



The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

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ABSTRACT: This research examines the connection between work-life balance and job satisfaction to determine how remote work and more flexible schedules affect workers' overall performance. Nowadays, choosing your work schedule is crucial, as it may impact your performance and capacity to strike a good work-life balance. This study examines how remote work and scheduling flexibility affect work-life balance and job satisfaction. Employees in Indonesia who have participated in remote work are the subjects of this quantitative research. Utilizing Structural Equation Modelling (SEM) with SmartPLS 3.0, 237 answers were examined for their potential predictive value. The findings show that employees' performance is improved due to a better work-life balance, higher levels of job satisfaction, and the ability to work remotely or with more flexibility. However, remote work only directly impacts performance with the mediating role of these two variables. In conclusion, companies need to design policies that support flexibility to improve employee performance.

Keywords: Remote Work, Work Flexibility, Employee Performance, Work-Life Balance, Job Satisfaction



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INTRODUCTION

Since the pandemic in recent years, organizations across both public and private sectors have implemented remote work systems ([Permatasari & Amazihono, 2023](#)). A growing number of industries worldwide have begun to accept the concept of remote work, in which employees complete their job responsibilities away from the physical location of their employer ([Abdulrahim & Yousif, 2023](#)). As a competitive advantage to attract and retain employees over the long term, the company has provided opportunities for remote work (Shirmohammadi et al., 2022). Remote work typically means working from home. Effective teamwork only requires some members to be physically present. Team members can work from a distance while maintaining harmony and efficiency ([Abdulrahim & Yousif, 2023](#)). Companies that require mobility in their operations leverage remote work, also known as mobile work. By harnessing

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

technology, they facilitate seamless communication in their activities ([Suswanto, 2020](#)). The introduction of remote work has created flexibility in work styles. Today, employees are no longer limited to working from the office but can work from anywhere, a concept known as remote work. This marks a significant advancement, considering that previously, employees had to work and meet at the office daily. It's fascinating to see how virtual teams will continue to thrive even after the pandemic ([Ariefiansyah et al., 2023](#)).

Employees experience flexibility when doing remote work, feeling more liberated. Data from the Buffer website reveals that many workers opted for remote work in 2022. The main reasons given by employees for choosing remote work were aspects related to flexibility, consisting of 67% for flexible working hours and 62% for flexibility in choosing a workplace. Employees have 55% more flexibility in choosing their place of residence and 29% flexibility in choosing their career ([Nasser & Tobia, 2024](#)). Moreover, employees have more time, can focus on their work more efficiently, and are safer and more productive when doing remote work ([Nasser & Tobia, 2024](#)). In general, employees enjoy numerous benefits from flexible work arrangements. Less time and money spent commuting, improved work-life balance, increased engagement and productivity at work, and overall job satisfaction are all advantages ([Permatasari & Amazihono, 2023](#)). Working remotely leads to employees feeling more satisfied with their jobs. Job satisfaction pertains to employees' emotions and perspectives regarding their careers. Considering the differences and similarities in work situations, in achieving the desired work outcomes ([Putra, 2023](#)).

Work-life balance is achieved through remote work. According to studies, a better work-life balance is one of the many benefits telecommuting offers professionals. This is because working remotely allows for more flexibility to cater to family requirements ([Damayanti & Atmaja, 2022](#)). Maintaining a healthy work-life balance is a common topic of discussion in remote work settings, especially in light of the recent COVID-19 epidemic. This balance is referred to by researchers as multitasking ([Scholtz, 2022](#)). However, there are still many challenges in implementing remote work today, as employees often don't have the same facilities or work environment at home as they do in the office ([Andriyana & Supriansyah, 2021](#)). Leaders and employees must be aware of specific challenges and obstacles to practice remote work without issues effectively.

Employees aspire to achieve job satisfaction while working remotely. Their level of pleasure is affected by the depth of their remote work experience rather than just the fact that they are working from home ([Pansini et al., 2023](#)). Before the onset of the COVID-19 pandemic, studies indicated that social support was essential in aiding employees' transition to remote work. It also positively influenced the successful implementation of remote work and contributed to employee job satisfaction ([Buonomo et al., 2023](#)). Mechanisms like these gain greater significance during periods of change. During the pandemic, support from supervisors and colleagues helped cultivate a sense of shared identity and community within the organization. This encouragement also played a crucial role in creating a caring and safe atmosphere, enabling everyone to achieve their work goals ([Buonomo et al., 2023](#)). Employees tend to feel more satisfied when communicating regularly with their supervisors and engaging in meaningful and timely information exchanges. Protection elements that boost workplace productivity include social

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

support from coworkers and superiors, a voice in company decisions, and regular feedback on performance ([Buonomo et al., 2023](#)).

Organizations that adopt remote work can gain advantages by being attentive to their employees, as performance is shaped by various interconnected factors that require effective management. This approach can enhance employee productivity and overall company performance ([Herliana et al., 2023](#)). Research by Hasani & Susilowati (2023) shows that most corporate and external affairs directorate employees responded positively to implementing remote work. They found that it could improve performance, motivation, and work-life balance and alleviate anxiety associated with the spread of COVID-19. Implementing remote work has impacted employee performance, as workers do not feel differences in skills, achievements, personal development, work spirit, or work efficiency. This is reflected in their productivity, which even tends to increase their work productivity ([Susanti et al., 2021](#)).

When working remotely, employees expect to have adequate equipment. They hope to have their home workspace that has fewer distractions from family, which can contribute to an improved work-life balance ([Chen, 2021](#)). In addition to distractions at home, the significant challenges of remote work involve the struggle to unplug after working hours, challenges in collaborating and communicating with coworkers, and a decline in motivation ([Toniolo & Pitt, 2021](#)). The negative impacts of remote work have also been addressed in earlier studies. Chandra Putra et al., (2020) found that when companies allow employees more leeway to work remotely, it harms workers' happiness in the workplace. According to the results, employee work satisfaction declines when the flexible method is employed more often. Nemțeanu & Dabija (2023) lends credence to the study's conclusions by showing that working remotely makes people feel insecure about their jobs and that juggling work and home life may cause them to feel isolated and even consider quitting. Remote work has a significant influence on work-life balance, feelings of professional alienation, ambitions, and insecurity, which in turn leads to unproductive behaviors among workers during the COVID-19 epidemic. Even when they have received training for remote work, workers may still face work-life conflicts and professional isolation due to the unpredictable nature of this arrangement. The structure of the employment relationship is to blame for this. There are a lot of extra challenges that come with working remotely. When a person's actual abilities are at odds with the role they perform, tension may set in the workplace ([Mamatha & Thoti, 2023](#)).

Workers may feel their personal and social capacities could be better compared to the demands placed on them. The researchers set out to assess the impact of remote work and flexible work arrangements on employee performance to learn more about the relationship between work-life balance, job satisfaction, and productivity on the job. Prior studies have indicated that organizations adopting flexible remote work options experience higher productivity, better working conditions, improved access to talent, less absenteeism, and lower turnover rates. It has also been reported that operating costs have decreased ([Brunelle & Fortin, 2021](#)). Several benefits can greatly assist employees in working remotely. The introduction of a flexible remote work system allows employees to control their work hours more freely without disrupting their personal lives. This enables them to find a harmony between their professional responsibilities and personal life ([Atobishi & Nosratabadi, 2023](#)).

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

Initially seen as a temporary solution, remote work has become integral to long-term strategies across various industries ([Riatmaja et al., 2024](#)). While it offers greater flexibility and autonomy for employees, this model also presents significant challenges, such as blurred boundaries between personal and work life, leading to burnout and decreased productivity ([Lukmiati et al., 2022](#)). Organizations now face pressure to maintain employee satisfaction and performance. Adopting new approaches to managing work-life balance and improving job satisfaction is essential.

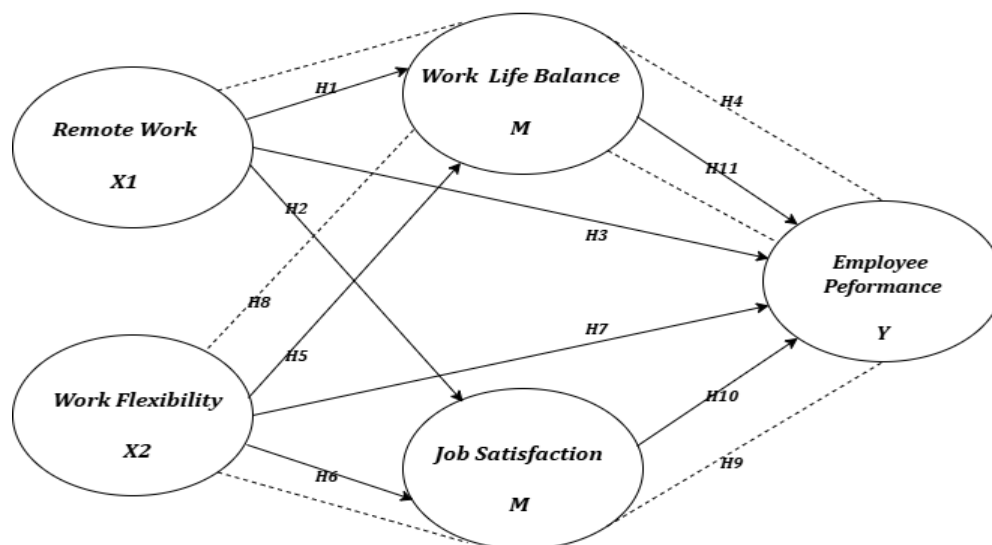
The issue being explored in this study is remote work and work flexibility, which influence employee performance with work-life balance and job satisfaction as mediating variables. Research by Meiryani et al., (2022) indicates that properly implemented remote work can enhance employee performance. However, a study by Suryani et al., (2020) argues that remote work does not always directly impact performance. Other factors, such as environmental noise or children's sounds at home, can disrupt concentration, ultimately lowering employee performance and productivity. It is known that work flexibility can affect work-life balance ([Sharma & Nidhi, 2023](#)), and it also influences employee performance ([FARHA et al., 2022](#)) and job satisfaction (Andrade et al., 2023). Furthermore, other research explains that remote work and flexibility can enhance employee job satisfaction. Existing studies also show that work-life balance and job satisfaction significantly impact employee performance.

While many studies have explored the impact of remote work and job flexibility on employee performance separately, there is a gap in the literature regarding how these two factors together influence performance through mediators like work-life balance and job satisfaction ([Setyaningsih & Satwika, 2024](#)). Most research tends to focus only on the direct effects of each variable without delving into the complex interactions between remote work, flexibility, work-life balance, and job satisfaction. This study aims to fill that gap by providing a holistic perspective on how these factors can enhance or hinder employee performance, helping organizations design more effective policies supporting employee well-being.

This research significantly contributes by showing how remote work and flexibility in the workplace boost employee performance by promoting work-life balance and increasing job satisfaction. The findings will assist managers and companies in designing policies that support employee flexibility and performance, boosting job satisfaction and productivity. Additionally, this research is relevant to the modern post-pandemic situation, helping companies understand and implement healthier and more balanced work practices, which ultimately can improve employee performance. Based on the background presented, this study formulates several hypotheses to examine the relationships between various variables. This study shows that remote work affects work-life balance, job satisfaction, and performance. Remote employment influences employee performance by facilitating an improved work-life balance and enhancing job satisfaction. Work flexibility influences employee performance, the capacity to maintain a good work-life balance, and overall job satisfaction. The influence of work flexibility on employee performance is influenced by the workers' work-life balance and job satisfaction. This hypothesis can be seen in the framework below:

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrurna



METHOD

This study uses a quantitative method to collect primary data that meets the research criteria. Data collection is conducted by distributing surveys or questionnaires using Google Forms. The study's population consists of employees who have engaged in remote work and are based in Indonesia. Since the total population is not precisely known, the sample size is calculated using the Lemeshow formula ($n = \frac{Z^2 \cdot P \cdot (1-P)}{d^2}$), requiring a minimum of 100 respondents for the study (Riyanto & Hatmawan, 2020). The criteria for respondents are as follows: 1. Respondents must be Indonesian citizens. 2. Respondents must be between 18 and 50 years old. 3. Respondents must have experience with remote work.

The sample in this study consists of 237 respondents aged 18 to 50. This age range was chosen as it represents the productive age group (Ukkas, 2017), that is generally active in remote work and faces challenges balancing work and personal life. By focusing on this age group, the study aims to provide more relevant insights for its objectives, ensuring that the findings reflect the experiences and perceptions of those most impacted by the phenomenon being examined.

To do Structural Equation Modelling (SEM) on the data, we used SmartPLS 3.0. The selection of SmartPLS as the software is based on its advantages in handling small to medium sample sizes and its ability to work without assuming a normal data distribution, making it well-suited for exploratory models. Therefore, using SEM and SmartPLS is appropriate for the context of this research and supports a more in-depth analysis (Izza et al., 2017). Validity tests were integral to assessing the measurement tools to establish the reliability and validity of the research instruments. Two models were used for data evaluation: the measurement and structural models (Ghozali, 2021). The link between indicators and their latent variables is evaluated using the measurement model (Outer Model). The emphasis is on Convergent Validity, which should be more than 0.7 but may still be 0.6 (Hair et al., 2021). We also checked for Composite Reliability (more than 0.7), Discriminant Validity (more than 0.5), and Average Variance Extracted (more

than 0.5). To find out whether the study instruments were valid, it is necessary to evaluate the Outer Model's validity tests ([Dewi, 2018](#)).

RESULT AND DISCUSSION

Respondent Characteristics

In the process of collecting respondents, the following demographic characteristics were analyzed to describe the profile of participants in this survey. A total of 258 respondents were gathered, but only 237 were used in the analysis. The omitted respondents were considered outliers because they had unique data, and their values significantly differed from others ([Ghozali, 2021](#)).

The respondents in this survey are predominantly female, making up 57% of the total, while males account for 43%. The age distribution shows that the majority fall within the 18-30 age group at 49%, followed by those aged 31-40 at 39%, and only 12% are in the 40-50 age range. Regarding education, most respondents hold a Diploma or Bachelor's degree, representing 73% of the group. Meanwhile, 24% have completed high school or its equivalent, and just 3% have pursued postgraduate studies. Geographically, a significant portion of the respondents comes from the western part of Indonesia, at 73%, followed by the central region at 14%, and the eastern region at 13%. Regarding work experience, 18% of respondents have been employed for less than a year, 26% have 1-3 years of experience, 29% have worked for 3-5 years, and 27% have more than 5 years of experience. This profile provides a clear insight into the demographic characteristics and work experience of the respondents in this study.

Table 1. Characteristic Profile

Category	Item	Frequency	Percentage
Gender	Male	102	43%
	Female	135	57%
Age	18 - 30 Years	116	49%
	30 - 40 Years	93	39%
	40 - 50 Years	28	12%
Last Education	High School or Equivalent	58	24%
	Diploma/Bachelor's Degree	172	73%
	Postgraduate	7	3%
Region	Western Indonesia	172	73%
	Central Indonesia	33	14%
	Eastern Indonesia	32	14%
Years of Work Experience	<1 Years	43	18%
	1 - 3 Years	61	26%
	3 - 5 Years	70	30%
	> 5 Years	63	27%

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

Measurement Model (Outer Model)

The three paramount components in evaluating a measurement model are convergent validity, discriminant validity, and reliability assessment. In performing validity tests, it is essential to ascertain the validity and reliability of the indicators to measure latent variables appropriately. Measurement model findings provide the basis for validity and reliability evaluations (Sa'diyah et al., 2024).

All four of the indicators for remote work, flexibility on the job, work-life balance, and overall job satisfaction in Table 2 have outer loadings of more than 0.7, which is still within the acceptable range according to (Hair et al., 2021). External loading values inside the parameters may render these components in the statement legally valid. Upon concluding the prior part of the evaluation procedure, the subsequent stage entails the assessment of Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). To meet the established requirements, each of these measurements must exceed 0.70 (Hair et al., 2021). The findings for Cronbach's Alpha (CA) and Composite Reliability (CR) indicate that the values for remote work, work-life balance, job satisfaction, and employee performance exceed 0.70. Meanwhile, the Average Variance Extracted (AVE) findings show values greater than 0.50, leading us to believe that the device is accurate.

Table 2. Results of Validity and Reliability

Variable	Item	Statements	Validity Test		Reability Test			
			LF	Desicion	CA	CR	AVE	Decisi on
Remote Work (RW) (Drobnjak & Jereb, 2007).	RW1	I feel productive working from locations other than the office, such as home, cafes, or any other place of my choice.	0,851	Valid				
	RW2	I regularly use information technology to collaborate with my colleagues while working remotely.	0,796	Valid	0,750	0,857	0,666	Reliable
	RW3	I am accustomed to working remotely to meet the deadlines set for my work.	0,800	Valid				
Work Flexibility (WF) (Wickramasinghe & Jayabandu, 2007).	WF1	The total time frame set by the company allows me to work more flexibly without reducing the established working hours.	0,825	Valid				
	WF2	The core hours set by the company help me focus more on tasks that require collaboration with my colleagues.	0,818	Valid	0,864	0,902	0,647	Reliable
	WF3	I appreciate the flexibility of working hours outside core hours, which helps me complete my tasks or	0,808	Valid				

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

		manage personal matters.						
	WF4	I have better control over my work time when adjusting my hours based on my workload.	0,806	Valid				
	WF5	The variability in my schedule allows me to adjust my work hours to fit my situation without needing to ask.	0,765	Valid				
Work-Life Balance (WLB) (Mas-Machuca et al., 2016)	WLB1	My job does not interfere with my personal and family relationships.	0,884	Valid				
	WLB2	I have enough time to manage both my work and personal life.	0,883	Valid				
	WLB3	I can schedule time for vacations or recreational activities without disrupting my work.	0,856	Valid	0,897	0,929	0,765	Reliable
	WLB4	The company provides social support that helps balance work and personal life.	0,875	Valid				
Job Satisfaction (JS) (Lee et al., 2017).	JS1	The salary and benefits provided by the company help me meet my daily living expenses.	0,827	Valid				
	JS2	My leader actively listens to employee feedback and concerns.	0,826	Valid				
	JS3	I am satisfied with the main tasks and responsibilities of my job.	0,802	Valid	0,864	0,901	0,646	Reliable
	JS4	My colleagues support each other and collaborate to achieve common goals.	0,774	Valid				
	JS5	This job allows me to improve my skills and competencies continuously.	0,788	Valid				
Employee Performance (EP) (Sari et al., 2021)	EP1	I always strive to enhance my skills and knowledge to produce high-quality work.	0,822	Valid				
	EP2	I often exceed the work targets set for me within a specific timeframe.	0,816	Valid				
	EP3	I consistently set and adhere to deadlines for each assigned task.	0,688	Valid	0,848	0,892	0,623	Reliable
	EP4	I feel that teamwork significantly boosts productivity and work efficiency.	0,799	Valid				
	EP5	My consistent presence at work helps me complete tasks effectively.	0,814	Valid				

Note: LF>Loading Factor ≥ 0.60 , CA=Cronbach's Alpha, CR=Composite Reliability >0.70 , AVE=Average Variance Extracted >0.5 (Hair et al., 2021); RW=Remote Work, WF=Work Flexible, WLB=Work Life Balance, JS= Job Satisfaction, EP=Employee Performance

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

The discriminant validity findings are shown in Table 3, where the constructions with greater association values than the other constructs are highlighted. This shows the model's excellent discriminant validity ([Hair et al., 2021](#)).

Table 3 Discriminant Validity (Fornell-Larcker) Analysis

	Employee Performance	Job Satisfaction	Remote Work	Work Flexibility	Work Life Balance
Employee Performance	0,789				
Job Satisfaction	0,642	0,804			
Remote Work	0,619	0,598	0,816		
Work Flexibility	0,655	0,618	0,678	0,805	
Work Life Balance	0,700	0,762	0,630	0,698	0,875

Structural Model (Inner Model)

The execution of a structural model test follows the completion of the exterior loading test and the verification of the fulfillment of all data criteria. Doing so will test our prior assumptions, assess the model's suitability, and determine the extent of correlation between the latent variables (for example, by calculating the R² values).

After confirming that the data meet the criteria for the outer loading test, the next step is to perform a structural model test to examine the relationships among the latent variables. Examining the R² value, doing a model fit study, and testing the hypotheses are all part of this process. Table 4 shows that the model fit test was successful; the SRMR value of 0.068 is lower than the cutoff of 0.080. Therefore, we can say that the model is well-fitting ([Yamin, 2022](#)). Furthermore, the Normed Fit Index (NFI) is 0.796, where a number closer to 1 indicates a better model ([Nabilah Z et al., 2020](#)).

Subsequently, we ascertain the value of the R-Square (R²) statistic, whereby a higher R² value indicates superior model performance in elucidating the dependent variable. Research by ([Hair et al., 2021](#)) and associates determined that the commonly used R² thresholds are 0.75 for strong, 0.50 for moderate, and 0.25 for weak correlations. At the same time, unproven factors impact the remaining 43.8% of employee performance; remote work, work flexibility, work-life balance, and job satisfaction comprise 56.2%. For Job Satisfaction, the R² value indicates that it is influenced by Remote Work and Work Flexibility to the extent of 43.7%, with the remaining 56.3% being affected by other factors. Similarly, for Work-Life Balance, the R² shows that it is influenced by Remote Work and Work Flexibility by 52.9%, leaving 47.1% influenced by other factors.

Table 4 Model Fit Analysis and R-Square (R²)

Criteria	Value
SRMR	0,068

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

NFI	0,796
Variables	R² Value
Employee Performance	0,562
Job Satisfaction	0,437
Work Life Balance	0,529

Hypotesis Testing

This test aims to determine whether the hypotheses made can be confirmed or disproven by looking at the outcomes. An approved hypothesis is one where the T-value is more than 1.96; a rejected hypothesis is one where the T-value is less than 1.96. These are the precise criteria by which the hypotheses are examined (Hair et al., 2021). The results of this hypothesis testing can be found in Table 5.

Table 5 Hypothesis Testing Result

Relationship	Sample Mean	T-value	P-value	Result
H1 : Remote Work-to-Work Life Balance	0,292	3,3505	0,000	Accepted
H2 : Remote Work-to- Job Satisfaction	0,332	3,722	0,000	Accepted
H3 : Remote Work-to-Employee Performance	0,182	2,148	0,016	Accepted
H4 : Remote Work-to- Work Life Balance -to- Employee Performance	0,096	2,963	0,002	Accepted
H5 : Work Flexibility -to- Work Life Balance	0,494	5,937	0,000	Accepted
H6 : Work Flexibility -to- Job Satisfaction	0,385	4,255	0,000	Accepted
H7 : Work Flexibility -to- Employee Performance	0,221	2,418	0,008	Accepted
H8 : Work Flexibility -to- Work Life Balance -to- Employee Performance	0,164	3,429	0,000	Accepted
H9 : Work Flexibility -to- Job Satisfaction -to- Employee Performance	0,048	1,688	0,046	Accepted
H10 : Job Satisfaction -to- Employee Performance	0,119	1,997	0,023	Accepted
H11 : Work Life Balance -to- Employee Performance	0,331	4,319	0,000	Accepted

First, we look at the findings from the hypothesis testing that focused on direct impacts, and second, we look at the results that focused on indirect effects. Upon analyzing the direct impacts, it is evident that Hypothesis 1, Remote Work to Work-Life Balance, significantly influences work-life balance, shown by a t-value above the critical t-value of 1.96 and a p-value below 0.05. In furtherance of this argument, we may endorse hypotheses H2, H3, H4, H5, H6, H7, H8, H9, H10, and H11, since their t-values above the t-table threshold of 1.96 and their p-values are below 0.05. The t-values for the indirect effects of remote work, work flexibility, and employee performance, mediated by work-life balance and job satisfaction, are significant and satisfactory. The p-values for these indirect effects are below 0.05, and the t-table values exceed 1.96.

The inquiry into the relationship between remote work and a good work-life balance yielded a sample mean of 0.292, a significance value of 0.000 (less than 0.05). Since remote work facilitates an improved equilibrium between personal and professional spheres, it is likely that it positively and substantially influences work-life interaction. The results align with what Alaqui & Marzouki (2023) found which is that remote work greatly affects work-life balance. Additionally, Damayanti & Atmaja (2022) states that remote work policies can improve work-life balance, as employees feel more satisfied fulfilling their roles, such as spending more time with family and engaging more closely with their surroundings. Their definition of work-life balance is the capacity to effectively juggle one's personal and professional responsibilities, considering the work environment that best suits one's needs regarding when, where, and how one gets their job done.

In examining the second hypothesis (H2), which investigates the correlation between remote work and job satisfaction, we find that the sample mean is 0.332, and the significance value is 0.000 (below 0.05). Employees who can work from home report heightened job satisfaction, indicating that remote work positively and significantly influences this metric. The results are in line with the findings of Siregar & Rachmawati (2023) who found that remote work increases productivity in industries like finance by improving work-life balance and decreasing stress. This, in turn, affects job satisfaction. In addition, the research conducted by Siregar & Rachmawati (2023) This highlights the need to create a supportive work environment for remote workers. This would enhance job satisfaction and, hence, improve individual performance. Both of these elements profoundly affect an organization's efficacy. Individuals have markedly enhanced work satisfaction when given more possibilities to execute their responsibilities in diverse environments.

In Hypothesis 3 (H3) of our research, we investigate the relationship between remote work and employee performance, finding a sample mean of 0.182 and a significance value of 0.016. These results indicate that remote work positively and significantly affects employee performance, as remote arrangements contribute to better job outcomes. This is consistent with the study by Sulastri (2021), who also found that remote work positively and significantly impacts employee performance. In addition, Meiryani et al. demonstrate that moving to remote work has made individual performance less dependent on physical work environments and more influenced by

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

personal factors such as adaptability and intrinsic motivation. Additionally, remote work enables employees to spend more time with their families and address other urgent matters.

Hypothesis 4 (H4) examines the relationship between remote work and employee performance through the lens of work-life balance. The significance criterion for this hypothesis is 0.002. Consequently, attaining a good equilibrium between professional and personal life is very important, as it mediates the effects of remote work and employee performance. Hutama & Suharnomo (2023) Similar results demonstrate that work-life balance mediates remote work's positive impacts on performance and productivity and its negative effects on technostress. Other beneficial elements during the epidemic may also influence employee performance.

After that, we have hypothesis five (H5), which investigates the connection between work-life balance and shows that work flexibility positively and significantly affects work-life balance. These findings are consistent with research conducted by Hada et al.,(2020) Who also found that work flexibility positively and significantly impacts work-life balance. Employees can better balance their jobs and personal lives when they have more leeway to decide how and when they work. These results align with those of Sharma& Nindhi(2023) It was shown that employees who could perform their duties remotely reported enhanced work-life balance and job satisfaction, with work flexibility generally exerting a favorable impact on this aspect.

The study's results examining the correlation between work flexibility and job satisfaction are as follows the significance level is 0.000. The sixth hypothesis (H6) governs the inquiry. These findings suggest that work flexibility significantly and positively affects job satisfaction, which boosts employee contentment. The results are in line with those of Andrade(2023) who found that workplace flexibility significantly affects and improves worker satisfaction, especially when employees have the autonomy to manage their issues. Additionally, research by Stefanie et al (2020) found that when companies continue to support their employees in working flexibly, those employees tend to feel more satisfied with their jobs.

According to the seventh hypothesis (H7), workers are more productive when given more leeway to decide how and when they get their jobs done. Consistent with other studies, this one finds that work flexibility does affect performance by FARHA et al., (2022) To rephrase, time, schedule, and location flexibility greatly aids in accomplishing objectives and raising productivity in the workplace. If employees can be flexible on the job, their performance reviews will likely be higher; if they aren't, they will be worse. Further evidence that job flexibility boosts performance comes from studies conducted by (Widiyanto et al., 2020) Their results indicate that when work flexibility and compensation are adequately provided, employee performance tends to enhance; conversely, lacking these elements can lead to a decline in performance. This underscores the importance of work flexibility as a critical factor impacting performance.

The eighth hypothesis (H8) examines how work-life balance mediates the link between job flexibility and employee performance. The data indicate a significance value of 0.000 (below 0.05). This suggests that work-life balance mediates employment flexibility and employee performance. It also shows that workplace flexibility, when seen through the prism of work-life balance, is a crucial determinant of enhanced productivity. The results align with Gunawan & Franksiska (2020), who found that a good equilibrium between professional and personal life and

The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

Rifki, Fauzan, Jaya, Hendri, and Fahrana

flexible working arrangements positively influences employee performance. Employees who can adapt to flexible work arrangements and effectively manage their personal and professional lives are the highest performers. The study's findings indicate that a good work-life balance mediates the relationship between flexible work arrangements and employee performance outcomes.

In our inquiry's ninth phase (H9), we analyze that job satisfaction mediates work flexibility and its effect on employee performance. The data indicate that job satisfaction mediates work flexibility and employee performance. This suggests that work contentment enhances employee performance by fostering greater job satisfaction. This aligns with the findings by Findriyani & Parmin (2021) who similarly found that workers' happiness on the job moderates the connection between workplace flexibility and productivity. Workers are more likely to put in extra effort when content in their roles. Therefore, companies are encouraged to maintain their current levels of work flexibility, as this will enhance employee satisfaction, positively impacting their performance.

The tenth hypothesis (H10) looks at how happy workers are with their jobs and how well they do their jobs. According to the results, job satisfaction significantly affects employee performance, suggesting that happy workers are more productive. This agrees with the findings of Purba et al.,(2022) who demonstrated that contented workers perform better. They argue that job satisfaction is crucial in enhancing employee performance, while dissatisfaction can lead to poorer outcomes. Additionally, research by FARHA et al., (2022) It also demonstrates that job satisfaction, including aspects such as job nature, promotions, additional benefits, supervision, coworkers, information dissemination, operational procedures, salary, and perks, has a positive and significant effect on performance.

The eleventh hypothesis (H11), investigating the correlation between work-life balance and employee performance, shows a significance value of 0.000. The values above are shown in the preceding sentence. Employees are more productive when maintaining a favorable equilibrium between their personal and professional lives. These findings are consistent with research by Asari, (2022) which states that as employees maintain a better work-life balance, their performance levels also increase. Furthermore, Rohyani & Badrudin(2022) examined the impact of work-life balance on employee performance, and their results corroborate our findings. The partial and simultaneous hypothesis testing results demonstrate a positive and statistically significant correlation between work-life balance and job performance.

This study significantly enhances the comprehension of the impact of remote work and flexible scheduling on employee performance. It does this by considering the roles of work-life balance and job satisfaction as mediators. Research indicates flexible and remote work arrangements enhance employees' work-life balance, satisfaction, and performance. Managers and organizations may formulate more adaptable laws on the duration of employee work hours based on the insights derived from these results. This study might assist in designing future workplaces to be more flexible and accommodating, which is essential for ensuring long-term sustainability.

CONCLUSION

Numerous studies have shown that remote work significantly enhances the work-life balance reported by employees. Workers who can operate remotely enjoy more freedom to balance their personal and professional lives. Employees who are given the chance to work from home during their workday report increased job satisfaction. Additionally, remote work impacts the performance of employees who implement it. Thus, when workers can complete part of their tasks from the comfort of their homes, it leads to higher productivity.

Maintaining a good work-life balance is a crucial element mediating the relationship between remote work and employee performance. An individual's capacity to maintain an effective work-life balance substantially enhances their productivity when working remotely. Workers with more leeway in deciding when and where they get their jobs done report significantly improving their work-life balance. Moreover, research has shown that allowing employees greater workday leeway boosts their happiness and productivity on the job. A more flexible work environment enhances worker performance if work-life balance and job satisfaction mediate the relationship between work flexibility and employee performance. This remains true as long as the mediator's function is present.

This study has several limitations. It focuses solely on employees in Indonesia with a limited sample size, which may not fully represent various industry sectors or other countries. Technological support and organizational culture have also not been accounted for. As a suggestion, future research should consider using a more diverse data collection method, involving more respondents from various sectors and regions, and considering additional variables such as technology and work culture. Cross-country studies would also provide broader insights into the effects of remote work in different contexts.

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The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era

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