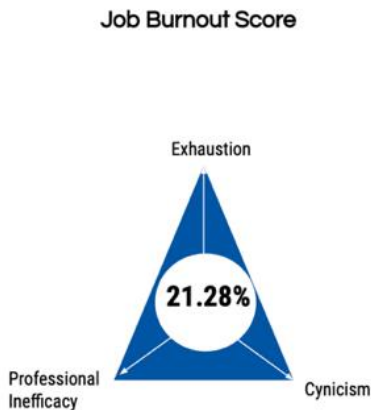


Fig. 3. Burnout Levels at PT XYZ (Report EES CES 2022)

Based on the previous description of the related background, phenomena, and urgency, researchers are interested in further research related to flexible working arrangements and job burnout with employing work-life balance as an intermediary factor. The purpose of this study is to strengthen previous findings, test theories, and explore phenomena related to flexible working arrangements, work life balance, and job burnout so that the concept is poured into a study entitled "The Effect of Flexible Working Arrangement on Job Burnout with Work Life Balance as an Intervening Variable at PT XYZ".

2 LITERATURE REVIEW

Flexible working is a term that describes all work practices that fall outside the traditional work model (Kelliher & Anderson, 2010). This method is often used by organizations globally in response to various challenges resulting from change (Iheriohanma et al., 2020). Flexible working arrangements are implemented in the form of job sharing, telecommuting, flexitime, and so on (Damayanti & Suwandana, 2021). Finally, flexible working arrangement is the provision of freedom of work arrangements with scheduling according to employee preferences to fulfill their responsibilities (Aziz-Ur-Rehman & Siddiqui, 2019). The benefits of flexible working arrangements can be classified based on the employee and employer perspectives stated by Selby (retrieved from Khoirunnisa Amalia & Parwoto, 2022). For employees, by working flexibly, employees can choose their own workplace that is considered comfortable so that it can increase motivation and with a flexible working arrangement employees can be more productive. As for the company, with the existence of FWA, employee job satisfaction can increase because employees can decide for themselves how to work and the location that suits individual preferences. There are two dimensions that build FWA variables stated by Robbins & Judge (retrieved from Mallafi & Silvianita, 2021), namely: [1] Time Flexibility, explaining the flexibility

provided by the organization for its employees to modify the duration of work; [2] Place Flexibility, flexibility in choosing their workplace.

The definition of work life balance by (Sirgy & Lee, 2018) is conceptually categorized into two parts, namely [1] involvement in various roles in work and non-work life; [2] minimal conflict between work and non-work roles. Meanwhile, according to (Mendis & Weerakkody, 2017), work-life balance is defined as a work model that allows workers to combine the responsibilities given at work with their responsibilities as individuals such as caring for children and family. Then, factors that can affect work life balance include individuals, organizations, social environments, and other factors (Vyas et al., 2017). Work life balance is known to have benefits in the form of Physical and Psychological Health Outcomes, Reduced Stress, and Domain-Specific Satisfaction, Role Quality and Overall Satisfaction (Nafis et al., 2020). The dimensions concerning Work Life Balance are. Work Enhancement of Personal Life (WEPL), Work Interference with Personal Life (WIPL), Personal Life Enhancement of Work (PEWL), and Personal Life Interference with Work (PLIW) stated by Fisher (retrieved from Khoirunnisa Amalia & Parwoto, 2022).

Then, when talking about job burnout, the characterization by the World Health Organization stands that burnout is a syndrome arising from unmanaged chronic workplace stress. (World Health Organization, 2019). Then, according to (Lubbadeh, 2020), burnout arises from extended exposure to workplace stressors. Meanwhile, according to (Maslach & Jackson, 1981). As in his book, (Gibson et al., 2016) defines burnout as a psychological process experienced by employees due to fatigue at work. Individuals can experience burnout by experiencing factors that stimulate it, as for these factors are Work Overload, Breakdown in Community, Treated Unfairly, Job Rules that are Too Binding, and Lack of Appreciation for the Work Environment (Leiter & Maslach, 2017). Job burnout is built by three dimensions, namely [1] Emotional Exhaustion, a reaction to pressures within a setting marked by a sense of being emotionally drained; [2] Cynicism, a reaction to tiredness involving a neutral approach to tasks; [3] Professionalism, denotes the lack of necessary assets or competencies to perform the task proficiently (Bravo et al., 2021). Thus the variables we chose are depicted in Figure 4.

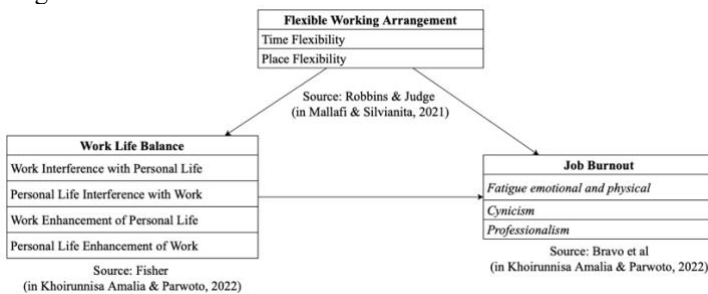


Fig. 4. Research Framework

Based on the framework, the research hypotheses that we suggest are:

H1: Flexible Working Arrangement is suspected to have a negative effect on Job Burnout of PT XYZ Employees

H2: Flexible Working Arrangement has a positive effect on Work Life Balance of PT XYZ Employees

H3: Work Life Balance has a negative effect on Job Burnout of PT XYZ Employees

H4: Flexible Working Arrangement has a negative effect on Job Burnout mediated by Work Life Balance in Employees of PT XYZ

3 RESEARCH METHODOLOGY

This research was conducted online on employees of PT XYZ which is a digital company in Indonesia. The data collection technique used uses an online survey to respondents. The total population in this study is PT XYZ employees who have worked for at least one year, with as many as 190 employees. The samples used in this study were PT XYZ employees who were determined using probability sampling with random sampling type using the slovin technique. The number of samplings are 66 people from all the total employees who have worked for at least one year. The research issue dictates the utilization of a quantitative descriptive methodology in the study.

Structural Equation Model with SMART PLS software is used to test theoretical causality through empirical data testing. All variables used in this study are measured on a Likert scale of 5 to state "Strongly agree" to 1 to state "Strongly disagree". The exogenous variables used in this study are flexible working arrangements which are measured through 2 dimensions, namely time flexibility and place flexibility. Then, the endogenous variable used is job burnout which is measured through 3 dimensions, namely emotional and physical fatigue, cynicism, and professionalism. Meanwhile, the mediating variable for the endogenous and exogenous variables above is the work life balance variable which is measured through 4 dimensions, namely Work Enhancement of Personal Life (WEPL), Work Interference with Personal Life (WIPL), Personal Life Enhancement of Work (PEWL), and Personal Life Interference with Work (PLIW). The formula used for path analysis of multiple regression models is:

H1: Flexible Working Arrangement is suspected to have a negative effect on Job Burnout of PT XYZ Employees

$$JBO = \beta_1 * FWA + \epsilon_1 \quad (1)$$

H2: Flexible Working Arrangement has a positive effect on Work Life Balance of PT XYZ Employees

$$WLB = \beta_2 * FWA + \epsilon_2 \quad (2)$$

H3: Work Life Balance has a negative effect on Job Burnout of PT XYZ Employees

$$JBO = \beta_3 * WLB + \epsilon_3 \quad (3)$$

H4: Flexible Working Arrangement has a negative effect on Job Burnout mediated by Work Life Balance in Employees of PT XYZ

$$JBO = \beta_4 * FWA + \beta_5 * WLB + \epsilon_4 \quad (4)$$

$$WLB = \beta_6 * FWA + \epsilon_5 \quad (5)$$

When:

FWA = Flexible Working Arrangement

WLB = Work Life Balance

JBO = Job Burnout

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$, dan β_6 = path coefficient that measures the strength of influence between variables $\varepsilon_1, \varepsilon_2, \varepsilon_3, \varepsilon_4$, dan ε_5 = error/residue that is not explained by other variables

4 RESULT/FINDING

In the realm of Partial Least Square (PLS) modeling, an assessment of indicator reliability is performed employing the convergence of validity and measurement models. This evaluation hinges on the association between the score of an item/indicator and its underlying construct (loading factor). The Average Variance Extracted (AVE) metric is employed for this determination. If the AVE (Average Variance Extracted) surpasses 0.5, the test outcomes qualify as satisfying the standards, with the construct accounting for over fifty percent of the indicator's variability (Musyaffi, Khairunnisa, & Respati, 2021). The Average Variance Extracted (AVE) value of this study is shown in the table below which shows that each variable possesses an Average Variance Extracted (AVE) score exceeding 0.50. so that all of them meet the requirements of convergent validity.

Table 2. Output Average Variance Extracted (AVE)

Variable	AVE
<i>Flexible Working Arrangement</i>	0.930
<i>Job Burnout</i>	0.689

When assessing discriminant validity, the Fornell-Larcker criterion test offers a method for evaluation. This involves contrasting the Average Variance Extracted (AVE) root of each element with the correlations between other elements in the theoretical model proposed in the study (Ghozali, 2008). If the outcomes of the calculations based on the Fornell-Larcker Criterion indicate that the AVE root value for each element surpasses the correlation value between any two elements, it indicates satisfactory discriminant validity. According to the outcomes of the computations, it is evident that the model meets the criteria for discriminant validity, this finding is evidenced by the fornell-Larcker criterion value below

Table 3. Fornell Larcker Criteration Test Results

Variable	FWA	JBO	WLB
FWA	0.964		
JBO	-0.735	0.830	
WLB	0.663	-0.689	0.847

The assessment of construct reliability can be gauged using two distinct benchmarks: the composite reliability and Cronbach's alpha of the set of indicators utilized to measure the given construct. For constructs to be deemed dependable, both the composite reliability and Cronbach's alpha metrics need to exceed 0.70. The tabular format below can display the results for composite reliability and Cronbach's alpha. As per the findings from the composite reliability and Cronbach's alpha analysis, it is

evident that each construct's value surpasses 0.70. Thus, it can be deduced that all constructs within the estimated model exhibit favorable reliability.

Table 4. Reliability Test Result

	Cronbach's Alpha	Composite Reliability
<i>Flexible Working Arrangement</i>	0.975	0.981
<i>Job Burnout</i>	0.959	0.964
<i>Work Life Balance</i>	0.967	0.971

The inner model within the framework of this research represents the intricate relationships among the variables under investigation. At its core, the inner model captures the direct impact of the independent variable, 'Flexible Working Arrangement,' on the mediating variable, 'Work Life Balance,' and subsequently, the influence of this mediated relationship on the dependent variable, 'Job Burnout.' The inner model encapsulates the underlying theoretical construct that proposes a connection between these variables. Specifically, it seeks to explore whether the adoption of flexible working arrangements leads to changes in employees' work-life balance, which in turn impacts their experience of job burnout. This multilayered pathway signifies how work-life balance potentially acts as a mechanism through which flexible working arrangements exert their effect on job burnout.

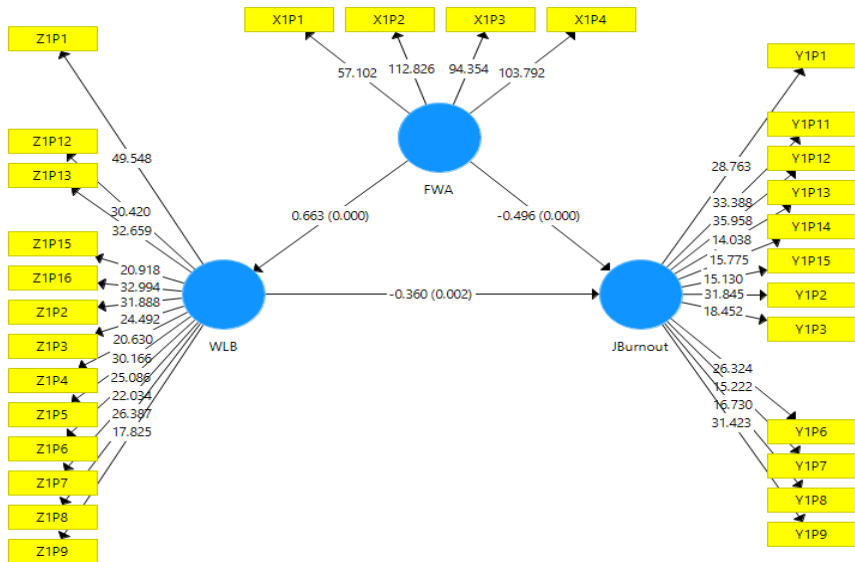


Fig. 5. Inner Model Results

Table 5. PLS Result

Hipotesis	Relationship	Path Coefficient	T Statistics	P Values	Hyphotesis
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<i>Direct</i>					
1	<i>Flexible Working Arrangement -> Job Burnout</i>	-0.496	4.845	0.000	Accepted
2	<i>Flexible Working Arrangement -> Work Life Balance</i>	0.663	10.650	0.000	Accepted
3	<i>Work Life Balance -> Job Burnout</i>	-0.360	3.152	0.002	Accepted
<i>Indirect</i>					
4	<i>Flexible Working Arrangement -> Work Life Balance -> Job Burnout</i>	-0.239	2.827	0.005	Accepted

A. The effect of Flexible Working Arrangement on Job Burnout

After testing, the results show that the p value = 0.000 < 0.1, t statistics = 4.845 > 1.295, and path coefficient = -0.496. By paying attention to the negative path coefficient value and the three criteria that pass the test, this hypothesis can be declared accepted. So, Flexible Work Arrangements exert a notable and adverse impact on the occurrence of Job Burnout.

B. The effect of Flexible Working Arrangement on Work Life Balance

After testing, the results show that the p value = 0.000 < 0.10, t statistics = 10.650 > 1.295, and path coefficient = 0.663. By paying attention to the positive path coefficient value and the three criteria that pass the test, this hypothesis can be declared accepted. So that Flexible Working Arrangement has a significant and positive influence on Work Life Balance. With the acceptance of this hypothesis, it can be seen that if the practice of flexible working arrangements is getting better, the level of work-life balance of employees will also be better.

C. The effect of Work Life Balance on Job Burnout

After testing, the results show that the p value coefficient = 0.002 < 0.10, t statistics = 3.152 > 1.295, and path coefficient = -0.360. By paying attention to the negative path coefficient value and the three criteria that pass the test, this hypothesis can be declared accepted. So that Work Life Balance has a significant and negative effect on Job Burnout. With the acceptance of this hypothesis, it can be seen that if the work life balance conditions are getting better, the lower the level of job burnout experienced.

D. The effect of Flexible Working Arrangement on Job Burnout through Work Life Balance

After testing, the results show that the p value coefficient = 0.005 < 0.10, t statistics = 2.827 > 1.295, and path coefficient = -0.239. By paying attention to the negative path coefficient value and the three criteria that pass the test, this hypothesis can be declared accepted. So that Flexible Working Arrangement is proven to have a significant and negative indirect effect on Job Burnout through the Work Life Balance variable. The acceptance of this

hypothesis indicates that the worse the Flexible Working Arrangement will increase the level of job burnout through work life balance. So it can be interpreted that the worse the practice of flexible working arrangements that apply can interfere with an individual's work life balance and this can increase the level of job burnout as well.

5 DISCUSSION

Based on the results of the analysis, the implementation of flexible working arrangements is in the good category and job burnout is in the high enough category. Furthermore, the results of calculations using PLS show that the relationship between flexible working arrangements and job burnout is significantly negative. Therefore, based on the results of the hypothesis test, it can be concluded that the hypothesis is accepted, thus flexible working arrangements and job burnout have a negative and significant effect on employee job burnout. So it can be interpreted that the worse the practice of flexible working arrangements that apply can disrupt individual work-life balance and this can increase the level of job burnout as well. This result is in line with previous research that work arrangements have a positive and significant effect on burnout (Bakarich et al., 2022). With the implementation of flexible work arrangements, the boundaries between personal and professional life are blurred, which has an impact on the greater opportunity to escape from work.

Subsequent to the analysis findings, it can be determined that the implementation of adaptable work structures falls within the favorable classification, while job exhaustion is categorized as sufficiently favorable. Additionally, the outcomes of the PLS computations indicate a notably affirmative correlation between flexible work arrangements and job burnout. Consequently, the evidence from the hypothesis examination yields the conclusion that the hypothesis is validated, signifying a substantial and beneficial impact of flexible work arrangements on achieving work-life equilibrium. These findings are congruent with prior studies indicating the constructive and significant influence of flexible work setups on work-life balance (Hada et al., 2020; Mallafi & Silvianita, 2021). As previously indicated, the incorporation of workplace flexibility is intricately associated with the concept of maintaining work-life equilibrium (Maxwell et al., 2007). Interviews conducted in this study reveal a consensus among both male and female staff members that the implementation of flexible work arrangements bolsters their ability to manage work-life dynamics. Particularly, the availability of flexible work options is especially desirable for dual-income couples, single-parent households, women, and those responsible for geriatric care (Bond & Gallinsky, 2005). In a parallel vein, the outcomes of this investigation align with earlier research highlighting flexible work patterns as employee-centric strategies fostering work-life balance, encompassing approaches such as remote work, telecommuting, flexitime, job sharing, and part-time arrangements (Aydınlı Kulak & Tüzüner, 2020).

Furthermore, grounded in the analysis outcomes, the state of work-life balance is appraised as acceptably adequate, whereas job burnout attains a sufficiently high ranking. Correspondingly, the PLS calculations manifest a significantly inverse

association between flexible work arrangements and job burnout. Hence, drawing from the results of the hypothesis evaluation, it can be deduced that the hypothesis holds merit, signifying a detrimental and substantial influence of flexible work arrangements on attaining work-life balance. This concurs with earlier research suggesting a notable detrimental impact of work-life balance on employee burnout (Soelton et al., 2020). By embracing this hypothesis, it becomes apparent that as work-life balance improves, the incidence of job burnout diminishes. This correlation stems from the idea that as individuals effectively harmonize personal and professional spheres, the propensity for experiencing burnout decreases.

Ultimately, the correlation between Flexible Working Arrangement and Job Burnout is influenced by the intermediary factor of Work Life Balance, which displays a notable negative correlation. This implies that Job Burnout is indirectly and significantly impacted by Flexible Working Arrangement through its association with Work Life Balance. The validation of this proposition underscores that heightened negative outcomes of Flexible Working Arrangement will amplify the extent of job burnout due to its influence on work life balance. In essence, this suggests that suboptimal implementation of flexible working arrangements can disrupt an individual's equilibrium between work and personal life, subsequently elevating job burnout levels. This aligns with prior investigations indicating the adverse and consequential indirect influence of work life balance as an intermediary variable (Handayani & Zona, 2021). In the context of flexible work conditions, employees are provided with assistance to maintain authority over their work approaches, diminishing the impact of work-related stressors on their professional responsibilities (Halpern, 2005).

6 CONCLUSION AND RECOMMENDATION

The findings of this study indicate that the flexible working arrangement falls within a positive range. Similarly, the work life balance is deemed satisfactory. The job burnout is also within acceptable levels. Subsequently, employing the Partial Least Square Structural Equation Modeling (PLS - SEM) technique for assessment, the outcomes demonstrate the acceptance of all propositions in this analysis. This signifies a connection among flexible working arrangement, job burnout, and work life balance. Furthermore, work-life balance acts as an intermediary in the connection between flexible working arrangement and job burnout.

Based on the research results, PT XYZ should pay more attention to the flexible working arrangement policy that has been implemented so that it can run smoothly and avoid irregular work life balance and high levels of job burnout. To be able to minimize the level of job burnout, it is necessary to carry out more comprehensive management of flexible working arrangement practices and work life balance conditions for employees. In this study, flexible working arrangements are one of the main factors in changing the level of job burnout among employees. From all questionnaire items, although the condition is generally "good", this condition is still not optimal enough so there are several suggestions that can be given to the company.

So that companies can ensure that open and transparent communication is established between management and employees. This can help minimize uncertainty and increase employee confidence and trust in the company. Management should also pay attention to feedback from employees regarding their work experience, including workload and working time arrangements. Then, the company also needs to ensure that the work facilities for employees who work in flexible working arrangement mode are adequate so that they can focus fully on the work assigned.

In this research, the intermediary factor of work life balance plays a role in affecting alterations in employees job burnout. Although the condition is generally "good enough", this condition is still not optimal enough so that companies need to ensure that employees can align personal objectives and company objectives so that there are no clashes of interests and employees can focus more on work. Then, the company should regularly evaluate the effectiveness of the work flexibility program and the welfare support provided. Through employing this approach, the organization can pinpoint issues and implement essential enhancements to guarantee the effective operation of the initiatives while aiding staff in attaining a favorable equilibrium between work and personal life. Ultimately, fostering a wholesome and all-encompassing work environment should be a priority for the Company.

Despite the valuable insights provided by this research on the influence of Flexible Working Arrangement (FWA) on Job Burnout with Work Life Balance (WLB) as a mediating variable, there are several limitations that warrant consideration. Firstly, the study relies on self-reported data from participants, which introduces the potential for common method bias and social desirability bias. This could impact the accuracy of responses, potentially affecting the validity of the relationships identified in the model. Additionally, the research focuses on a specific sector or demographic, which may limit the generalizability of findings to other industries or contexts. The inherent limitation of the data's cross-sectional nature further hampers the unequivocal establishment of causal connections. Furthermore, the research is situated within a specific cultural and socio-economic context, namely Indonesia, which may limit the applicability of findings to other cultural settings. Lastly, the study does not delve into specific subtypes of flexible working arrangements, potentially missing nuanced effects of different types of flexibility on the mediating variable and outcome. Addressing these limitations in future research can enhance the robustness and broader relevance of the findings.

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