

# The Influence Of Work Life Balance And Flexible Work Arrangements On Employee Performance At Pt. Mahkota Group, Tbk

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## Abstract

*This research aims to explore the positive and significant implications of the relationship between work-life balance and flexible work arrangements on employee performance at PT Mahkota Group, TB, a business entity that exists in an ever-changing and fast-paced context. In an ever-evolving world of work, a deep understanding of how work-life balance and flexible work arrangements affect employee performance is crucial for organizational survival and success. Using a quantitative approach and linear regression analysis techniques, this study found strong evidence of a positive and significant relationship between these two variables and employee performance. This research provides a solid foundation for company management to implement policies that are more adaptive and inclusive of employee needs, and strengthen their commitment to improving employee welfare. This research not only contributes to the academic understanding of the dynamics of the relationship between work-life balance, flexible work arrangements, and employee performance, but also provides practical direction for company management in achieving competitive advantage through the implementation of human resource management strategies that focus on work-life balance and optimal performance.*

**Keywords :** *Work life balance, felxible work arrangements, emloyee performance*

## 1. Introduction

Human resource management (HRM) is a tool that companies can use to manage their human resources efficiently and sustainably. HRM focuses on leading staff members who have a strong sense of productivity, drive, and competition. Despite the speed of technological development, HRM is still necessary and advantageous for businesses to thrive. HRM serves as a non-financial mode in business organizations, which supports the survival of the company all the time. The main objective of HRM is to increase employees' contribution to the company and improve overall productivity. HRM is the most important management element in a company (Saif et al, 2011). Effective human resource management is critical to an organization's performance because the quality of its human resources significantly affects its success or failure (Martha, 2013). The dedication of the employees, it is expected that certain goals can be achieved. However, organizations also need to maintain a balance between employees' roles at work and their roles outside of work.

Performance appraisal is a structured evaluation process of a person's work results and to gain an in-depth understanding of individual abilities in this case it is possible to plan for more efficient automotive development. (Wibowo, 2017). Technological developments have also made work management more flexible, which can improve performance by blurring the lines between work and home life. Another thing that may have an impact on productivity is work-life balance, as a healthy balance helps people spend less time working (Abid, 2017). Prioritizing projects that will improve employee performance is the committee's responsibility, and companies should maintain employees' privacy and confidentiality while collaborating with them to help them reach their greatest potential.

Overall employee performance is the result of the effort they put into completing the job tasks assigned to them (Robins, 2016). Performance in another context is an idea that generally describes how effective the operations of an organization, organizational unit, individual employees, are similar to the standards and criteria that have been previously set (Winardi, 2016). Employees' contribution to the business is greatly influenced by employee performance. two types of factors affect employee performance: extrinsic and intrinsic. Extrinsic elements include the state of the work environment, leadership, interpersonal

interactions, and financial compensation, while intrinsic factors include motivation, education, skills, abilities, and knowledge.

The capacity to manage one's professional and personal obligations is known as work-life balance. It is the condition in which an employee can manage time well and strike a balance between work and family life. People with a healthy work-life balance are more productive and perform better at work. Because of the way businesses are run and the people who work there, they may also be adaptable, innovative and have a positive work atmosphere (FWA) (Nicklin, 2009). Flexible work arrangements allow flexibility in determining where work is done, often referred to as telecommuting or flex place, as well as when work is completed.

Work-Life Balance refers to the extent to which a person can achieve an adequate balance between commitments and responsibilities at work with the needs and demands of their personal life, especially in the context of family (Greenhaus, 2003). Achieving a good Work-Life Balance is very important for individuals as it can increase productivity, improve mental health, and general well-being. Work-life balance does not only focus on the conflict between work and family, but also pays attention to the positive impact that can permeate from one life domain to another (Repetti, 1987). Work-Life Balance is not only about achieving success at work, but also about maintaining overall quality of life. Work-Life Balance refers to the extent to which a person can achieve an adequate balance between commitments and responsibilities at work with the needs and demands of their personal life, especially in the context of family. Something that helps people achieve balance between their personal and professional lives is work-life balance. People can achieve balanced health and social well-being in both areas of their lives by achieving work-life balance. This can improve overall well-being, mental health and productivity.

In order to work well and be satisfied in their positions within their communities, people must maintain a healthy balance between their personal and professional lives. This is known as work-life balance. (Greenhaus, 2023). The time given to employees to manage their personal and professional lives in order to maximize productivity and job satisfaction for the employer is known as work-life balance. (Soomro et al, 2018). A study shows that employee productivity is not only strongly influenced by the gap between work and personal life, but also considerable (Widiati, 2019). Individuals who balance their personal and professional lives, either alone or in collaboration with others, are considered to have an unbalanced work life. This is because the group launched an effort to help people lead better and more balanced lives. The way individuals manage their personal and professional lives, or work-life balance, is one factor that can adversely affect some of the benefits of working in an office environment (Lockwood, 2016). Employees who have enough time and energy to give their best in their work and enjoy life outside of work, such as time spent with friends, hobbies, and other activities. By continuing flexible work, employees can balance their personal and professional lives effectively. It is important for companies to consider employees' work-life balance.

The advancement of digital technology, which has been applied in modern times to improve performance, work happiness, and employee loyalty, has resulted in the Flexible Working Arrangement system. It can foster a balance between work and personal obligations, helping employees provide better services to the organization needed to achieve its goals. Efficient communication and good management practices from the company and employees, this system allows the company to present a more positive view of the work environment (Fietze, 2013). Flexible work arrangements can improve work outcomes, reduce the need for redeployment, and strengthen employee loyalty and company trust. Employee morale can be improved by working from home, which will increase productivity and loyalty. Employee flexibility contributes to a better work-life balance, less workplace conflict, and an overall better work-life balance. Greater control over one's personal and professional life allows employees to work longer hours for their company and family, which ultimately improves results.

Employee productivity, it is crucial for every business to create a work-life balance and a flexible work arrangement system. These techniques have been prioritized and implemented by many companies, especially in the Indonesian sector, in an effort to cut expenses and increase worker productivity (Irawati, 2019). The millennial generation's ability to respond to technology will have a major influence in their work environment. By utilizing the available technology, employees will find it easier to complete their tasks, which in turn will have a positive impact on their performance. Individual and organizational performance can be influenced by employee performance (Bataneh, 2019). Organizations or companies cannot fulfill the commitments that have been promised to employees, it can cause a decrease in the level of performance and employee loyalty to the organization (Robbins & Judge, 2017).

Flexible Work Arrangements allow employees to work from home at their own pace and in a comfortable environment, which reduces their burden. (Bal & De Lange, 2018). This allows them to have greater flexibility in carrying out their work responsibilities according to their personal and professional needs. The presence of flexible work arrangements workers can achieve improves the synchronization of employees' personal and professional lives. Circumstances where Flexible Work Arrangement is misused by some employees. They may utilize the opportunity of working from home to reduce their performance and focus more on household tasks. As a result, work that should have been completed on time becomes neglected, negatively impacting productivity and work quality.

PT Mahkota Group, Tbk is a company engaged in the forestry sector and paper industry in Indonesia. The company is a leading pulp and paper producer in Indonesia, PT Mahkota Group, Tbk, has operating areas in North Sumatra, Palembang, and Riau. With a concentration on local pulp and paper production, the company is one of Indonesia's major raw material producers. Our aspiration is to become a leading global plantation company with a mission to realize the potential of palm oil processing. Palm oil comes from plants and is not a Genetically Engineered Product, making it suitable for vegans. Processed palm oil products can also be an alternative to dairy fat products that are more economical and environmentally friendly. All our palm oil products are sourced from quality raw materials and are responsibly produced. We continue to maintain the best and sustainable quality for all products, both for consumers and food manufacturers.

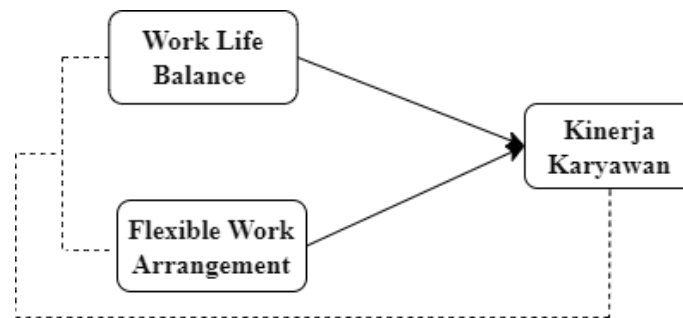
Indonesia is a major producer of crude palm oil (CPO), producing 45 tons of palm oil annually. By 2022, Indonesia's palm oil production increases by 25.01 tons, making it the world's largest CPO producer and exporter. As palm oil production increases, companies in the CPO sector can see significant annual growth. One of them is PT Mahkota Group, Tbk. Indonesian palm oil company that became a public company. Occupational health is an important aspect in the company, especially for companies operating in the production sector such as PT Mahkota Group, Tbk. The purpose of occupational health is to ensure that the physical and mental conditions of employees remain good and healthy, so that they can work without interruption from illness, injury, or mental problems that can interfere with productivity. The company has a responsibility to ensure employee occupational health by implementing regulations and activities that support employee health in the workplace.

The study aims to test and analyze "the influence of work life balance and Flexible Work Arrangement variables on performance at PT Mahkota Group Tbk."

## 2. Methods

This research method uses a quantitative approach with a quantitative research design. The population studied was all employees of PT Mahkota Group, TBK. The population in this study were all employees of PT Mahkota Group, TBK. The sample used in this study was 149 respondents. Simple random sampling technique which is considered sufficient for adequate representation of a larger population. The main instrument used is a specially designed questionnaire, divided into two parts: the first part measures work-life balance, flexible work arrangements, and other control variables with a Likert scale, while the second part assesses employee performance through indicators such as productivity, job

satisfaction, and job performance. The collected data will be analyzed using statistical software such as SPSS Version 25, using multiple linear regression analysis to test the hypotheses and identify the relationship between the independent and dependent variables. This research will comply with research ethical standards and obtain permission from the management of PT Mahkota Group, TBK, as well as ethical approval if required. By applying this method, it is hoped that this research can provide a deep understanding of the relationship between work-life balance, flexible work arrangements, and employee performance at PT. Mahkota Group TBK.



Gambar 1. Kerangka Berpikir  
Source: Data Processing

### 3. Results And Discussion Validity Test

This test is expected by researchers to measure whether the data obtained from research, which is collected through measuring instruments such as questionnaires, is in accordance with the observed reality. By conducting a validity test, researchers can assess the accuracy and accuracy of the data collected. This is important to ensure that the research results are reliable and relevant to the actual situation, thus strengthening the validity of the findings and conclusions resulting from the research.

Table 1. Validity Test

Variabel	Item	Rcount	Rtable	Information
<b>Work Life Balance</b>	Work Interference with Personal Life	0,869	0.1609	Valid
	Personal Life Interference with Work,	0,826	0.1609	Valid
	Work Enhancement with Personal Life	0,839	0.1609	Valid
	Personal Life Enhancement with Work	0,853	0.1609	Valid
<b>Flexible Work Arrangement</b>	Time balance	0,823	0.1609	Valid
	Time Flexibility	0,860	0.1609	Valid
	Timing Flexibility	0,795	0.1609	Valid
	Place Flexibility	0,878	0.1609	Valid
	Waktu Kerja	0,823	0.1609	Valid
<b>Kinerja Karyawan</b>	Tempat Kerja	0,913	0.1609	Valid
	Kualitas	0,884	0.1609	Valid
	Kuantitas	0,946	0.1609	Valid
	Ketepatan Waktu	0,917	0.1609	Valid
	Efektifitas Biaya	0,801	0.1609	Valid
	Hubungan antar perserorangan	0,913	0.1609	Valid

Source: SPSS Data Processing, 2024

### Reliability Test

The reliability test is important to ensure that if an object is measured using the same method, the measurement results obtained will be consistent and not vary significantly over time. Reliability analysis, researchers can assess the accuracy and consistency of data

collection tools. Reliable test results indicate that the test instrument can be used to produce consistent and reliable data, thereby increasing confidence in the research results obtained.

Table 2. Reliability Test Results

<i>Variabel</i>	<i>Nilai Cronbach's Alpha</i>	<i>Description</i>
<i>Work Life Balance</i>	0,897	Reliabel
<i>Flexible Work Arrangement</i>	0,907	
<i>Kinerja Karyawan</i>	0,934	

Source: SPSS Data Processing, 2024

Reliability and validity tests have been conducted and it was found that healthy and harmonious work environment conditions play a key role in maintaining and improving the quality of performance and life of employees (Razak et al, 2016). The term “work-life balance” describes the harmony between one’s personal and professional life, which is essential for self-development.

**Normality Test**

Regression models, random variables, or variables whose distribution resembles a normal or normal distribution, are all evaluated using normality (Ghozali, 2017). The quality of the regression model is considered good if the distribution of confounding or residual variables is normal or close to normal distribution.

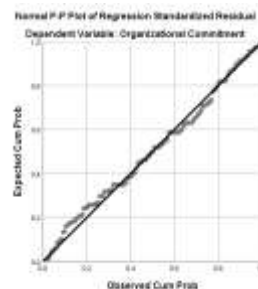


Figure 2. Scatter Plot

Source: Data Processing

Table 2. Kolmogorov Smirnov  
**One-Sample Kolmogorov-Smirnov Test**

N		Unstandardized Residual	149
Normal Parameters <sup>a,b</sup>	Mean		,0000000
	Std. Deviation		3,41897311
Most Extreme Differences	Absolute		,058
	Positive		,053
	Negative		-,058
Test Statistic			,058
Asymp. Sig. (2-tailed)			,200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Sumber : Pengolahan Data SPSS, 2024

### Multicollinearity Test

In regression models, multicollinearity is used to assess the degree of significant relationship between independent variables. To understand the interaction between independent factors and related variables, a good regression model should not show significant correlation or overlap with the independent variables.

Table 3. Multicollinearity Test

Model	Coefficients <sup>a</sup>		
		Tolerance	VIF
1	(Constant)		
	Organizational Based Self Esteem	,901	1,110
	Organizational Culture	,901	1,110

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing, 2024

### Heteroscedasticity Test

The heteroscedasticity test aims to evaluate whether there are differences in the variation of residuals between observations in a regression model (Ghozali, 2017) If the variation of residuals between observations is constant, it is called homoscedasticity, while if the variation is different, it is called heteroscedasticity.

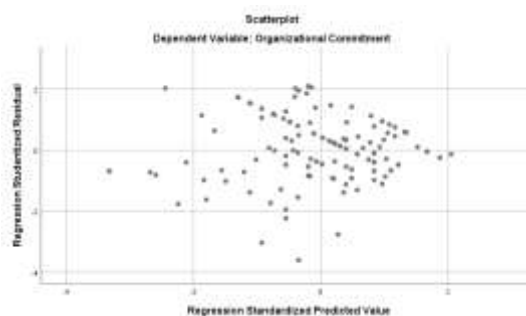


Figure 3. Heteroscedasticity test

Source: Data Processing

### Multiple Linear Regression Analysis

Multiple linear regression analysis a process known as linear regression is used to smoothly estimate or modify the dependent variable when there is little difference between two independent variables.

Table 4. Multiple Linear Regression Analysis

Model	Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients Beta
		B	Std. Error	
1	(Constant)	2,545	1,458	
	Organizational Based Self Esteem	,299	,080	,231
	Organizational Culture	,641	,066	,597

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing, 2024

### Coefficient of Determination

The correlation coefficient, which shows the relationship between the independent variable (X) and the dependent variable (Y) to assess its strength or weakness, is the main focus of correlation analysis.

Table 5. Coefficient of Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,705 <sup>a</sup>	,496	,489	3,44231

a. Predictors: (Constant), Organizational Culture, Organizational Based Self Esteem  
b. Dependent Variable: Organizational Commitment  
Source : Processing Data SPSS, 2024

### T test

The impact of the independent variable on the dependent variable is assessed using the t-test. It can be concluded that the independent variable significantly affects the dependent variable if the t-value is higher than 0.05.

Table 6. T-test

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	1,746	,083
	Organizational Based Self Esteem	3,735	,000
	Organizational Culture	9,646	,000

a. Dependent Variable: Organizational Commitment  
Source: Processing Data SPSS, 2024

### F test

According to the simultaneous effect test, which assesses how independent factors affect the dependent variable, a significant coefficient of variation can have an effect on the population if  $F_{table} = F_{table}$ .

Table 7. F test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1705,207	2	852,604	71,953	,000 <sup>b</sup>
	Residual	1730,028	146	11,850		
	Total	3435,235	148			

a. Dependent Variable: Organizational Commitment  
b. Predictors: (Constant), Organizational Culture, Organizational Based Self Esteem  
Source: SPSS Data Processing, 2024

### The Effect of Work Life Balance on Employee Performance at PT Mahkota Group Tbk.

The results of Mendis & Weerakkody's research (Mendis & Weerakkody, 2017) have shown that work-life balance has a positive impact on employees' professional lives. Research by Johari et al., (Johari et al., 2018), Soomro et al., (Soomro et al., 2018), Adnan Bataineh, (2019), Dousin et al., (Dousin et al., 2019), and Abdirahman et al., (Abdirahman et al., 2020) The importance of a healthy work-life balance and how it improves employee performance is also emphasized in the text. However in the study of Keino & Kithae, (Keino & Kithae, 2016) According to this a worker's performance is negatively affected by work-life balance. This statement is reinforced by research (Mwangi et al., 2016; Rafsanjani et al., 2019) Employee performance is not affected by work-life balance because it allows

employees to receive proper services at work, which protects them from the harmful effects of personal or workplace problems.

### **The Effect of Flexible Working Arrangement on Employee Performance at PT Mahkota Group Tbk.**

This study investigates the correlation between flexibility in work arrangements and employee productivity. The results show that the adoption of flexible work arrangements is closely related to effective and productive levels of performance in the workplace. In addition, the study highlights the urgency of work-life balance, as well as individuals' perceptions of it. This confirms that providing flexibility in the work environment not only benefits the company in terms of productivity, but also takes into account the needs and well-being of employees.

### **The Effect of Work Life Balance and Flexible Working Arrangement on Employee Performance at PT Mahkota Group Tbk.**

According to Hendrik Pandiangan's (2018) research, flexible work arrangements positively influence work-life balance. In an effort to solve this problem, this research is focused on confirming the positive impact of flexible work schedules on work-life balance, in the hope of providing a deeper understanding of this relationship and its impact on workplace productivity. As such, this research not only highlights the importance of flexibility in work arrangements, but also emphasizes the urgency of understanding its positive implications on employees' life balance and performance.

## **4. Conclusions**

In research on the impact of work-life balance and work flexibility on employee performance at PT Mahkota Group, Tbk, it was found that the implementation of work-life balance and work flexibility had a significant positive impact on employee performance. The results showed that employees who are able to achieve a balance between the demands of their work and personal lives, as well as have flexibility in managing work time, tend to show higher levels of satisfaction and productivity. Therefore, the conclusion that can be drawn is that it is important for companies to continue to pay attention to and improve policies related to work-life balance and work flexibility as one of the strategies to improve employee performance and satisfaction, and strengthen the company's position in a competitive market. Thus, investing in these efforts will not only benefit individual employees, but will also provide long-term benefits for the growth and sustainability of the company.

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