



Impact of Flexible Work Environments on Employee Performance: Mediating Roles of Stress and Work-Life Balance

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ABSTRACT: Employee performance is crucial for the success of organizations, influenced by various factors such as work stress and work-life balance. This study focuses on the impact of flexible work environments on employee performance, with work stress and work-life balance as mediating factors. The main aim of this research is to investigate the relationship between flexible work environments, work stress, work-life balance, and employee performance. The research utilized a quantitative approach with a sample of employees from various industries. Data was collected through questionnaires assessing perceptions of flexible work environments, work stress, work-life balance, and employee performance. Statistical analysis, including regression analysis and mediation analysis, was conducted to examine the relationships between the variables. The findings indicate that a flexible work environment has a positive impact on work stress and work-life balance, which, in turn, leads to improved employee performance. Regression analysis revealed significant relationships between these variables, highlighting the importance of flexibility in enhancing employee well-being and performance. This research demonstrates the significance of flexible work environments in promoting work-life balance and reducing work stress, ultimately enhancing employee performance. Organizations should consider implementing flexible work policies to support employee well-being and productivity. These findings have implications for human resource management practices and organizational policies aimed at creating a conducive work environment for employees.

Keywords: Employee Performance, Work Stress, Work Life Balance, Flexible Environment



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INTRODUCTION

The success of a company is when it achieves all its goals. A company's efforts to achieve these goals must be supported by several factors. Factors that influence achieving company goals are employee performance. When employee performance does not run effectively, this will affect the company's level of trust. So, the importance of employee performance is considered in every

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company because it will affect the success in achieving company goals. But employee performance is also influenced by several things such as work life balance and flexible environment. Factors related to work. According to ([Ivancevich & Matteson, 1980](#)), work stress is influenced by large workloads and responsibilities, changes in work systems, lack of supervision, inadequate training, unsupportive work environments, and poor relationships with coworkers. Other factors that contribute to work stress according to are long working hours with short breaks and high work demands ([Vallasamy et al., 2023](#)).

Supported by information from the Government of Indonesia which decided to revoke the Enforcement of Restrictions on Community Activities (PPKM) written in the Minister of Home Affairs Instruction Number 50 and 51 of 2022 which states that there are no more restrictions on crowds and community movements. ([Sri, 2022](#)). This led to the circulation of a petition for the return of the WFH system ([Kurnia Ekaptiningrum, 2023](#)). That is because some employees in Indonesia feel that with the removal of WFH, it makes them physically more tired because they must come to the office and are exposed to traffic jams on the road. An employee assumes that even working in the office may not necessarily be productive because the atmosphere is not conducive, and the results of work done at home are better than when done in the office. ([Rina Ayu Panca Rini, 2023b](#)).

Based on the news that has occurred, it shows that the disruption of Work Life Balance and the increase in employee Work Stress do not necessarily have a significant effect on Employee Performance. Based on previous research, there are different results regarding the relationship between Work Stress variables and Employee Performance. Stressed employees have a negative effect on Employee Performance which proves that Work Stress has a negative effect on Employee Performance ([Yaşlıoğlu et al., 2013a](#)) and it is also proven that Work Stress has an impact on daily Employee Performance. ([Daniel, 2019](#)). However, in other studies, different results were found, namely there was no significant effect between Work Stress and Employee Performance. ([Hassan et al., 2020](#)). However, previous studies have also not provided consistent conclusions regarding the relationship between work stress and employee performance. One view is that there is a significant positive relationship between work stress and employee performance ([Ismail et al., 2015](#); [Soomro et al., 2020](#)), suggesting that stress is a motivational force that encourages employees to work hard and improve work efficiency. Another view is that work stress has a negative impact on employee performance ([Yunus & Ernawati, 2018](#); [Kalyar et al., 2019](#); [Purnomo et al., 2021](#)), indicating that employees need to spend time and energy to cope with stress, which increases their burden and decreases their work efficiency. So, from this gap, a study was conducted to find out whether the influence of Flexible Environment on Work Stress and Work Life Balance has an impact on Employee Performance.

This research introduces a novel perspective by investigating the mediating roles of work stress and work-life balance in the relationship between flexible work arrangements and employee performance. Previous studies have independently examined the effects of flexible work and employee well-being. In contrast, this study explores the intricate interplay among these factors to understand their collective impact on overall performance. By examining the interconnectedness of flexibility, stress, work-life balance, and performance, this research aims to provide a comprehensive understanding of contemporary workplace dynamics. Consequently, this study seeks to examine Work Stress and Work-Life Balance within the context of Flexible Environment policies implemented among Indonesian workers since the COVID-19 pandemic. The research model will offer valuable insights for policymakers and business leaders in assessing the efficacy of Flexible Environment policies on employee performance, mediated by work stress and work-life balance. A key contribution of this research lies in the development of a questionnaire tailored to the evolving circumstances experienced by Indonesian workers post-pandemic.

Flexible Environment

Flexibility is defined as the opportunities that organizations provide to their employees regarding the choice of place and time to work. ([Allen et al., 2013](#)). A flexible work environment is a desirable method of working because it can carry out many work activities without being hindered by space and time. With a flexible working environment, workers can make choices affecting when, where, and for how long they engage in work-related tasks ([Hodzic et al., 2021](#)). According to ([Carlson et al., 2010](#)) in ([Wicaksono, 2019](#)) flexibility is a formal procedure decided by resource management or informal arrangements regarding flexibility in the workplace. Flexibility is considered both at the psychological and physical levels ([Yucel & Fan, 2023](#)), in ([Wicaksono, 2019](#)) argue that workers' mental health affects satisfaction at work. Therefore, flexibility can ease the discord between work and family.

Research conducted by Carlson et al. (2010) states that Flexible Environment has two dimensions including Workplace and Work Time. The Workplace dimension is used to determine the flexibility of where employees work such as employees are free to choose their workplace and the Work Time dimension is used to determine the flexibility of employee time in doing work such as modifying work duration or work schedule.

Work Stress

Workplace stress is a condition that impacts mood, thinking, and feelings. Workplace tension, increased negativity, and dissatisfaction will result from a mismatch between job demands and available resources. Work stress can result in role ambiguity, overwork, role conflict, and time constraints when working from home, all of which can reduce employee performance. ([Kim et al., 2020](#)). One definition of working remotely is doing the typical work done in the office from home. As a result, employees avoid interacting directly in the office ([Ashal, 2020](#)). According to ([Gadecki et al., 2018](#)), employees who stay at home often feel stressed due to the overlap between their private and public environments. Working from home requires a constant balancing act between business and personal obligations. During the Covid-19 pandemic, work stress can result in role ambiguity, overwork, role conflict, and time constraints when working from home, all of which can decrease job satisfaction. ([Kim et al., 2020](#)).

Work Stress indicators according to have five dimensions including Task Demands, Role Demands, Interpersonal Demands, Organizational Structure, and Organizational Leadership.

Work Life Balance

Work-life balance is an individual's capacity to meet demands at work and comply with obligations in family and social activities, according to ([Süß & Sayah, 2013](#)) Work life balance is described as achieving a balance between an employee's family or personal life and work life. ([Sree Jyothi & P, 2012](#)) The concept of work life balance is built on the idea that work life and personal life complement each other in bringing perfection to one's life. The concept of work life balance is developed on the idea that work life and personal life complement each other in bringing perfection to one's life. An imbalance between work and personal life can result in low productivity and reduced performance for an organization. ([Konrad & Mangel 2000;Cohen & Liani 2009](#)).

Fisher et al., (2009) suggest that there are four dimensions for measuring Work Life Balance. The first dimension is Work Interference with Personal Life (WIPL) which is a dimension to measure the extent to which work can interfere with employees' personal lives. The second dimension is Personal Life Inference with Work (PLIW) which is a dimension to measure the extent to which employees' personal lives affect their work lives. The third dimension is Personal Life Enhancement of Work (PLEW) which is a dimension to measure the extent to which employees' personal lives can improve employee performance in doing their jobs. And the fourth dimension is Work Enhancement of Personal Life (WEPL) which is a dimension to measure the extent to which employees' work affects the improvement of the quality of their personal lives.

Employee Performance

Employee performance is an increasingly popular concept among management science scholars because employee performance helps improve overall organizational processes, especially in terms of productivity and efficiency. (Abualoush et al., 2018). Employee performance includes the results of mental and psychological capacities and can be defined as responses in the form of behavior that reflect what employees have learned or the type of training they have received. (Ahmad et al., 2015). Performance refers to the actions or inactions of employees. Work standards and targets or criteria set that refer to the overall results or success of a person during a certain period of duty. (Abualoush et al., 2018; Pawirosumarto et al., 2017).

Prof. Dr. H. M. Ma'ruf Abdullah (2014) suggests that there are four dimensions of measuring Employee Performance including Quantity of Work, Quality of Work, Timeliness, and Cooperation Skills. The Quantity of Work dimension is used to measure how appropriate the work done by employees by using the lowest possible cost but getting the output desired by the company. The Work Quality dimension is used to measure how appropriate the work done by employees by looking at the results of their work whether it has been carried out correctly according to company standards. The dimension of timeliness is used to measure how obedient employees are in doing work in the working hours set by the company and whether employees can complete their work according to the deadline given by the company. The dimension of cooperation ability is used to measure the cooperation skills of employees with their coworkers, whether employees can work together with their colleagues because this will be useful in achieving the goals of the company where employees work.

The definition of flexible environment can also be interpreted as an alternative given by the organization or company to its employees to determine the schedule and place of work (Davidescu et al., 2020) so that in the end, the flexible environment becomes more focused on results than procedures (Witriaryani et al., 2022). Flexible environment formed during the pandemic will increase innovative work behavior and reduce stress levels which improve employee work performance in the company (Wahyudi Rahman et al., 2020). Flexible environment in shortening the work week, non-standard working hours, and shift work with the results of respondents reporting more health problems, more physiological, mental and sleep problems due to not being able to divide work and personal matters. This can be considered as work stress. (Masa'deh et al., 2018). Research that examines working from home, taking time off and changing work schedules. Working at home can increase the likelihood of work stress less than working outside, otherwise job satisfaction will increase when people work from home (Ray & Pana-Cryan, 2021a). In this research, it was also found that there is still a lack of literature studies that discuss the concept and application of flexible environments in Indonesia, both before and after the Covid-19 pandemic. (Witriaryani et al., n.d.). Research conducted by (Mache et al., 2020) shows that Flexible Environment has a positive effect on Work Stress felt by employees. This study sets the following

hypothesis.

H1. Flexible Environment can positively and significantly affect Work Stress.

Work life balance is defined as an individual's assessment of how one balances various life roles effectively. All these definitions reveal that work life balance is a balanced blend of work and personal concepts (Semlali & Hassi, 2016). In other words, if employees believe that they can achieve work-life balance through flexible work arrangements, then these employees are more likely to work with flexible work arrangements despite barriers (Witriaryani et al., 2022). Employees believe that a flexible work practice system improves employee morale at work, which may positively affect work-life balance (Koubova & Buchko, 2013). Research shows that Flexible Environment is not proven to have a significant effect on work life balance. Research conducted by (Aziz-Ur-Rehman & Siddiqui, 2019) shows that Flexible Environment has a significant impact and has a positive effect on Work Life Balance. This study sets the hypothesis as follows.

H2. Flexible Environment can positively and significantly influence Work Life Balance.

Work Stress is one of the most widely discussed subjects because of its impact on mental health and abilities that make employees unable to work and work results are not maximized. (Hon et al., 2013). The organizational environment in which employees perform work can negatively affect the mind (Arshadi & Damiri, 2013). Poor state of mind and health will clearly make employees experience work stress. (Zafar et al., 2015). Work stress has an impact on daily employee performance (Yaşoğlu et al., 2013). (Daniel, 2019) found that employee stress has a negative effect on employee performance which proves that work stress has a negative effect on employee performance. Other studies have also found that there are no significant results between work stress and employee performance. (Hassan et al., 2020). This study sets the hypothesis as follows.

H3. Work Stress can negatively and significantly affect Employee Performance.

Work-life balance has proven to be important in both business and individual contexts over the past few decades. Work life balance has been identified as a key driver of improved employee performance, and this has a beneficial effect on overall company success (Semlali & Hassi, 2016). Bataineh (2019) found that work life balance has a significant positive impact on Employee Performance and based on the findings, employees with good feelings and small levels of stress at work and at home show more likelihood to experience satisfaction with their work. Other researchers, (Mursham et al., 2022) found that there is a significant and positive relationship between Work Life Balance and Employee Performance. (Dibua, 2021). This study sets the following hypothesis.

H4. Work Life Balance can positively and significantly affect Employee Performance.

According to Bagaskara et al., (2021) the success of an organization is influenced by employee performance, so every company will try to improve its employee performance in achieving predetermined organizational goals. There are several factors that can support employee performance, one of which is flexible work arrangements. But not only work methods are needed to improve employee performance, flexible work environment (Flexible Environment) and aspects of Work Life Balance are expected to improve employee performance. This is also supported by (Abid & Khan Barech, 2017), flexible working hours are a mutually beneficial agreement between employees and employers to increase employee productivity and higher organizational profitability. So, it can be concluded that there is a positive relationship between

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Flexible Environment and Employee Performance. Flexible work arrangements have been shown to significantly enhance employee performance by providing greater autonomy and work-life balance ([Kumar & Kumar, 2020](#)). This study sets the hypothesis as follows. Click or tap here to enter text.

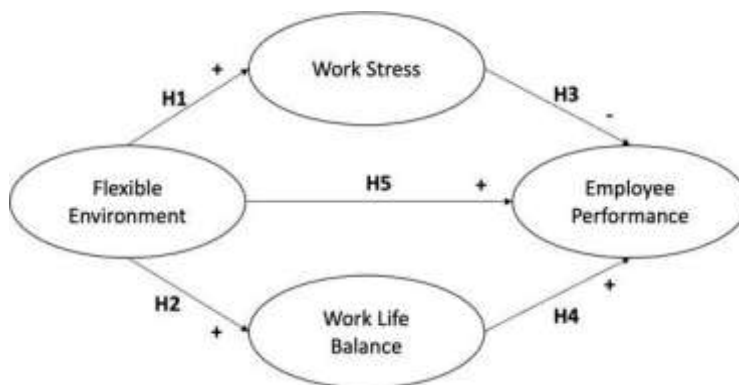


Figure 1. Framework

METHOD

In ([Ghanad, 2023](#)) outlines the definition of quantitative research methods as an explanation of a problem or phenomenon through data collection in numerical form and analysis with the help of mathematical methods, especially statistics.

Research Design and Methodology

This study employed a survey research design to investigate the relationships between flexible environment, work stress, work-life balance, and employee performance. A questionnaire consisting of five sections (demographics, flexible environment, work stress, work-life balance, and employee performance) was developed and distributed to respondents working in Jabodetabek companies that implement a work-from-anywhere (WFA) system with a standard working time of 9-10 hours a day.

Sampling Strategy

The research sample consisted of employees from these companies, selected using a snowball technique, where respondents were asked to invite others who fit the criteria to participate in the study. The sampling frame was limited to employees with a standard working time of 9-10 hours a day, without any changes in working hours (non-shifting), to maintain a stable level of work stress among the sample ([Sugiyono, 2019](#)). The unit of analysis in this study was the individual.

Data Collection

The questionnaire was distributed online through social media sites such as WhatsApp, Instagram, Twitter, and Telegram. To ensure that respondents met the criteria, screening questions were asked before respondents could access the questionnaire (e.g., "Where is your office located?" and "Have you ever done WFA?"). Data collection was conducted from April to May 2023. Of the

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300 questionnaires distributed, 260 were completed and in accordance with existing criteria, the data will be analyzed further. The questionnaires were distributed using Bahasa Indonesia.

Measurement Model

This study employed a reflective construct, as the observed variables (Flexible Environment, Work Stress, Work-Life Balance, and Employee Performance) cannot be observed directly. Instead, observed indicators were used to measure the reflective construct. Therefore, it was essential to conduct validity tests and reliability tests to ensure that the indicators precisely measured the intended reflective construct ([Hair et al., 2022a](#)).

Data Analysis

Partial Least Squares Structural Equation Modelling (PLS-SEM) using SmartPLS 4 was employed to analyze the data, as the hypothesis involved data distribution assumptions. The minimum sample size was calculated by multiplying the number of questionnaire items by 5 ([Hair et al., 2022a](#)). With 52 questionnaire items, the calculation formula yielded a minimum sample size of 260 respondents.

Questionnaire Development

The questionnaire used for data collection was based on previous literature. Responses on each item (related to the variables) were given by respondents using a five-point Likert scale, where "1" means "strongly disagree", "2" means "disagree", "3" means "neutral", "4" means "agree", and "5" means "strongly agree". A five-point Likert scale was employed, as a seven-point Likert scale or a 13-point Likert scale can make respondents have more difficulty when distinguishing each scale point and managing information ([Hair et al., 2007](#)).

Table 1. Variable Operationalization Table

Variable	Variable Description	Dimension	Indicator
Flexible Environment	Formal policies or informal arrangements governing the choice of place and time to work are related to flexibility in a company, which is determined by resource management. (Carlson et al., 2010)	Workplace	1. Have the freedom to work outside of their workspace. 2. Freedom to choose where you want to work in the office. 3. Freedom to work outside the office (cafes, parks, libraries, or at home)
		Working Time	1. Can divide time between work and family time. 2. It is easy to change your work schedule when you are unable to come to work. 3. Ease of getting time off for family and company purposes
Work Stress	Work stress is a condition in which	Task Demands	1. Facilities and infrastructure in the office are adequate 2. Company targets and task demands

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	a person experiences tension due to conditions that affect him. (Daniel, 2019b) Click or tap here to enter text.		are too high. 3. The number of tasks assigned by the office.
		Role Demands	1. The separation of duties and functions of each employee in the office 2. The roles assigned by the office often conflict with each other. 3. The office provides work outside of working hours
		Interpersonal demands	1. The success of other employees becomes job competition. 2. Self-demand in carrying out work and impatience to complete work in the office. 3. The company's targets and task demands are too high, making it difficult for employees.
		Organization Structure	1. Every employee has the same opportunity to develop their career 2. The overlapping order flow of the organizational structure is a work inconvenience. 3. Clarity of duties and functions of each employee
		Organization Leadership	1. Clarity of duties and functions of each employee 2. There is an explanation from the leadership regarding the duties and functions of employees 3. Leaders' attitudes and work pressure make the climate in the company unfavorable.
		Source: Source:	
Work Life Balance	Work-life balance is the extent to which individuals feel psychologically satisfied and there is no conflict between the division of roles in work life and personal life, such as with parents, spouses, family, friends, and	WIPL (Work Interference with Personal Life)	1. Job duties make it too tiring to do the things you want to do. 2. Work often takes a backseat to personal life. 3. Missing important personal activities due to greater amount of time spent on work
		PLIW (Personal Life Interference with Work)	1. Personal life saps the energy needed to do work. 2. Work gets neglected because of all the things going on in your personal life. 3. Difficulty completing work due to preoccupation with personal matters
		PLEW (Personal Life)	1. Moods are better at work because personal life sustains them. 2. Personal life energizes work.

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	community members. (Karakose et al., 2021)	Enhancement of Work)	3. A personal life makes you feel more relaxed and ready for the next day's work
		WEPL (Work Enhancement of Personal Life)	1. Work energizes you to pursue activities outside of work that are important. 2. Work sustains personal life 3. The work done makes personal problems manageable
Source: (Westman et al., 2009) and Fisher et al., (2009b)			
Employee Performance	Employee Performance is the result of employee work in an organization that meets the criteria and standards set by the organization. (Karoso et al., 2022)	Work Quantity	1. Able to achieve the work targets set by the company where I work. 2. Able to work in accordance with existing procedures in the company 3. Perform work in accordance with the completed activity cycle.
		Quality of Work	1. Work in accordance with existing procedures in the company. 2. Work was completed as expected by the company. 3. Work is done according to company supervision.
		Timeliness	1. Start work by following the time set by the company. 2. Complete work in accordance with predetermined deadlines. 3. Optimally utilize processing time to produce the output expected by the company.
		Cooperation Skills	1. Respect for each other's coworkers 2. Work well with coworkers. 3. Remind each other to encourage better work.
Source: (Abdullah, 2014)			

RESULT AND DISCUSSION

Respondent Profile

Most respondents' profiles are in the age range of 21 to 25 years (39.2%). In terms of office location, most were in Jakarta (37.1%). In terms of WFA, all respondents have done WFA (100%). In terms of current working mode, most respondents performed WFA (55.7%).

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Table 2. Respondent Profile

Respondent	Number
Age	
21-25	102 (39.2%)
26-30	61 (23.4%)
31-35	45 (17.2%)
36-40	28 (10.7%)
41-45	24 (9.5%)
Office Location	
Jakarta	96 (37.1%)
Bogor	30 (11.6%)
Depok	36 (13.9%)
Tangerang	49 (18.7%)
Bekasi	43 (16.6%)
Other	6 (2.1%)
Have Experience WFA	
Yes	260 (100%)
No	0 (0%)
Current Working Mode	
WFO	36 (14%)
WFH	21 (8%)
WFA	145 (55.7%)
Combination	58 (22.3%)

Reliability and Validity

As recommended by (Hair et al., 2022b) reflective construct has four criteria that must be met. The first step is the examination of indicator loadings. Loadings >0.5 are recommended because they explain more than 50 percent of the indicator variance and thus provide acceptable item reliability. Indicators (FE2, FE4, FE6, WS2, WS4, WS10, WS12, WS14, WS16, WLB2, WLB4, WLB8, WLB10, WLB12, EP1, EP3, EP5, EP8, EP12) have values >0.50 which means they are accepted.

The second step in our analysis is to evaluate the internal consistency reliability of our measures using composite reliability (Jöreskog, 1971). where higher values indicate a higher level of reliability. We used guidelines to interpret our results, considering values between 0.60 and 0.70 as acceptable in exploratory research, values between 0.70 and 0.90 as satisfactory to good, and values of 0.95 and higher as problematic due to redundancy (Diamantopoulos et al., 2012). results show that all variables have composite reliability values between 0.70 and 0.90, indicating satisfactory reliability. Additionally, we assessed reliability using Cronbach's alpha. (Asmelash & Kumar, 2019) state that the Cronbach's alpha value in the range of 0.5-0.7 is called moderate alpha which means it is still acceptable. (Nguyen et al., 2020), mentioned that research with few indicators tends to have low Cronbach's alpha values. For psychological research, a Cronbach's alpha value of 0.5 is acceptable or reliable. This research includes psychological research because it examines individual perceptions of a variable. Cronbach's alpha on all variables of this study (Flexible Environment, Work Stress, Work Life Balance, and Employee Performance) is accepted or reliable because it is above 0.5 so it passes the reliability test.

The third step of the reflective measurement model assessment addresses the convergent validity of each construct measure using Average Variance Extracted (AVE). The Average Variance Extracted (AVE) value is greater than 0.5 which indicates that the construct explains at least 50

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percent of its item variance. (Hair et al., 2022b) Confirmatory factor analysis to test the measurement model, the results of low factor loading values (<0.6) and thirty-three factor loading values (<0.6) (FE1, FE3, FE5, WS1, WS3, WS5, WS6, WS7, WS8, WS9, WS11, WS13, WS15, WS17, WS18, WS19, WS20, WS21, WS22, WLB1, WLB3, WLB5, WLB6, WLB7, WLB9, WLB11, EP2, EP4, EP6, EP7, EP9, EP10, EP11) were eliminated. All other items exceeded the recommended value (>0.6).

The fourth step is to assess discriminant validity, which is the extent to which a construct is empirically distinct from other constructs in the structural model. Henseler et al., (2015) proposed the heterotrait-monotrait (HTMT) ratio of correlations (Voorhees et al., 2016). The HTMT for values below 0.9 indicates that Discriminant Validity has been established between the two constructs. (Henseler et al., 2015). The results of this study show that all HTMT values are <0.9 , which means that Discriminant Validity has been established between the two constructs.

Table 3. Validity and Reliability

Construct	Mean	SD	Item	Loading	Cronbach's Alpha	Composite Reliability	(AVE)																																												
Flexible Environment	4,40	0,74	FE2	0,66	0,58	0,78	0,54																																												
			FE4	0,72				Work Stress	4,22	0,93	WS2	0,73	0,83	0,88	0,54	WS4	0,81	WS10	0,78	WS12	0,74	WS14	0,70	WS16	0,64	Work Life Balance	4,036	1,07	WLB2	0,68	0,78	0,85	0,53	WLB4	0,63	WLB8	0,77	WLB10	0,77	WLB12	0,76	Employee Performance	4,46	0,66	EP1	0,67	0,76	0,84	0,51	EP3	0,75
Work Stress	4,22	0,93	WS2	0,73	0,83	0,88	0,54																																												
			WS4	0,81																																															
			WS10	0,78																																															
			WS12	0,74																																															
			WS14	0,70																																															
			WS16	0,64																																															
Work Life Balance	4,036	1,07	WLB2	0,68	0,78	0,85	0,53																																												
			WLB4	0,63																																															
			WLB8	0,77																																															
			WLB10	0,77																																															
			WLB12	0,76																																															
Employee Performance	4,46	0,66	EP1	0,67	0,76	0,84	0,51																																												
			EP3	0,75																																															
			EP5	0,79																																															
			EP8	0,70																																															
			EP12	0,64																																															

Table 4. Discriminant Validity using HTMT

Construct	Employee Performance	Flexible Environment	Work Life Balance	Work Stress
Employee Performance				
Flexible Environment	0,788			
Work Life Balance	0,791	0,759		
Work Stress	0,67	0,837	0,784	

Table 5. Evaluation of the Structural Model

Construct	R2	Adjusted R2	Q2
Employee Performance	0,406	0,399	0,255
Work Life Balance	0,256	0,253	0,241
Work Stress	0,341	0,338	0,325

Structural Model

This study confirms the relationship between Flexible Environment and Work Stress (H1), showing that a flexible work environment has a positive and significant impact on reducing work stress. The results are supported by another study by Mache et al. (2020) and are consistent with the phenomenon observed in Indonesia, where the elimination of flexible work arrangements leads to increased physical fatigue and work stress due to commuting and traffic congestion ([Rina Ayu Panca Rini, 2024](#)). The study also supports the positive relationship between Flexible Environment and Work Life Balance (H2), which is consistent with the findings of Aziz-Ur-Rehman & Siddiqui (2019). The results suggest that flexible work arrangements can help employees achieve a better work-life balance, which is disrupted by the removal of flexible work policies, leading to physical exhaustion and commuting issues ([Rina Ayu Panca Rini, 2024](#)).

Furthermore, the study confirms the negative relationship between Work Stress and Employee Performance (H3), which is supported by the research of Daniel (2019). The results show that work stress has a negative impact on employee performance, which is exacerbated by stress-prone nature and morning traffic congestion ([nurul, 2010](#)). In addition, the study finds a positive and significant relationship between Work Life Balance and Employee Performance (H4). The results suggest that fulfilling employees' work-life balance needs has a positive and significant impact on employee performance, which is consistent with the findings of Mursham et al. (2022) and Kukuh Setyo Widodo (2020). Finally, the study supports the positive relationship between Flexible Environment and Employee Performance (H5), which is consistent with the research of Abid & Khan Barech (2017). The results suggest that flexible work arrangements have a positive and significant impact on employee performance, which is supported by Esti Retnowati (2020), who notes that flexible environments can increase productivity and employee performance.

Table 6. Path Coefficients.

Hypothesis	Relationship	T-Statistics	p-Value	
H1	FE -> WS	13,26	0,000	Supported
H2	FE -> WLB	9,09	0,000	Supported
H3	WS -> EP	2,36	0,009	Supported
H4	WLB -> EP	3,23	0,001	Supported
H5	FE -> EP	3,29	0,001	Supported

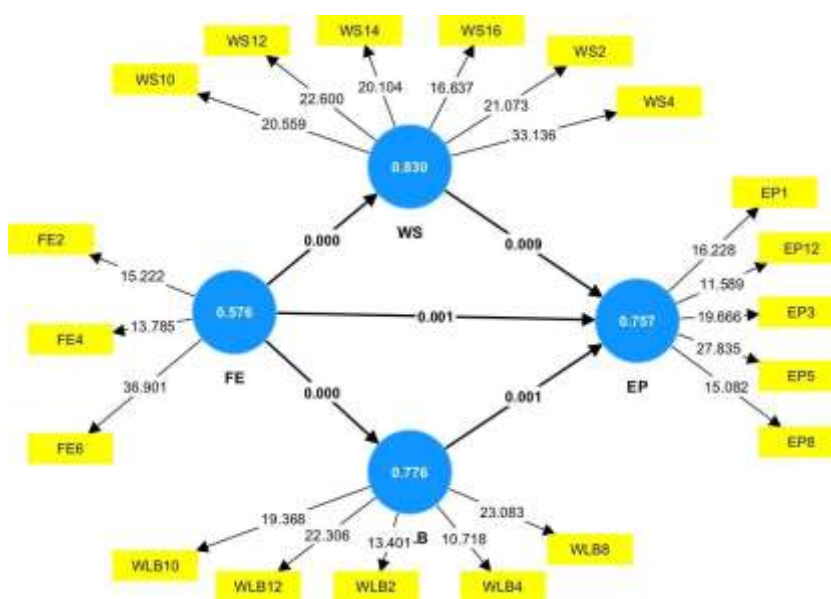


Figure 2. Path coefficients of the model.

CONCLUSION

In conclusion, this study highlights the importance of employee performance in achieving company goals and maintaining trust. However, employee performance is influenced by various factors, including work-life balance and flexible work environments. Our research supports the positive relationships between Flexible Environment and Work Stress (H1), Flexible Environment and Work Life Balance (H2), Work Life Balance and Employee Performance (H4), and Flexible Environment and Employee Performance (H5). These findings suggest that flexible work arrangements and work-life balance have a positive and significant impact on employee performance.

On the other hand, our study also confirms that Work Stress has a negative effect on Employee Performance (H3). Specifically, stressed employees, including those experiencing traffic congestion, have lower performance levels. Overall, our results show that hypotheses H1, H2, H4, and H5 have a positive and significant effect on employee performance, while hypothesis H3 has a negative and insignificant effect.

These findings have important implications for organizations seeking to improve employee

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performance. By providing flexible work arrangements and promoting work-life balance, organizations can enhance employee well-being and performance. Conversely, organizations should also take steps to mitigate work stress, including addressing issues related to workload, supervision, training, and work environment. By doing so, organizations can create a supportive work environment that fosters employee performance and success.

Theoretical Implications

The results of this study confirm the previously proposed relationship between Flexible Environment and Employee Performance by (Ray & Pana-Cryan, 2021b). Companies that provide Flexible Environment can contribute positively to Employee Performance. The results also prove previous research conducted by Daniel (2019) that Work Stress is a key factor to consider improving Employee Performance. Companies need to manage and reduce work stress because it can improve Employee Performance and if the company does not pay attention to employee Work Stress it will reduce Employee Performance. Companies need to pay attention to a good balance between work demands and employees' personal lives because it can have a positive impact on Employee Performance, this proves the research conducted by Bataineh (2019), (Mursham et al., 2022) and Dibua (2021) Companies can pay attention to the importance of providing flexibility that allows employees to achieve this balance. Flexible Environment is relevant and important in understanding the factors that influence Employee Performance. By exploring the relationship between Flexible Environment, Work Stress, Work Life Balance, and Employee Performance, this study provides new insights into how these factors interconnect and affect employee performance.

This research can strengthen existing theories on the relationship between work flexibility, work-life balance, and employee performance and provide a basis for the development of a new conceptual model that integrates these variables. In addition, these findings can encourage further research to explore the mechanisms underlying these relationships, such as the role of motivation and job satisfaction as mediators. Thus, the results of this study not only provide practical insights for organizations but also open opportunities for the development of deeper and more applicable theories in the context of modern work, as well as encourage cross-disciplinary studies that can enrich the understanding of work dynamics in the era of flexibility.

Practical Implications

This research shows that a Flexible Environment has a positive impact on Employee Performance. Therefore, organizations need to develop policies that support flexibility in working hours, work locations, and task arrangements to improve Employee Performance. In addition, it is important for organizations to manage Work Stress with appropriate strategies, such as providing sufficient resources, social support, stress management training, and balanced workload arrangements. Improving the balance between work and personal life demands is also important, and organizations can encourage this with policies that support time flexibility, adequate leave policies, and employee welfare programs.

The findings on the impact of flexible work environments on employee performance can be applied to influence professional policies and practices by formulating policies that support work flexibility, such as work-from-home options and flexible working hours, which help employees achieve a better work-life balance. In addition, wellness programs that focus on stress management and managerial skills training can be implemented to improve employees' ability to utilize work flexibility effectively. Further research can also be conducted to explore other factors that affect

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performance in a flexible work context and evaluate the effectiveness of these policies across different industry sectors. With these steps, companies can improve employee performance and create a more adaptive and productive work environment, which improves employee satisfaction and retention.

Employee training and development also need to be considered to improve their competencies and capabilities. In addition, the implementation of flexible work environments, work stress management, and the promotion of work-life balance can strengthen the relationship between management and employees, which can improve overall employee motivation and performance. This research will contribute to the company's decision-making, allowing it to make changes to work methods and the things that need to be considered for employees to improve employee performance.

Limitations and Future Research

There are several limitations during this research. Snowball technique was used in determining the sample which requires caution when performing calculations. Future studies should use probability sampling to generalize the results to the entire population. We suggest that future research can use other variables to learn more about the effect of Flexible Environment on Employee Performance such as Work Motivation because more and more companies are implementing work from anywhere systems making companies need further research on this work system. Researchers also suggest conducting qualitative research to determine other unknown variables. In the process of collecting data, the information provided by respondents through questionnaires sometimes does not show the respondents true opinions, this happens because sometimes there are differences in thoughts, assumptions and different understandings for each respondent, as well as other factors such as the truth factor in filling in respondent's opinions in their questionnaires. Can conduct ongoing research so can see and assess any changes in respondent behavior sometimes. Researchers collected data from employees in Jabodetabek, it is recommended that further research collect data from other big cities in Indonesia.

The findings in this research have several important beliefs, both for readers as information, companies or sellers to improve employee performance. Efforts made to create strategies to improve employee performance to achieve company goals include career development, training and performance assessment. Among other things, strategies for improving performance for each employee are carried out by providing positive encouragement (self-strengthening), fulfilling employee rights and obligations, a transparent assessment system, career paths, conducting training, and carrying out positive discipline programs ([Hamdani et al. 2024](#))

The significance of this study lies in its significant contribution to the understanding of how flexible work environments can affect employee performance, as well as warranting it for human resource management policies and practices. By finding a positive relationship between work quirks, work-life balance, and performance, this study not only provides valuable insights for organizations in creating more adaptive and productive work environments but also enriches the academic literature in the field of organizational psychology and management. These findings encourage the development of policies that are more responsive to employee needs, as well as pave the way for further research that can explore the complex dynamics in the modern work context. Therefore, this study contributes to the effort to create healthier and more sustainable workplaces, which can ultimately improve employee well-being and overall organizational performance.

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