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Research Paper

Work Flexibility and Work-Life Balance: Gender and Workload Analysis

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Abstract

This study examines the role of work flexibility in enhancing employees' work-life balance. It specifically explores whether workload and gender serve as moderators of this relationship. The research is motivated by the growing prevalence of flexible work arrangements, particularly among Generation Z. The objective is to determine whether workload levels and gender affect the effectiveness of flexible work in supporting work-life balance. Quantitative design was employed in this study. Data was collected via an online questionnaire distributed to employees engaged in flexible working systems. A total of 180 respondents participated in the survey. Moderation analysis was conducted to assess both the direct effect of work flexibility on work-life balance and the moderating roles of workload and gender. The results show that work flexibility statistically has a significant effect on work-life balance. Furthermore, the interaction between workload and gender showed no significant effects. This indicates that the positive relationship between work flexibility and work-life balance is consistent across different levels of workload and gender. Thus, flexible work arrangements have universal benefits for enhancing employee well-being. The findings suggest important implications for organizations implementing flexible work systems. Managers are encouraged to adopt flexible work policies as a strategic means to support employee well-being, without requiring differentiation based on gender or workload. This is particularly relevant in managing the expectations and preferences of Generation Z employees. This study contributes to the literature by affirming the consistent positive impact of work flexibility on work-life balance, regardless of individual differences.

Keywords: *Work flexibility, Work-life balance, Workload, Gender, Generation Z*

INTRODUCTION

Digital transformation has transitioned from an optional undertaking to an imperative in contemporary society. This has triggered significant changes in various aspects of life and the business environment. Consequently, organizations are implementing a variety of strategies to enhance their adaptability in the current context. Among these, organizations have implemented work-from-home (WFH) schemes, granting employees greater autonomy by allowing them to complete their tasks outside of the traditional office setting (Kniffin et al., 2021; Saragih et al., 2021). WFH is a remote working method that allows employees to remain productive without being tied to a specific physical location (de Klerk et al., 2021). The strategic rationale behind WFH implementation lies in its potential to reduce operational costs and better accommodate the changing demands of employees.

Prior research has consistently demonstrated the positive influence of WFH implementation on both organizational outcomes and employee well-being. Barrero et al. (2021) found that by eliminating the daily commute, WFH can significantly enhance employee productivity. This reduction in travel time not only saves valuable hours but also minimizes the distractions and interruptions associated with commuting, allowing employees to maintain greater focus on their work. In addition, Saragih et al. (2021) explained that WFH offers personal comfort, such as the

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freedom to wear casual clothing, which improves employee mood and productivity. Work becomes more flexible as employees can organize and design their own work plans. This WFH system significantly increases the sense of freedom in managing work responsibilities. This greater control supports work-life balance (WLB) because WFH provides a balance between personal priorities and family commitments. It will foster a healthier and more fulfilling lifestyle, ultimately enhancing overall employee well-being and job satisfaction.

However, according to Saragih et al. (2021), the successful implementation of WFH is influenced by a multifaceted set of factors, such as personal characteristics (responsibility, ability to manage time, commitment). This is aligned with Setiawan and Fitrianto (2021), who stated that the implementation of WFH requires proactive planning and management, ensuring that the work system is effectively directed and aligned with organizational objectives to maximize productivity and employee well-being. The availability of reliable digital technology is critical for the effective implementation of WFH initiatives. In addition, the communication system in the organization is also needed in maintaining coordination and collaboration between employees and management while working remotely (Alexander et al., 2021). Therefore, providing training for managers to be able to manage teams virtually or remotely is also needed in this digital transformation era. Socialization of a clear flow of WFH implementation helps employees in all lines to understand their duties and responsibilities.

The swift advancement of technology makes work flexibility an increasingly compelling research topic. This is because work flexibility provides different work experiences and contributes to the quality of life of employees. Work flexibility is influenced by psychological job control and social boundary control (Boccoli et al., 2024). Psychological job control refers to employees' perceptions of their ability to control when, where, and how they work. Social boundary control refers to employees' ability to manage the boundaries between their work roles and social roles, including the timing and frequency of inter-role transitions (Avgoustaki & Bessa, 2019). Work flexibility enables employees to customize their work arrangements, aligning with their individual needs and preferences by negotiating the location, timing, and scope of their work commitments to achieve optimal work-life balance (Kotey & Sharma, 2019). This is in line with the findings of Galea et al. (2014) and Delecta (2011), who confirmed that flexibility in work schedule arrangements has a positive relationship with WLB.

However, the impact of flexible working varies by gender. Research conducted by Subramaniam et al. (2015) found that WLB has more positive effects on women in terms of reduced work-family conflict and enhanced ability to fulfill caregiving responsibilities while maintaining task accomplishment. Specifically, women reported experiencing lower stress levels and a greater sense of personal fulfillment when flexible work arrangements enabled them to perform their dual roles at home and at work effectively. This is because flexible work arrangements uniquely empower women to effectively balance the demands of their careers and family responsibilities, allowing them to continue working without sacrificing family time and relationships. In contrast, for men, the primary advantage of flexible work arrangements appears to be a boost in self-satisfaction, irrespective of their familial roles. Nevertheless, Le et al. (2020) mentioned that this flexibility presents a paradox for women with dual roles, as their workload remains non-negotiable despite flexible arrangements, creating pressure to excel in both professional and domestic spheres simultaneously. This "non-negotiable" nature refers to the fact that women often cannot reduce household, childcare, or eldercare responsibilities even when working flexible hours; for instance, working from home may still require preparing meals, supervising children, and accompanying elders to appointments, all while meeting deadlines, effectively lengthening her workday beyond that of office-based colleagues.

Given these gender differences, the exploration of gender perspectives on flexible work arrangements warrants further attention. While existing studies have examined gender effects on flexibility separately, there is still limited understanding of how gender interacts with workload variations to shape WLB outcomes. Most prior research has been conducted in Western contexts, with little attention to Indonesian cultural settings, where traditional gender norms may intensify the dual-burden for women. Moreover, to date, no study has examined gender and workload simultaneously as interactive moderators in the relationship between flexible work arrangements and WLB, representing a critical research gap that the present study seeks to address.

The complexities of flexible work arrangements are further evidenced by Chung (2020), who found that flexibility harms the careers of employees who work with flexible work schemes. A potential concern regarding the implementation of flexible work arrangements is the possibility of increased workload for office-based employees. This can occur when flexible work arrangements are not effectively managed, leading to a perception that those working remotely are not contributing their fair share to team responsibilities. In addition, employees who choose to work with flexible schemes tend to face obstacles to getting promoted. Similarly, Le et al. (2020) argued that in the Asian cultural context, the implementation of flexibility is still often unstructured, which can cause role ambiguity and increase conflict between work and personal life. This unstructured approach particularly affects workplace equity, as some employees may feel overburdened while others seem to have lessened duties. Hence, it can be concluded that the implementation of work flexibility must also pay attention to workload (Kniffin et al., 2021; Omar et al., 2015).

Building upon the multifaceted effects of work flexibility, this research was conducted in Indonesia with participants who have experience working under flexible arrangements. It specifically examines how gender and workload shape the influence of flexible work arrangements on WLB. Gender serves as a critical moderator because existing literature reveals differential impacts of flexibility on men and women due to varying social expectations and caregiving responsibilities, while workload is essential to examine as a moderator because it determines whether flexible arrangements genuinely reduce stress or merely redistribute work pressure across different contexts. The study addresses the following research questions: Does work flexibility have a significant positive effect on employees' work-life balance? Do workload levels and gender moderate this relationship, either independently or through their interaction? By grounding the study in this context, it aims to offer valuable insights for managers to effectively utilize flexible work practices to promote positive outcomes for both employees and organizations.

LITERATURE REVIEW

Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) theory, originally developed by Demerouti et al. (2001) and later refined by Bakker and Demerouti (2007), provides a theoretical framework for understanding employee well-being, motivation, and performance in organizations. This theory has emerged as one of the most influential models in occupational health psychology, offering a flexible yet robust foundation for examining workplace phenomena and their impact on employee outcomes. The JD-R theory is built upon two fundamental categories of working conditions that shape employee experiences. Job demands refer to the physical, psychological, social, or organizational aspects of work that require sustained effort and are associated with certain physiological and psychological costs (Bakker & Demerouti, 2007). These include work overload, time pressure, role conflict, emotional demands, and poor working conditions. While job demands are not inherently negative, they become stressors when meeting those demands requires high effort from which employees have not adequately recovered. Job resources, on the other hand, encompass the physical, psychological, social, or organizational aspects of work that are functional

in achieving work goals, reducing job demands and their associated costs, or stimulating personal growth and development (Schaufeli et al., 2006). Job resources include autonomy, social support, feedback, skill variety, and opportunities for professional development.

The theory proposes two distinct psychological processes that explain how job characteristics influence employee outcomes. The health impairment process suggests that high job demands exhaust employees' mental and physical resources, leading to strain, burnout, and negative organizational outcomes such as absenteeism and turnover intention (Jiang et al., 2022). Conversely, the motivational process indicates that job resources foster work engagement, motivation, and positive outcomes, including enhanced performance and organizational commitment. These processes operate simultaneously and can interact with each other, creating a dynamic relationship between job demands, job resources, and employee outcomes.

Within the context of this study, the JD-R theory provides a theoretical lens to understand the relationships between flexible work arrangements, workload, gender, and work-life balance. Workload represents the primary job demand examined in this research framework. Consistent with JD-R theory's conceptualization, workload encompasses the physical, psychological, and time-related pressures that require sustained effort and can lead to strain when excessive (Hakanen et al., 2017; Omar et al., 2015). High workload creates demands that deplete employees' resources, leading to work-related stress and diminished capacity to maintain work-life balance. Research demonstrates that excessive workload serves as a significant job stressor that can override the potential benefits of organizational resources, creating a health impairment process that negatively impacts employee well-being (Baes et al., 2025; Ridhayanti et al., 2022).

Flexible Work Arrangement (FWA) and Work Life Balance (WLB)

Flexible Work Arrangement (FWA), according to Avgoustaki and Bessa (2019) is the ability of employees to organize where, when, and how work is done. In this case, it creates a sense of autonomy, which is important for motivating and improving well-being (Boccoli et al., 2024a). The forms of FWA are described by Possenriede and Plantenga (2011) as follows:

- Time Flexibility, where employees can set the duration of work so that the length of time working is determined by the employee themselves.
- Timing Flexibility, where employees can choose the time to start and finish work according to their wishes and according to the needs of each employee.
- Place Flexibility, where employees can choose where they will work. This is related to the location of completing work

Previous studies have found a positive influence of work flexibility on employees' daily lives. Flexible working hours transform how employees experience their daily lives. Warren and Lyonette (2018) demonstrated that work flexibility significantly enhances workers' overall quality of life by allowing them to better integrate professional and personal commitments. Prowse and Prowse (2015) also mentioned that employees who can manage their working hours tend to experience an increased balance between work life and personal life. This creates a quality of life for workers (Klindžić & Marić, 2019; Timms et al., 2015). This empowerment creates a psychological shift that Galea et al. (2014) identified as a transition from being managed to becoming their own managers, fostering an environment where personal responsibility and work ownership naturally flourish.

According to Delecta (2011), work-life balance occurs when a person can allocate time well across different aspects of life without causing problems in any area. This balance is influenced by four key factors: individual characteristics, family dynamics, work and organizational environment, and broader social context. Organizations increasingly recognize the importance of supporting this

balance through policy interventions. Kotey and Sharma (2019) noted that many companies establish maximum weekly working hours to facilitate work-life balance, while Warren and Lyonette (2018) emphasize that flexible scheduling enables employees to manage both professional responsibilities and daily personal tasks more effectively.

The success of flexible work arrangements in promoting work-life balance depends heavily on organizational context and implementation quality. Research by Galea et al. (2014) highlights that organizational culture plays a crucial role, noting that suspicious or distrustful work environments can undermine the benefits of flexible arrangements. When organizations genuinely support flexibility and align it with their cultural values, employees are more likely to utilize these arrangements effectively and experience positive outcomes. However, the relationship between flexibility and work-life balance is complex and context-dependent.

Previous research shows that flexible work arrangements can present both opportunities and challenges for WLB. While flexibility offers potential benefits, studies show that remote work can sometimes lead to longer working hours and increased work-family interference, with employees struggling with boundary management experiencing role conflict and difficulty separating work and personal responsibilities (Boccoli et al., 2024a; Subramaniam et al., 2015). Given the potential impact of flexibility on employee well-being, the proposed hypothesis is as follows:

H1: Flexible work arrangement significantly affects work-life balance

Flexible Work Arrangement (FWA), Work Life Balance, and Gender

Subramaniam et al. (2015) explained that FWA has a positive impact on WLB specifically for female workers. In their research, they stated that the benefits of work flexibility will be different for male and female workers. For women, the benefits of flexible working hours are to balance life and also to fulfill responsibilities to the family. As for men, the benefit of flexible working hours is to balance the required travel hours. Medina-Garrido et al. (2017) found that flexible working schemes are more widely utilized by female workers. Furthermore, Hernández Martínez and Chunga-Liu (2024) state that women benefit more from work-life balance in increasing work happiness than men. Subramaniam et al. (2015) identified higher work flexibility preferences in women who have higher education levels, high income, and managerial positions. In this case, it can be said that groups with high socio-economic status and job levels can benefit from work flexibility itself. Therefore, the following hypothesis was developed:

H2: Flexible work arrangement significantly affects work-life balance with gender as a moderating variable.

Flexible Work Arrangement (FWA), Work-life Balance, and Workload

Workload serves as a primary trigger for work-related stress, particularly when job demands exceed employee capabilities and must be completed within tight deadlines (Omar et al., 2015). Research by Hakanen et al. (2017) demonstrates that excessive workload negatively impacts employee performance by creating pressure that leads to fatigue, stress, and reduced motivation. Furthermore, studies show a clear inverse relationship between workload and work-life balance, where increased workload diminishes employees' work-life balance (Omar et al., 2015; Timms et al., 2015). This finding aligns with subsequent research by Tresna et al. (2024), which revealed an inverse relationship between workload intensity and work-life balance satisfaction. Specifically, their study demonstrated that as employee workload decreases, perceived work-life balance correspondingly improves, suggesting that workload management serves as a key lever for enhancing overall employee well-being. The influence of workload also extends to employee retention, as Baes et al. (2025) found that excessive workload significantly impacts turnover

intentions. Additionally, Ridhayanti et al. (2022) also revealed that elevated workload levels directly enhance employee stress, creating negative effects on both individual performance and organizational outcomes.

Workload can either facilitate or hinder the ability of flexible work arrangements to improve work-life balance. When employees face high workloads, the benefits of flexible work arrangements may be diminished as the pressure to complete excessive tasks can override the advantages of scheduling autonomy and location flexibility (Hakanen et al., 2017; Stacey et al., 2024). Conversely, when the workload is manageable, flexible work arrangements can more effectively enhance work-life balance by allowing employees to optimize their time and energy allocation across work and personal domains. Therefore, the following hypothesis was developed:
H3: Flexible work arrangement significantly affects work-life balance with workload as a moderating variable.

Figure 1 presents the proposed research model, which is anchored in the Job Demands-Resources (JD-R) theoretical framework. Within this model, flexible work arrangements are conceptualized as organizational resources that can mitigate the adverse impact of job demands, particularly high workload, on employees' work-life balance. Additionally, gender is incorporated as a significant personal characteristic that may influence these relationships, given that men and women often differ in their approaches to managing work-life boundaries and their responses to workplace flexibility initiatives.

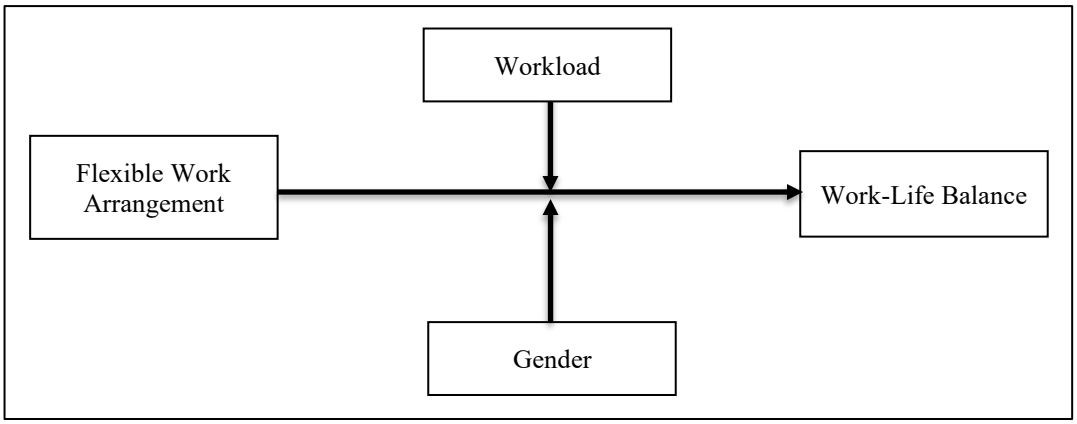

Figure 1. Research Model

RESEARCH METHOD

Data Collection Method

This explanatory quantitative study employs an online survey methodology to collect data from employees across various industries in Jakarta and Bandung, Indonesia. Jakarta and Bandung were selected as the focus of this study due to high concentrations of modern organizations that have actively implemented flexible work arrangements. For this study, flexible work arrangements are operationally defined as any work arrangement that allows employees to have control over one or more aspects of when, where, and how they work (Jena & Memon, 2018; Klindžić & Marić, 2019). This includes: (1) Remote work arrangements where employees can work from locations other than the traditional office; (2) Flexitime arrangements that allow employees to choose their start and end times within established parameters; (3) Hybrid work models that combine remote and office-based work; (4) Compressed work weeks that allow employees to work longer hours on fewer days; and (5) Job sharing arrangements where responsibilities are divided between two or more employees. Participants must have utilized at least one of these flexible work arrangement

types for a minimum of three months within their current or previous employment.

All participants have experience with flexible work arrangements to ensure diverse perspectives on work flexibility and its impact on work-life balance. There are two criteria that are utilized in sampling selection. First, participants must have prior experience with flexible work arrangements as defined above. Second, they must have at least three months of employment experience, including both part-time and full-time positions. Thus, participants were selected using purposive sampling.

Measurement Instruments

All questions use a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instruments are adapted from established research to ensure validity and reliability. Work flexibility measures employees' ability to organize where, when, and how work is done, including flexibility in time, schedule, and work location. This variable uses four items developed by Clark (2002). An example item is "I am given full responsibility for my activities at work. Work-life balance refers to a person's ability to organize and maintain work life with daily life to avoid conflict. This study measures WLB using a five-item scale developed by Valcour (2007). One example item is "I am satisfied with the way I divide my time between work and personal life. Workload assessment uses nine items adapted from Theorell and Karasek (1996). An example item is "My job requires full concentration over a long period of time to complete each task properly. Thus**,** the complete questionnaire contains 18 items across all measurement scales. Following Hair et al. (2017) recommendation, the minimum sample size equals the number of questionnaire items multiplied by 10. Therefore, this study requires a minimum of 180 participants.

Data Analysis

The study analyzed data using SPSS software version 30.00. The analysis included four main statistical procedures: descriptive tests, validity tests, reliability tests, and linear regression tests. Formal regression assumption testing was not conducted in this study for several methodological reasons. First, with a sample size of 180, which exceeds the minimum threshold of 30 participants, the central limit theorem ensures that the sampling distribution of means approaches normality regardless of the underlying population distribution, making formal normality tests less critical for parameter estimation (Hair et al., 2022). Second, this study employed well-validated measurement instruments from established research (Clark, 2002; Valcour, 2007; Theorell & Karasek, 1996) that have demonstrated psychometric properties across multiple studies, reducing concerns about measurement-related assumption violations. Third, the use of Likert scale data with an adequate sample size provides sufficient robustness for linear regression analysis, as regression is relatively robust to moderate assumption violations when sample sizes are adequate (Tabachnick & Fidell, 2019). Finally, the explanatory nature of this research focuses on understanding relationships rather than precise prediction, making the analysis less sensitive to minor assumption violations that might affect predictive accuracy. Nevertheless, as part of good research practice, minimal diagnostic procedures were conducted, including scatterplot analysis and Normal P-P plots, to ensure data quality and identify any substantial distributional issues that might warrant attention despite the theoretical robustness provided by the sample size and established instruments.

Validity testing ensured that the measuring instruments accurately assessed what they intended to measure. The study used Pearson product-moment correlation for this purpose. The instruments were considered valid when the calculated R-value was greater than the R-table value (Hair et al., 2017). While the reliability tests assessed the consistency of the measuring instruments. The study used Cronbach's Alpha coefficient for this analysis. Following Heo et al. (2015), data were

considered reliable when the alpha value exceeded 0.7. Hypotheses were tested with linear regression and moderated regression analysis. The primary goals were to determine the nature of the relationship between independent and dependent variables and to investigate how moderating variables influenced this relationship. Thus, moderated regression is well-suited for examining how they influence different relationship patterns.

FINDINGS AND DISCUSSION

This study collected an online survey completed by 180 voluntary respondents. The respondents were predominantly employed in sectors known for implementing flexible work arrangements, including technology (32.2%), financial services (28.3%), creative industries (18.9%), consulting (12.2%), and government agencies (8.4%). This distribution aligns with the study's focus on employees with flexible work experience, as these sectors are among the early adopters of contemporary work arrangements in Indonesian urban centers.

The demographic characteristics of these participants consist of five categories. As described in Table 1, women comprise most participants at 60% (108 respondents). The largest age group consists of individuals aged 21-30 years, representing 51.7% of the sample. This indicates that most respondents belong to younger generational cohorts (Generation Z and Millennials) who have entered the workforce during an era of increasing workplace flexibility adoption. This demographic profile is particularly relevant for this study as younger employees are more likely to seek and utilize flexible work arrangements, and organizations targeting this demographic often implement such policies to attract and retain talent. Regarding employment status, full-time employees dominate the sample, accounting for 77.2% (139 respondents). Additionally, unmarried individuals represent a substantial portion at 66.1% (119 respondents). In terms of professional experience, the largest group consists of respondents with 0-5 years of tenure at their current company, comprising 41.7% (75 individuals).

Table 1. Respondent's Characteristics

Characteristics		**Total**	**Percentage**
Gender	Women	108	60%
	Men	72	40%
Age	>20-30 years	93	51.7%
	>31-40 years	73	40.6%
	>40-50 years	14	7.8%
Employment Status	Part-Time	21	11.7%
	Full-Time	139	77.2%
	Internship	20	11.1%
Marital Status	Married	61	33.9%
	Unmarried	119	66.1%
Length of employment at the company	0-5 years	135	75.0%
	6-10 years	39	21.7%
	>10 years	6	3.3%

Source: Data Processed (2025)

With a sample size of 180, the sampling distribution of means approaches normality regardless of the underlying population distribution, making formal normality tests less critical for

parameter estimation (Hair et al., 2012). Thus, the normality check was not conducted in this analysis. The study analyzed descriptive statistics for all measured variables before conducting hypothesis testing. Table 2 summarizes the key findings for each variable. The result shows that work flexibility achieved the highest mean score of 4.02 (SD = 0.089), indicating that respondents generally agreed they experienced flexible work arrangements. Work-life balance showed a mean score of 3.8 (SD = 1.031), reflecting moderate agreement on work-life balance. The workload variable produced a similar mean score of 3.8, suggesting that respondents viewed their workloads as generally manageable.

Table 2. Descriptive Test

Variables	Average	Std. Deviation (SD)	Statistics	Std. Error
Work flexibility	4.023	0.089	.471	.360
Work Life Balance	3.890	1.031	-.148	.360
Workload	3.817	0.617	.375	.360

Source: Data Processed (2025)

Preliminary Data Diagnostics

Despite the initial rationale for minimal assumption testing, preliminary data exploration showed significant distribution challenges that warranted attention. Residual diagnostic plots indicated the presence of heteroscedasticity (unequal variance across predicted values) and negative skewness in the data distribution (Figure 2). While the explanatory nature of this research reduces sensitivity to minor assumption violations, these patterns were substantial enough to potentially affect the reliability of regression results.

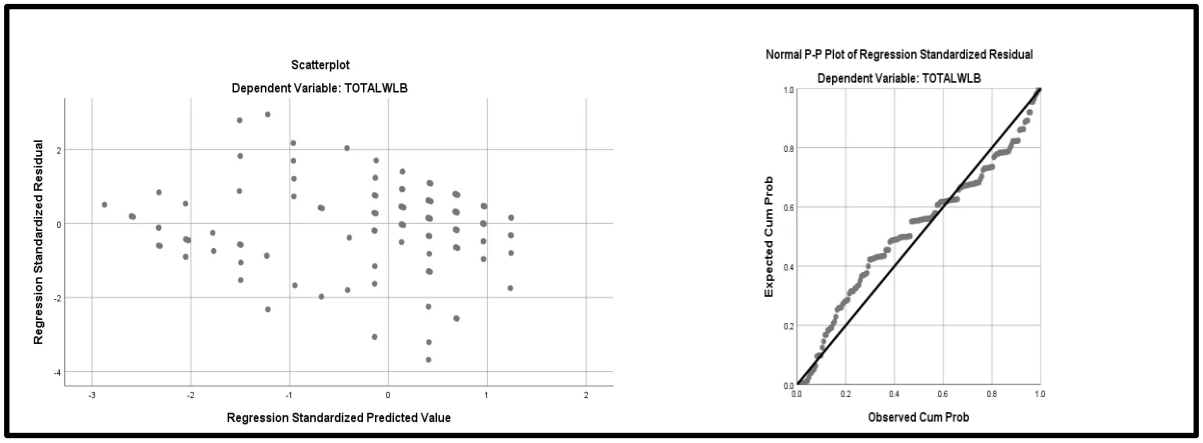

Figure 2. Scatterplot and Normal P-P Plot Before Transformation

To address these violations and ensure statistical validity, square transformation was applied to all continuous variables. And the square transformation successfully improved data distribution properties (see Table 3), with skewness reduction ranging from 27% to 56% across variables. Post-transformation diagnostic plots confirmed the resolution of heteroscedasticity issues, with residuals displaying random scatter patterns around zero (see Figure 3), and substantial improvement in normality as evidenced by Q-Q plots showing closer adherence to the diagonal reference line.

Table 3. Comparison of Original and Transformed Data Properties

Variables	Original Data				Transformed Data			
	Mean	**SD**	**Skewness**	**Kurtosis**	**Mean**	**SD**	**Skewness**	**Kurtosis**
TotalWLB	11,74	3,14	-1,019	-0,308	147,63	64,34	-0,713	-0,769
TotalFK	16,09	3,57	-1,255	0,471	271,73	99,88	-0,918	-0,243
TotalWL	27,04	4,80	-0,770	0,197	754,04	243,88	-0,341	-0,532

Source: Data Processed (2025)

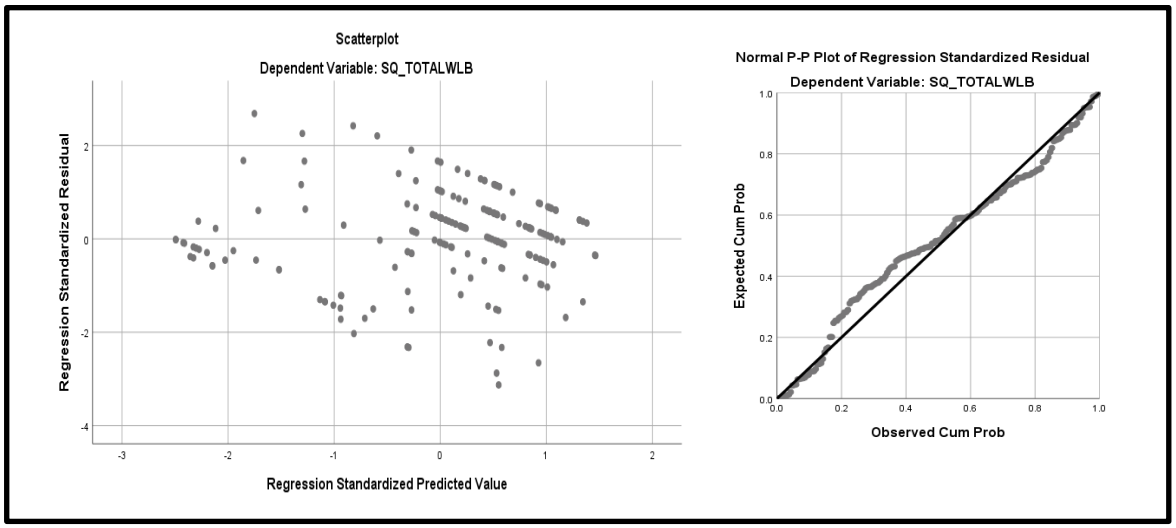

Figure 3. Scatterplot and Normal P-P Plot After Transformation

Validity and Reliability Test

Validity testing ensures that survey questions accurately capture their intended constructs, while reliability testing confirms the internal consistency of the measurement tools. This study used Pearson Product-Moment Correlation coefficients with a two-tailed significance level of 0.01 to assess validity. All questionnaire items demonstrated adequate validity (Table 4), with R-calculated values surpassing the R-table threshold of 0.148.

Cronbach's Alpha measured the internal consistency of each construct. Following established guidelines, this study accepted variables with Alpha values of 0.70 or higher. The result shows that most variables met this standard, except workload. The workload variable required modification because two specific items: WL3 ("I am not asked to do an excessive amount of work") and WL4 ("I have plenty of time to complete all work") were under the standard. Thus, both items were removed because they reduced the overall reliability of the construct. After eliminating these problematic items, all variables achieved satisfactory reliability scores. Table 3 summarizes the final validity and reliability results for all retained measures.

Table 4. Validity & Reliability Test

Variable	Indicator	Pearson Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	Conclusion
Work flexibility	FK1	.837**	.762	.820	Valid and Reliable
	FK2	.687**	.826		
	FK3	.872**	.726		
	FK4	.819**	.760		
Work-Life Balance	WLB1	.919**	.921	.940	Valid and Reliable
	WLB2	.868**	.935		
	WLB3	.886**	.930		
	WLB4	.913**	.923		
	WLB5	.907**	.924		
Workload	WL1	.526**	.649	.707	Valid and Reliable
	WL2	.471**	.651		
	WL5	.504**	.807		
	WL6	.502**	.682		
	WL7	.595**	.637		
	WL8	.636**	.603		
	WL9	.575**	.640		

Source: Data Processed (2025)

** Relationships have significance at the 0.01 level (two-way).

Hypotheses Testing

This study hypothesizes that increased work flexibility positively impacts employees' WLB. Table 4 presents a standardized beta coefficient of 0.745 on this relationship (H1 is supported). This coefficient underscores a strong positive association. Furthermore, a significance value of <0.001 confirms a statistically significant and positive relationship between work flexibility and WLB. These flexible arrangements allow employees to choose their ideal work environment, suitable time allocation, and customized work timing (Piasna, 2020; Saragih et al., 2021). Such flexibility enables employees to pursue both personal and professional fulfillment beyond traditional work hours. As Prowse and Prowse (2015) assert, flexible work arrangements empower individuals to engage in activities that foster personal growth and enhance their overall quality of life, including hobbies and personal interests. Respondents in this study agree that they are experiencing significant autonomy. Their flexible arrangement grants them substantial control over their work schedules and demands. This control directly contributes to their work-life balance. Table 5 further describes this impact, showing that work flexibility accounts for 56.8% of the effect on WLB.

Table 5. Regression Analysis

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sign.	R Square
(Constant)	1.193	0.725	-	1.645	0.102	**0.568**
TotalFK	0.655	0.044	**0.745**	14.891	0.000*	
(Constant)	-0.005	2.787	-	-0.002	0.999	--
FK*G	-0.087	0.095	-0.269	-0.922	0.358	
TotalFK	0.794	0.166	0.902	4.776	0.000*	
Gender	0.755	1.579	**0.118**	0.478	**0.633**	
(Constant)	8.037	2.081	-	3.863	0.000*	--
FK*WL	0.015	0.004	0.793	3.997	0.000*	
TotalWL	-0.226	0.067	-0.345	-3.352	0.001*	
TotalFK	0.081	0.149	**0.093**	0.545	**0.586**	

Source: Data Processed (2025)

Moreover, the findings of the hypothesis test examining the moderating role of gender in the relationship between work flexibility and employee work-life balance (H2 is not confirmed) show an interesting insight. Table 4 shows that the standardized beta coefficient is 0.118 with a significant value of 0.633 ($p > 0.05$). These results indicate that gender does not significantly moderate the relationship between work flexibility and work-life balance.

Various reasons likely contribute to this observation. First, this study was conducted within the context of Asian culture, which traditionally adheres to patriarchal values. Patriarchal culture typically places higher expectations on women to provide childcare and manage household responsibilities compared to men. Consequently, women often find themselves handling dual roles that require them to fulfill both domestic and work responsibilities simultaneously, creating substantial pressure (Nuraeni & Lilin Suryono, 2021). Theoretically, work flexibility should allow women to better balance the demands of these dual roles. By reducing commuting time and providing the ability to manage work methods, timing, and duration, women can potentially actualize themselves in roles beyond their professional obligations.

However, the majority of respondents in this study were women (60%) and unmarried (66.1%), meaning they do not currently experience the multiple roles and family responsibilities typically associated with married life, such as childcare or elderly parent care. This demographic profile may explain why gender did not emerge as a significant moderator in this study. The findings suggest that the positive impact of work flexibility on work-life balance remains relatively consistent across genders, indicating that both male and female employees experience similar benefits from flexible work arrangements when controlling for marital status and family responsibilities.

Additionally, the majority of respondents have been employed for less than five years, suggesting they are likely in the early stages of their careers. It can be reasonably assumed that these respondents are primarily focused on career development and professional skill acquisition rather than achieving work-life balance. For junior staff, particularly Generation Z, the impact of workplace flexibility may not yet be strongly connected to mental health considerations or the ability to balance multiple life roles. This career stage focus is further supported by Table 1, which indicates that respondents generally perceived only moderate levels of work-life balance,

suggesting that the full benefits of flexible work arrangements may become more pronounced as employees progress in their careers and take on additional life responsibilities (Adiprasetyo & Surjandy, 2024). For new workers (Generation Z), the impact of such flexibility is often not yet linked to mental health and the ability to balance life's roles. This can also be seen from Table 1, which explains that in general, respondents perceived a moderate WLB.

The third hypothesis aims to examine the relationship between work flexibility and WLB with workload as a moderating variable. The test results (Table 4) demonstrate that the standardized beta coefficient is 0.093 with a significance value of 0.586 (p-value > 0.05). These findings indicate that workload does not significantly moderate the relationship between work flexibility and WLB (H3 is not confirmed), suggesting that the strength of this relationship remains consistent regardless of perceived workload levels. Theoretically, employees with access to flexible work arrangements would be expected to achieve a better work-life balance, particularly when experiencing lower workloads. However, this anticipated phenomenon was not observed among the participants in this study. The majority of respondents have been employed for less than five years, signaling they are still in the early stages of their professional development. This relatively short tenure suggests that employees may still be managing the complexities of their roles at work and adapting to organizational culture. This situation limits their ability to fully leverage the benefits of flexible work arrangements. Consequently, the effectiveness of work flexibility in enhancing their WLB may not be clearly evident when they encounter high workload demands, as they have not yet developed the necessary skills and strategies to optimize these arrangements.

Moreover, a significant portion of our respondents (51.7%) were Generation Z employees, aged 20-30. For this group, work flexibility is highly valued (Adiprasetyo & Surjandy, 2024). The presence of flexible work options strongly influences their workplace satisfaction and engagement. Gen Z employees feel more fulfilled and believe their workplace needs are met when they have flexibility, even when their workload is heavy. This suggests that Generation Z sees work flexibility as a fundamental workplace benefit, not just a way to handle stress from demanding tasks. Their satisfaction with flexible arrangements seems separate from their actual workload. This might explain why workload didn't show up as a significant moderator in our study.

DISCUSSION

The study provides evidence for a strong positive relationship between work flexibility and employee WLB, with findings that align with contemporary work arrangements. The standardized beta coefficient of 0.745 indicates that work flexibility is not merely a workplace benefit but a fundamental factor in achieving work-life balance. This finding supports Boccoli et al. (2024), who argued that flexible work arrangements create a sense of autonomy that is crucial for motivating and improving employee well-being by allowing individuals to better manage the demands of both work and personal life. Similarly, this result validates Hernández Martínez and Chunga-Liu's (2024) findings, which propose that work–life balance serves as a mediating mechanism through which workplace flexibility influences employee happiness and well-being, particularly emphasizing that the benefits of such balance extend beyond mere time management to include psychological fulfillment and life satisfaction.

Moreover, Prowse and Prowse (2015) argue that flexible work arrangements enable employees to exceed traditional work boundaries and pursue personal and professional fulfillment. The magnitude of this relationship is particularly noteworthy, as work flexibility accounts for 56.8% of the variance in work-life balance outcomes. This explanatory power suggests that organizations seeking to improve employee well-being should prioritize flexibility initiatives as a core strategy rather than treating them as supplementary benefits. The statistical significance ($p < 0.001$) further reinforces the robustness of this relationship across the study population.

However, this study found that gender is a non-significant moderator (β = 0.118, p = 0.633). This result is particularly surprising given the study's Asian cultural context, where patriarchal values typically create differential expectations for men and women regarding work and family responsibilities. This finding contradicts Subramaniam et al.'s (2015) theoretical framework, which proposed that flexible work arrangements would have differential impacts based on gender, with women primarily using flexibility to manage family responsibilities while men would focus on travel-related benefits. Our results suggest that this gendered theoretical model may not apply to younger unmarried employees who have not yet assumed significant family caregiving roles. While conventional wisdom suggests that flexibility at work primarily benefits women, this study argues that the benefits of work flexibility may be more universally experienced across genders, particularly among younger, unmarried employees who have not yet assumed significant family caregiving responsibilities. It indicates that both male and female employees derive similar advantages from flexible work arrangements when family responsibilities are not yet a significant factor. This has important implications for organizational policy, suggesting that flexibility benefits should be designed as universal rather than targeted interventions.

The absence of a significant moderating effect of workload (β = 0.093, p = 0.586) challenges the intuitive assumption that flexibility benefits would be more pronounced under conditions of lower workload. This finding diverges from the theoretical predictions of Omar et al. (2015) and Hakanen et al. (2018), who proposed that excessive workload would diminish the positive effects of organizational resources like flexibility by creating overwhelming job demands that override resource benefits. Our results suggest that their theoretical framework may not fully capture the experience of early-career employees who may view flexibility as an intrinsic workplace value rather than merely a tool for managing work stress. This finding also suggests that the positive relationship between work flexibility and WLB remains consistent regardless of work intensity levels, as workload did not emerge as a significant moderator. For younger employees in our sample, comprising both Generation Z and Millennials, this finding aligns with these generations' fundamental value of workplace autonomy and flexibility. Both generational cohorts, having entered the workforce during or after the rise of flexible work practices, tend to view flexibility as a standard workplace expectation rather than a special accommodation. This interpretation aligns with Adiprasetyo and Surjandy's (2024 findings, which indicate that younger generations, including both Generation Z and Millennials employees, prioritize workplace flexibility as a fundamental employment expectation rather than a conditional benefit, meaning they derive satisfaction from flexible arrangements regardless of external work pressures. The study further suggests that these employees view flexibility as intrinsically valuable, independent of its utility in managing work stress.

CONCLUSIONS

This study investigated the link between work flexibility and WLB, exploring how flexible work arrangements help improve employee well-being, as conceptualized within the theoretical framework. There are three hypotheses tested: 1) Work flexibility directly affects employee WLB; 2) gender moderates this relationship; and 3) workload moderates this relationship. Based on responses from 180 employees in companies with flexible work schemes, this study showed that work flexibility significantly impacts WLB. However, the analysis showed that neither gender nor workload significantly moderated the relationship between work flexibility and WLB. The non-significant moderation of workload and gender challenges the assumption of the JD-R model. While workload is clearly a job demand, its non-significant moderating role in the work flexibility and WLB relationship suggests that the direct positive effect of work flexibility. Similarly, gender as a personal characteristic shows that individuals experience work flexibility as a job resource that

consistently benefits WLB across genders.

These findings provide significant implications for leaders aiming to promote employee well-being and gain a competitive advantage. As this study found that work flexibility directly impacts WLB, highlights the critical role of work flexibility as a job resource. Thus, the organization should make this working arrangement a strategic move to improve employees' needs. Managers should actively support and implement flexible work policies. For instance, offering a greater variety of flexibility scheme and providing employees with adequate digital devices (Mon et al., 2024). Additionally, fostering strong communication across all employee levels is essential for maximizing remote work's effectiveness. By developing robust virtual communication channels, companies can create a more inclusive and supportive work environment, strengthening employees' social lives at work. Another key implication involves adopting a Results-Oriented Work Environment (ROWE). Shifting performance evaluations from working hours to actual output allows ROWE to effectively address flexible work challenges. This approach not only encourages employees to fully use their flexibility but also emphasizes autonomy and clear goals as key job resources.

LIMITATION AND FURTHER RESEARCH

While this research provides valuable insights, it does have some limitations. First, the relatively small sample size of 180 respondents might limit how widely the findings can be applied. Although this number meets basic statistical requirements, larger samples generally lead to more robust results in quantitative research. Future studies should consider using larger samples to enhance the generalizability of their findings. Second, most of the respondents had between 0-5 years of work experience. This makes it difficult to compare results with those from more established work systems or employees with longer experience with flexible arrangements. This narrow range of experience might also limit the generalizability of the findings, as it doesn't include employees with a broader or different set of experiences. Future research should aim to include respondents with more varied work experience. Third, the R^2 value of 0.568 indicates that flexible work arrangements explain only 56.8% of the variance in work-life balance, suggesting that important factors were not included in this study. Several aspects related to work-life balance remain unexplored, including organizational culture and management support, which research by Galea et al. (2014) shows significantly influence the effectiveness of flexible work arrangements. Individual psychological characteristics such as self-efficacy, time management skills, and boundary management preferences could also explain additional variance in work-life balance outcomes. Furthermore, technology infrastructure and digital competency, family dynamics beyond basic demographics, and career development opportunities represent significant missing variables. Future research should incorporate these organizational, individual, and contextual factors to achieve a more comprehensive understanding of work-life balance determinants and potentially increase the explanatory power of the research model.

In conclusion, to achieve an optimal work-life balance (WLB), companies must strategically implement flexible work systems. Since work flexibility consistently and significantly promotes WLB, regardless of gender or workload, its universal benefits for improving employee well-being are evident. This means management plays a crucial role in adopting Human Resources Management (HRM) practices that are competitive and adaptable to the dynamics of today's workforce. Successfully integrating work flexibility not only enhances employee well-being but also acts as a strategic imperative for fostering a more engaged, productive, and balanced workforce.

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