

THE EFFECT OF WORK-LIFE BALANCE AND FLEXIBLE WORKING ARRANGEMENT ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION AT PT. KMK GLOBAL SPORTS

PENGARUH KESEIMBANGAN KEHIDUPAN KERJA DAN PENGATURAN KERJA FLEKSIBEL TERHADAP KINERJA KARYAWAN DAN KEPUASAN KERJA DI PT. KMK GLOBAL SPORTS

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ABSTRACT

This study investigates the influence of work-life balance and flexible working arrangements on employee performance and job satisfaction, with a specific focus on female employees at PT KMK Global Sports. Utilizing a quantitative approach and structural equation modeling, the study explores how modern workplace policies affect key employee outcomes. The findings reveal that both work-life balance and flexible working arrangements have a direct and positive impact on employee performance and job satisfaction. Interestingly, job satisfaction does not mediate the relationship between these two variables and performance, suggesting that the benefits of supportive work policies may translate directly into improved productivity, independent of job satisfaction levels. These insights underscore the importance for organizations to prioritize flexible and balanced work environments as strategic tools to enhance workforce efficiency and well-being.

Keywords: Work-Life Balance, Flexible Working Arrangement, Employee Performance, Job Satisfaction

ABSTRAK

Penelitian ini mengkaji pengaruh keseimbangan kehidupan kerja dan pengaturan kerja fleksibel terhadap kinerja dan kepuasan kerja karyawan, dengan fokus khusus pada karyawan perempuan di PT KMK Global Sports. Menggunakan pendekatan kuantitatif dan pemodelan persamaan struktural, studi ini mengeksplorasi bagaimana kebijakan tempat kerja modern mempengaruhi hasil kerja karyawan. Temuan menunjukkan bahwa keseimbangan kehidupan kerja dan pengaturan kerja fleksibel memiliki dampak langsung dan positif terhadap kinerja serta kepuasan kerja karyawan. Menariknya, kepuasan kerja tidak memediasi hubungan antara kedua variabel tersebut dengan kinerja, yang mengindikasikan bahwa manfaat dari kebijakan kerja yang mendukung dapat langsung meningkatkan produktivitas tanpa harus melalui peningkatan kepuasan kerja terlebih dahulu. Temuan ini menegaskan pentingnya bagi organisasi untuk memprioritaskan lingkungan kerja yang fleksibel dan seimbang sebagai strategi untuk meningkatkan efisiensi dan kesejahteraan tenaga kerja.

Kata Kunci: Keseimbangan Kehidupan Kerja, Pengaturan Kerja Fleksibel, Kinerja Karyawan, Kepuasan Kerja

1. INTRODUCTION

Every organization, both government and private, will always strive to achieve its goals efficiently. With good quality human resources, it will allow the smooth implementation of activities and can improve the performance of Mangkunegara employees (2020). Entering an era of rapid change and very fierce competition, organizations must pay more attention to and value human resources, as they are one of the main assets of the organization Robbins (2020). Therefore, effective human resource management is a key factor in achieving organizational success. Human resource development in an organization is a process of improving individual skills and quality in order to realize organizational goals. To acquire good human resources, organizations must understand the strengths and weaknesses of each employee as a basis for overcoming shortcomings and strengthening their strengths, with the aim of increasing productivity, so that employee performance in the organization can be optimized to achieve goals.

One of the key factors for the success of an organization in achieving its vision and mission is good quality human resources Rani et al, (2017). To achieve maximum organizational performance, every organization must strive to meet its goals by utilizing the resources it has Pahira & Rinaldy (2023). Therefore, the role of human resource management in a business is very important and must be managed properly in order to achieve the company's goals. Effective human resource management will have a positive impact on the work patterns and performance of Masyitah employees (2022). To ensure superior human resources, companies must be able to guarantee, especially the job satisfaction and performance of their human resources while working in the company (Silalahi et al., 2022). In addition, effective human resource management plays an important role in improving employee performance. Proper recruitment and selection processes, ongoing training, and career development programs can improve employees' skills and knowledge, so that they can contribute optimally (Bina Talenta, 2023). By providing employees with opportunities to learn and grow, organizations not only improve the competencies of individuals but also create loyalty among them. This is in line with the principle that well-managed human resources will be the main driver of achieving the company's goals.

Employee performance is part of the output produced from a job function or activity in a certain task during a certain period of time, which shows the quality and quantity of the work (Adhari, 2020). Rerung (2019) employee performance is a behavioral factor that appears in the implementation of tasks that can be observed and evaluated, where employee performance reflects individual contributions in achieving organizational goals. According to Sinaga (2020), performance functions as a result of a person's work or activities in an organization, which are influenced by various factors in order to achieve organizational goals within a certain period of time. An employee's performance is greatly influenced by their job satisfaction level.

Employees who feel satisfied with their work tend to be more dedicated, disciplined and productive. This is in line with research that states that job satisfaction can increase employee enthusiasm and motivation in achieving organizational goals (Wiliandri, 2023). When employees feel appreciated and receive rewards commensurate with their contributions, they will be more motivated to give their best performance (Suwatno, 2011). Therefore, job satisfaction is one of the main factors in encouraging optimal performance in the organization. In order to improve employee performance, companies need to pay attention to the mental health of their employees, so as not to work too hard which will result in high levels of stress, lack of enthusiasm, and unclear division of work time so that the performance of female employees decreases (Putri, 2024).

PT. KMK Global Sports is a manufacturing company engaged in the production of sports shoes, allocated in Tangerang, Banten, Indonesia. Established in 1983, the company has undergone significant developments, including becoming a Foreign Investment Company (PMA) in 1998, which signifies international investment and corporate restructuring. The

company has more than 10,000 employees which signifies a large scale in its operations and production capacity. As a sports shoe manufacturer, PT. KMK Global Sports exports its products to various countries in the world, including Asian and European markets with a "Made in Indonesia" license. Based on initial observations, it can be seen that there is a decrease in employee performance which is known from the KPI results. It can be known that the KPI in 2021 was 78.5%. However, in the following year it dropped to 70% and the following year to 63.5% in 2023. This decline can indicate challenges that affect employee productivity, such as changes in working conditions, increased pressure or other external factors that play a role in decreasing target achievement which may be related to various aspects such as job satisfaction and work-life balance, as well as flexible work policies that may be less effectively implemented. Overall, the average decrease in KPIs shows the need to re-evaluate various aspects that affect employee performance in the company. These aspects, such as work-life balance, flexible working arrangements, need to be considered and improved in order to optimize productivity and achieve better organizational targets in the future.

Based on the background that has been explained, this study aims to determine whether there is an influence of Work-Life Balance on the Performance of Female Employees Work Arrangements at PT KMK Global Sports, and whether Flexible Work Arrangements also affect Female Employee Performance. In addition, this study also examines the influence of Work-Life Balance and Flexible Work Arrangements on Job Satisfaction. This study also explores whether Job Satisfaction affects Female Employee Performance, and whether mediating Job Satisfaction affects Work-Life Balance on Female Employee Performance in the company. This study aims to gain a deeper understanding and provide empirical evidence regarding the impact of leadership style and compensation on job satisfaction, as well as its influence on employee performance. Based on the background and formulation of the existing problems.

2. LITERATURE REVIEW

2.1. The Effect of Work-Life Balance on Female Employee Performance

Work-life balance is defined as the balance between an individual's work and their personal life. According to Meenakshi et. al. (2013). If work-life balance is not maintained properly, a person's performance can decline and have a negative impact on other aspects of life. This is due to the high demands of work in the modern era. Individuals who try to maintain a balance between work and their personal lives tend to prioritize psychological well-being over simply pursuing wealth (Nawarcono et al., 2021). This is in line with the research results of Zunaedah et al. (2021), Rondonuwu et al., (2018), Turagan et al., (2022) which found that work-life balance has a positive effect on employee performance. Thus, the following hypothesis can be drawn:

H1: Work-Life Balance has an effect on female employee performance.

2.2. The Effect of Flexible Working Arrangement on Female Employee Performance

Flexible working arrangement according to Carlson et al. (2010) includes workplace flexibility, working hours, scheduling, income, and responsibilities. This allows employees to adjust their work to their personal conditions, which can ultimately improve the balance. The balance between work and personal life is very important. Flexible working arrangements play a role in helping to meet employee needs to improve their performance (Lewis, 2003). This finding is in line with research conducted by Farha et al. (2022) and Listvani (2023), which shows that flexible working arrangements have a positive effect on employee performance at the ICT Directorate of the Directorate General of Taxes Head Office. Thus, the following hypothesis can be drawn:

H2: Flexible Working Arrangement has an effect on employee performance.

2.3. The Effect of Work-Life Balance on Job Satisfaction

Novelia (2013) states that work-life balance is a person's effort to manage time between work and activities outside of work, which includes individual behavior and can be a source of personal conflict or energy for him. When someone feels satisfied with a good work-life balance, it will have a positive impact on their job satisfaction. Research conducted by Rondonuwu et al. (2018), Muliawati (2020), and Asari (2020) supports the finding that work-life balance has a significant effect on job satisfaction at the Sintesa Peninsula Manado Hotel. Thus, the following hypothesis can be drawn:

H3: Work-Life Balance has an effect on job satisfaction.

2.4. The Effect of Flexible Working Arrangement on Job Satisfaction

Wicaksono (2019) explains that flexibility is an official policy set by human resource management or can be an informal arrangement related to flexibility in the work environment. Schedule flexibility refers to a work system that allows employees to choose where and when they work, either formally or informally, thus making it easier to implement company policies. Meanwhile, according to Afandi (2018), a person's attitude towards their work is influenced by the difference between the rewards they receive and the rewards they think they should receive. Research conducted by Farha et al. (2022) and Sri Wahyuni et al. (2023) supports the finding that flexible working arrangements (FWA) have a positive impact on employee job satisfaction at Big Four Accounting Firms in Indonesia. The results of the analysis show that the implementation of FWA can increase employee job satisfaction, which ultimately contributes to improving their performance. Thus, the following hypothesis can be drawn:

H4: Flexible working arrangement has an effect on job satisfaction.

2.5. The Effect of Job Satisfaction on Female Employee Performance

According to Ririn Nur Indah Sari & Hady (2016), there is a fairly strong influence on performance and job satisfaction. This is due to the need to improve factors that influence performance, such as employee job satisfaction, before being able to improve overall performance.

These findings are in line with research conducted by Govender et al. (2018) and Putri (2024), which shows that job satisfaction has a positive effect on performance. Thus, the following hypothesis can be drawn:

H5: Job satisfaction has an effect on female employee performance.

2.6. The Effect of Work-Life Balance on Female Employee Performance Through Job Satisfaction

According to Khallash and Kruse (2012:678), work-life balance is something that every individual wants. Not only for those who have family responsibilities, but also for those who care about their families. The goal is to achieve a balance between work and life outside of work, including having free time for yourself. Researchers conducted by Asari (2022), Muliawati (2020), and Adrianus et al. (2024) support the finding that work-life balance has a positive effect on performance, where the relationship is moderated by job satisfaction. Thus, the following hypothesis can be drawn:

H6: Work-Life Balance has a positive effect on female employee performance through job satisfaction.

2.7. The Effect of Flexible Working Arrangement on Female Employee Performance Through Job Satisfaction

Flexible Working Arrangement (FWA) is a flexible work system that allows employees to determine their work location according to the policies implemented by the company (Driyantini et al., 2020). This is in line with research by Sri Wahyuni et al., (2023) and

(Rahmawati & Savitri Pusparini, 2023) showing that job satisfaction, flexible working arrangement have a positive effect on the performance of female workers at PT. Bina Artha Ventura during the Covid-19 pandemic. Thus, the following hypothesis can be drawn:

H7: Flexible working arrangement has a positive effect on employee performance through job satisfaction.

2.8. Hypothesis Formulation

H1: Work-Life Balance has an effect on female employee performance.

H2: Flexible Working Arrangement has an effect on employee performance.

H3: Work-Life Balance has an effect on job satisfaction.

H4: Flexible working arrangement has an effect on job satisfaction.

H5: Job satisfaction has an effect on female employee performance.

H6: Work-Life Balance has a positive effect on female employee performance through job satisfaction.

H7: Flexible working arrangement has a positive effect on employee performance through job satisfaction.

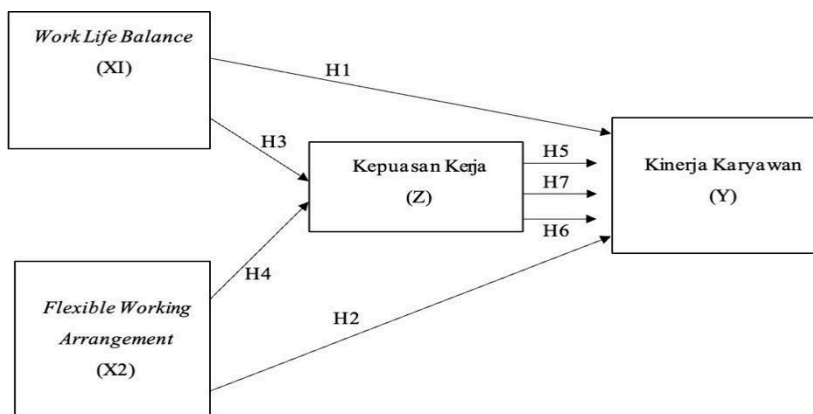


Figure 1. Conceptual Framework

3. METHODS

This research uses quantitative research methods, quantitative research is research that uses numerical data (numbers) to test hypotheses or answer research questions (Sugiyono, 2022). The data sources used in this study are primary data and secondary data, primary data is collected by distributing questionnaires directly and through Google Form to respondents at PT. KMK Global Sports. Secondary data were obtained from books, journals, expert reports, websites and previous research relevant to the phenomenon being studied, used as a research reference. The population in this study is employees of PT. KMK Global Sports. Thus, the population and samples in this study is 50 people. The sampling technique in this study is saturated sampling, because all population samples are used as samples. The data analysis methods used in this study include descriptive statistical analysis, SEM PLS analysis, outer model, validity test, reliability test, inner mode and hypothesis test. Using SmartPLS V4.0 software as a data processing tool.

4. RESULTS AND DISCUSSIONS

4.1. Result

1. Outer Model

According to Husein (2015), the analysis of the outer model is carried out to ensure that the measuring instrument used is valid and reliable, so that it is suitable as a measurement example. There are several calculations made in this analysis:

A. Convergent Validity

To test the validity of the convergence, the outer loading and average variance extracted (AVE) values were used. The verification table shows the value of the loading factor indicator that has been processed by the researcher using SmartPLS software.

Table 1
Outer Loading

	X1.	X2.	Y.	Z.
X1.1	0.751			
X1.2	0.825			
X1.3	0.809			
X1.4	0.857			
X1.5	0.823			
X1.6	0.752			
X1.7	0.876			
X1.8	0.817			
X2.1		0.857		
X2.10		0.762		
X2.2		0.716		
X2.3		0.821		
X2.4		0.790		
X2.5		0.832		
X2.6		0.918		
X2.7		0.765		
X2.8		0.852		
X2.9		0.729		
Y.1			0.754	
Y.10			0.786	

Y.2			0.815	
Y.3			0.755	
Y.4			0.778	
Y.5			0.746	
Y.6			0.717	
Y.7			0.841	
Y.8			0.857	
Y.9			0.820	
Z.1				0.753
Z.10				0.782
Z.2				0.807
Z.3				0.850
Z.4				0.800
Z.5				0.838
Z.6				0.766
Z.7				0.781
Z.8				0.802
Z.9				0.797

Based on the table above, the results of the convergent validity test show that each indicator on each variable has a value above 0.70. Thus, the data is declared valid and can be used for the next stage of research.

Table 2
Average Variance Extracted (AVE)

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1.	0.927	0.931	0.94	0.664
X2.	0.939	0.944	0.949	0.651
Y.	0.932	0.933	0.942	0.621

Z.	0.937	0.938	0.946	0.637
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A variable is considered to meet the criteria if its AVE value is more than 0.50. Based on the table above, all variables tested, namely work-life balance, flexible working arrangement, employee performance and job satisfaction, had an AVE value above 0.50. This shows that all latent variables meet the convergent validity criteria and can be categorized well.

B. Discriminant Validity

After the convergent validity test is carried out, the next step is to test the discriminant validity using cross loading values. An indicator is considered to meet the criteria if the cross loading value of the variable is higher than the value of the other variable. Discriminant validity testing was carried out through cross loading analysis, with the following details of the test results:

Table 3
Cross Loading

	X1.	X2.	Y.	Z.
X1.1	0.751	0.655	0.640	0.648
X1.2	0.825	0.687	0.674	0.600
X1.3	0.809	0.621	0.701	0.690
X1.4	0.857	0.742	0.825	0.719
X1.5	0.823	0.774	0.777	0.714
X1.6	0.752	0.714	0.712	0.637
X1.7	0.876	0.770	0.826	0.785
X1.8	0.817	0.685	0.773	0.673
X2.1	0.784	0.857	0.806	0.747
X2.10	0.662	0.762	0.688	0.738
X2.2	0.581	0.716	0.640	0.506
X2.3	0.758	0.821	0.765	0.769

X2.4	0.63 0	0.790	0.745	0.66 5
X2.5	0.66 6	0.832	0.732	0.66 3
X2.6	0.78 4	0.918	0.847	0.81 9
X2.7	0.71 4	0.765	0.740	0.67 8
X2.8	0.69 9	0.852	0.809	0.71 6
X2.9	0.70 3	0.729	0.703	0.60 8
Y.1	0.64 4	0.804	0.754	0.69 7
Y.10	0.77 2	0.684	0.786	0.69 7
Y.2	0.74 3	0.804	0.815	0.73 9
Y.3	0.72 4	0.717	0.755	0.73 0
Y.4	0.74 2	0.696	0.778	0.61 9
Y.5	0.62 3	0.709	0.746	0.62 8
Y.6	0.65 5	0.648	0.717	0.73 5
Y.7	0.799	0.745	0.841	0.726
Y.8	0.759	0.800	0.857	0.779
Y.9	0.726	0.706	0.820	0.662
Z.1	0.709	0.692	0.702	0.753
Z.10	0.624	0.667	0.670	0.782
Z.2	0.662	0.721	0.738	0.807
Z.3	0.731	0.676	0.728	0.850
Z.4	0.690	0.682	0.727	0.800
Z.5	0.763	0.771	0.830	0.838

Z.6	0.620	0.669	0.663	0.766
Z.7	0.590	0.659	0.665	0.781
Z.8	0.676	0.706	0.702	0.802
Z.9	0.629	0.628	0.664	0.797

Based on the table above, it can be seen that each indicator in each variable has a value of more than 0.70 and this value is larger compared to the value in other variables. The results of the cross loading analysis show this. This shows that discriminant validity has been met, as evidenced by the outer loading value of >0.70 on each variable.

C. Path Diagram Construction

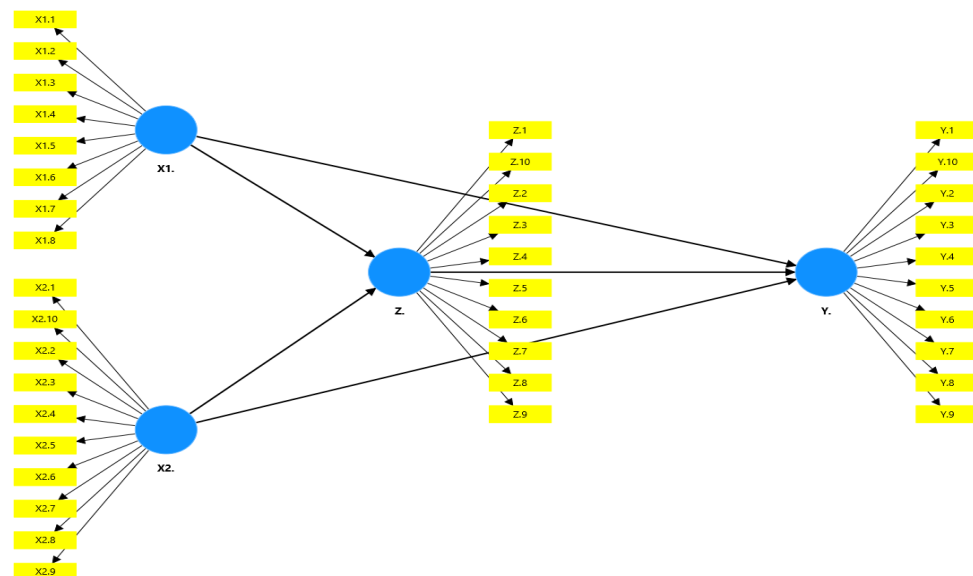


Figure 2. Path Diagram

D. Composite Reliability

Reliability testing aims to measure the extent of the relationship between factors in testing. Based on reliability testing, a latent variable can be said to be qualified if the values obtained from both Cronbach's alpha and composite reliability are greater than 0.70. The following are the results of data processing based on Cronbach's alpha value and composite reliability:

Table 4
Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1.	0.927	0.931	0.94	0.664
X2.	0.939	0.944	0.949	0.651
Y.	0.932	0.933	0.942	0.621
Z.	0.937	0.938	0.946	0.637

Based on the test results in the table above, all variables tested had an alpha Cronbach value and a composite reliability greater than 0.70. Thus, all the variables tested were declared reliable and each indicator was able to represent its own variable.

2. Inner Model

a. R Square

Table 5
R Square and R Adjusted

	R-square	R-square adjusted
Y.	0.921	0.916
Z.	0.780	0.770

Based on the results of the analysis, the R Square value for the performance variable is 0.921 which shows that the research model can explain 92.1% of the variation in employee performance. This shows that variables have excellent power in explaining the factors that affect employee performance. Meanwhile, the R Square value that has been adjusted for employee performance is 0.916, which is a lower rate, but still shows that the variables remain strong after adjusting for the number of independent variables. For the work satisfaction variable, the iSquare R value is 0.70 which means that this model can explain 78% of the variation in job satisfaction which is quite good even though it is slightly lower than the performance of the worker. The R Square value that has been adjusted for job satisfaction is 0.770 which also indicates a relatively good model despite the slight adjustment due to the large number of variables used. Overall, both variables show that the variables of this study can explain significant variations in both employee performance and job satisfaction, with the variables for employee performance being stronger than the job satisfaction variable.

b. F Square

Table 6 F Square

	X1.	X2.	Y.	Z.
X1.			0.327	0.157
X2.			0.449	0.321
Y.				
Z.			0.138	

Based on the results of the F Square analysis, it can be interpreted that the work-life balance has an F Square value of 0.327 for the variable of employee performance and 0.157 for job satisfaction. An F-Square value greater than 0.35 for employee performance indicates that work-life balance has a large influence on the variable, while for job satisfaction, a smaller f-Square value of 0.157 indicates a more moderate influence. Meanwhile, the flexible working arrangement showed an F Square value of 0.449 for employee performance and 0.321 for job satisfaction, which showed a strong influence on both variables. An F Square value greater than 0.35 indicates that the flexible working arrangement has a significant influence on employee performance and job satisfaction, and finally, for the work satisfaction variable, the F Square value of 0.138 indicates that the influence of this variable on itself is relatively small. Overall, the FSquare value shows that flexible working arrangements have the strongest influence on both variables (employee performance and job satisfaction), while work-life balance has a greater influence on employee performance than job satisfaction.

c. Q Square

Table 7
Q2 Predict

	SSO	SSE	Q ² (=1-SSE/SSO)
X1.	400.000	400.000	0.000
X2.	500.000	500.000	0.000
Y.	500.000	224.091	0.552
Z.	500.000	264.400	0.471

Based on the results of the Q² predict test, the employee performance variable has a Q² Predict value of 0.552, while the job satisfaction variable has a Q2 IPredict value of 0.471. Both values are greater than 0, indicating that the variable has good predictive relevance for both variables. In other words, variables can predict endogenous variables (employee performance and job satisfaction) with an adequate level of accuracy. A Q² Predict value of

0.552 for employee performance indicates excellent predictive relevance, while a value of 0.471 for job satisfaction also shows significant predictive relevance. Therefore, this model can be said to be valid from its predictive ability for the two variables.

d. Goodness of Fit

The goodness of fit (GoF) index is a single measure used to validate the combined performance of the measurement variables and the overall structural variables. GoF is calculated as the square root of the hsil multiplication of the average index of similarity and the value of R^2 of the mean variable. GoF values range from 0 to 1, with the following interpretations: 0.1 (small GoF), 0.25 (medium GoF) and 0.36 (Large GoF) (Ghozali & latan, 2012). In PLS-SEM, the GoF value must be calculated manually.

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{\left(\frac{0,664+0,651+0,621+0,637}{4}\right) \times \left(\frac{0,921+0,780}{2}\right)}$$

$$GoF = \sqrt{\left(\frac{2,573}{4}\right) \times \left(\frac{1,686}{2}\right)}$$

$$GoF = \sqrt{0,643 \times 0,843}$$

$$GoF = \sqrt{0,542}$$

$$GoF = 0,736$$

According to Tenenhaus (2004), the value of GoF is categorized as small if it is worth 0.1, while if it is worth 0.25 and large if it reaches 0.38. Based on the results of the analysis, the GoF value obtained was 0.736. It shows that the feasibility rate of research variables is 73.6% which is included in the high feasibility category.

A. Hypothesis Test

Table 8
Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
X1. -> Y.	0.348	0.356	0.154	2.261	0.024
X1. -> Z.	0.375	0.376	0.144	2.599	0.009
X2. -> Y.	0.436	0.429	0.15	2.912	0.004
X2. -> Z.	0.537	0.538	0.135	3.978	0.000
Z. -> Y.	0.222	0.221	0.117	1.904	0.057

The data that can be seen in the table above can be used to test the hypotheses outlined as follows:

1. The Effect of Work Life Balance on Employee Performance.

The Work Life Balance variable had a moderate positive influence on Employee Performance, with the original sample T-Calculation Value of 2.261 indicating that the relationship was significant because it exceeded the minimum limit of 1.96. This is also supported by a P-Value of 0.024 which is smaller than 0.05. Thus, Work Life Balance has been proven to have a significant influence on Employee Performance.

2. The Effect of Work Life Balance on Job Satisfaction.

Work Life Balance also showed a strong positive influence on Job Satisfaction with an original sample value of 0.375. A T-Calculation value of 2.599 and a P-Value of 0.009 indicate that the relationship is significant. This means that increasing Work Life Balance can increase Job Satisfaction.

3. The Effect of Flexible Working Arrangement on Employee Performance.

The Flexible Working Arrangement variable has a strong positive influence on Employee Performance, with an original sample value of 0.436. The T-Calculate value of 2.912 is greater than 1.96, and the P-Value of 0.004 is smaller than 0.05. This shows that the Flexible Working Arrangement has a significant influence on Employee Performance.

4. The Effect of Flexible Working Arrangement on Job Satisfaction.

The relationship between Flexible Working Arrangement and Job Satisfaction showed a strong positive influence, with the original sample value being 0.537. A T-Count value of 3.978 far exceeds the minimum limit of 1.96, and a P-value of 0.000 supports the significance of this relationship. Thus, flexible Working Arrangement has a significant effect on increasing Job Satisfaction.

5. The Effect of Job Satisfaction on Employee Performance.

The Job Satisfaction variable showed a weak positive influence on Employee Performance, with the original sample value of 0.222. However, a T-Count value of 1.904 is below the significant limit of 1.96, and a P-value of 0.057 is greater than 0.05. This shows that the relationship between Job Satisfaction and Employee Performance is not significant, so Job Satisfaction does not directly affect Employee Performance significantly.

B. Mediation Effect

Table 9 Indirect Influence Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values
X1. -> Y.	0.083	0.086	0.063	1.327	0.184
X2. -> Y.	0.119	0.116	0.066	1.816	0.069

The data that can be seen in the table above can be used to test the hypotheses outlined as follows:

1. The Effect of Work Life Balance Mediated by Job Satisfaction on Employee Performance.

The mediation path of Work Life Balance through Job Satisfaction to Employee Performance has an original sample value of 0.083 which shows that the positive influence is quite small. The T-Calculate value of 1.327 is below the significance threshold of 1.96 and the P-Value value of 0.184 is greater than 0.05. This shows that the mediation path of Job Satisfaction in the relationship between Work Life Balance and Employee Performance is not significant. The hypothesis was rejected because the results of statistical analysis showed that the effect of Job Satisfaction mediation was not significant. This is due to the low original value of the sample and the insignificant T-Calculate and P-Value values so that it does not support the hypothetical positive influence.

2. The effect of flexible working arrangement mediated by Job Satisfaction on Employee Performance.

The mediation pathway of Flexible Working Arrangement through Job Satisfaction to Employee Performance had an original sample value of 0.119, which showed a slightly greater positive influence compared to the previous path. The T-Calculate value of 1.816 is close to the significance threshold of 1.96, but has not yet reached it, while the P-Value of 0.069 is slightly above 0.05. This shows that the mediation of Job Satisfaction in the relationship between Flexible Working Arrangement and Employee Performance is not significant. The hypothesis was rejected because the results of statistical analysis showed that the effect of Job Satisfaction mediation was not significant. This is due to the low value of the original sample and the insignificant T-Calculate and P-Value values, thus not supporting the hypothesized positive influence.

4.2. DISCUSSIONS

Based on the results of the analysis in this study, the interpretation is as follows:

1. The Effect of Work-Life Balance on Employee Performance

The Work-Life Balance variable has a moderate positive effect on Employee Performance, with an original sample value of 0.348. A T-Count value of 2.261 indicates that this relationship is significant because it exceeds the minimum limit of 1.96. This is also supported by a P-Value of 0.024, which is smaller than 0.05. Thus, Work-Life Balance has been proven to have a significant effect on Employee Performance. Work-Life Balance is proven to have a significant effect on Female Employee Performance.

Work Life Balance has a positive effect on Female Employee Performance because the balance between work and personal life can increase productivity, reduce stress, and help individuals feel more motivated to work. Female employees who feel that they have enough time to meet their personal needs tend to have a higher commitment to work, which ultimately improves performance. This is in line with research conducted by Sri Wahyuni et al., (2023) which states that Work-Life Balance has a positive effect on the performance of female workers at PT. Bina Artha Ventura during the Covid19 pandemic.

2. The Effect of Flexible Working Arrangement on Employee Performance

The Flexible Working Arrangement variable has a strong positive influence on Employee Performance, with an original sample value of 0.436. The T-Value of 2.912 is greater than 1.96, and the P-Value of 0.004 is smaller than 0.05. This shows that the flexible working arrangement has a significant effect on the performance of employees.

Flexible working arrangement (FWA) provides employees with flexibility in managing their time and place of work, which can increase productivity and performance. With this flexibility, employees can work in conditions that best suit them, reduce fatigue, and increase focus and work results. The results of this study are in line with previous research by Farha et

al., (2022) which stated that flexible working arrangements have a positive effect on employee performance.

3. The Effect of Work-Life Balance on Job Satisfaction

Work-Life Balance also showed a moderate positive effect on Job Satisfaction, with an original sample value of 0.375. A T-Value of 2.599 and a P-Value of 0.009 indicate that this relationship is significant. This means that increasing Work-Life Balance can increase Job Satisfaction.

Work-Life Balance has a positive effect on Job Satisfaction because employees who feel their personal and professional lives are balanced tend to be more satisfied with their working conditions. They feel appreciated by the organization, which increases job satisfaction. These results are in line with research conducted by Turagan et al., (2022) namely that work-life balance has an effect on job satisfaction.

4. The Effect of Flexible Working Arrangement on Job Satisfaction

strong positive influence, with an original sample value of 0.537. A T-Value of 3.978 far exceeds the minimum threshold of 1.96, and a P-Value of 0.000 supports the significance of this relationship. Thus, Flexible working arrangements have a significant influence on increasing Job Satisfaction.

Flexible working arrangements have a significant effect on Job Satisfaction because flexibility allows employees to have more control over their work-life balance, which increases feelings of happiness and satisfaction. When employees feel their work is more flexible, they feel more valued by the company, which leads to higher job satisfaction. These results are in line with previous research by Farha et al., (2022) which stated that flexible working arrangements have a positive effect on job satisfaction.

5. The Effect of Job Satisfaction on Employee Performance

The Job Satisfaction variable showed a weak positive influence on Employee Performance, with an original sample value of 0.222. However, the T-Count value of 1.904 is below the significant limit of 1.96, and the P-Value of 0.057 is greater than 0.05. This indicates that the relationship between Job Satisfaction and Employee Performance is not significant, so Job Satisfaction does not directly affect Performance significantly.

This can happen because other factors such as work pressure, management systems, or external influences are more dominant in employee performance compared to job satisfaction levels. In other words, satisfied employees may not always have additional motivation to improve performance significantly.

6. The Effect of Work-Life Balance on Employee Performance Mediated by Job Satisfaction

The mediation path of Work Life Balance on Employee Performance through Job Satisfaction has an original sample value of 0.083, which shows that the positive influence is quite small. The T-Count value of 1.327 is below the significance threshold of 1.96, and The P-Value value of 0.184 is greater than 0.05. This indicates that the mediation pathway of Job Satisfaction in the relationship between Work Life Balance and Employee Performance is not significant. The mediation of Job Satisfaction in the relationship between Work-Life Balance and Female Employee Performance is not significant because the direct influence of Work-Life Balance on Female Employee Performance is strong enough, so that the role of Job Satisfaction as a mediator becomes less significant. In addition, there may be other more relevant factors mediating this relationship, such as work motivation or organizational commitment, which are not included in the model.

1. The Effect of Flexible Working Arrangement on Employee Performance Mediated by Job Satisfaction

The mediation pathway from Flexible Working Arrangement to Employee Performance through Job Satisfaction has an original sample value of 0.119, showing a slightly greater positive influence than the previous path. The T-Value of 1.816 is close to the significant threshold of 1.96, but has not yet reached it, while the P-Value of 0.069 is slightly above 0.05. This shows that the mediation of Job Satisfaction in the relationship between Flexible Working Arrangement and Employee Performance is not significant.

The relationship between Flexible Working Arrangement and Female Employee Performance through Job Satisfaction is also not significant. This may be due to the fact that Flexible Working Arrangement has a fairly large direct influence on Female Employee Performance, so that the role of Job Satisfaction as a mediator becomes less dominant. In addition, other factors such as competence or managerial support may have a greater influence on this relationship.

5. CONCLUSION

The research conducted aims to determine the effect of variable Work-Life Balance and Flexible Working Arrangement on Employee Performance and Employee Job Satisfaction as a moderation variable at PT. KMK Global Sports. Based on the results of the analysis conducted using the Structural Equation model (SEM with Partial Least Square (PLS)), it can be concluded as follows:

1. There is an influence between the work-life balance variable and the employee performance variable because the significant relationship between work-life balance and employee performance shows that focusing on the welfare of employees in the context of the research object can be an effective strategy to improve work results. This research supports modern work.
2. There is an influence between the variable flexible working arrangement on employee performance because the significant relationship between flexible working arrangement and employee performance shows that flexible working arrangement is one way to increase employee productivity in the company.
3. There is an influence between the work-life variables and job satisfaction because the significant relationship between work-life balance and job satisfaction shows that a good balance can create a work environment that supports employee satisfaction and happiness.
4. There is an influence between flexible working arrangements and job satisfaction because this significant relationship shows that flexible working arrangements not only provide benefits for employees in terms of flexibility, but also have a direct positive impact on job satisfaction levels.
5. There is no influence between the variables of job satisfaction and employee performance because this insignificant relationship suggests that although job satisfaction is important, it is not the only factor that can directly affect performance.
6. There was no influence between the work-life balance variable on the work-life balance variable through the work-satisfaction variable because this insignificant relationship indicated that job satisfaction did not effectively mediate the relationship between work-life balance and work-life balance in the context of this study. This indicates the need to focus on other factors that have a greater impact on employee performance, both directly and through job satisfaction.
7. There was no influence between the variable of flexible working arrangement on the variable of employee performance through the variable of job satisfaction because this insignificant relationship indicated that job satisfaction did not mediate the relationship between flexible working arrangement and employee performance in the context of this study. This indicates the need for companies to re-evaluate the implementation of work

flexibility policies to suit employee needs, so that the impact on job satisfaction and employee performance can be more optimal.

Based on the conclusions of the research results regarding the Influence of Work-Life Balance and Flexible Working Arrangement on the Performance and Job Satisfaction of Female Employees, here are some suggestions that the author conveyed. The author hopes that these suggestions can provide benefits to all parties related to the results of this research. Some things that can be suggested include:

1. For companies

Work-life balance and flexible working arrangements have a significant influence on employee job satisfaction, which can ultimately support the improvement of employee performance. However, its indirect effect, through job satisfaction, has not shown significant results. Therefore, the company PT. KMK Global Sports needs to focus on policies that support work-life balance and flexible working arrangements directly to increase employee satisfaction and productivity. The implementation of this policy creates a healthy work environment, increases loyalty, and encourages the sustainability of company performance.

2. For the Next Researcher

For the next researcher, it is recommended to examine more deeply the factors that affect the effectiveness of work-life balance and flexible working arrangements in various industry sectors, as well as explore the different effects on employees from different cultural and organizational backgrounds. Further research can also cover the long-term aspects of policy implementation, especially in the context of social change and work technologies.

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