

# The Effect of Work Flexibility and Work Environment on Job Satisfaction through Work–Life Balance among PLN Pinrang Employees

**Ikram Saprillah Natsir<sup>1</sup>, Kasnaeny Karim<sup>2</sup>, Baharuddin Latief<sup>3</sup>**

Universitas Muslim Indonesia, Makassar, Indonesia

Email: Email: [ikram.saprillah@gmail.com](mailto:ikram.saprillah@gmail.com); [kasnaeny@umi.ac.id](mailto:kasnaeny@umi.ac.id); [baharuddin.latif@umi.ac.id](mailto:baharuddin.latif@umi.ac.id)

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## ABSTRACT

Despite growing attention to work flexibility and work environment in human resource management literature, limited studies have simultaneously examined their direct and indirect effects on job satisfaction through work–life balance within public utility organizations. This study aimed to analyze the influence of work flexibility and work environment on job satisfaction, with work–life balance acting as a mediating variable among employees of PLN UP3 Pinrang–ULP Lakawan. The research employed a quantitative design using primary data collected through structured questionnaires distributed to all 64 employees using a census sampling technique. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 to evaluate both the measurement and structural models. The results indicated that work flexibility had a positive and significant effect on work–life balance and job satisfaction. Similarly, the work environment significantly influenced both work–life balance and job satisfaction. Furthermore, work–life balance showed a positive and significant effect on job satisfaction and partially mediated the relationships between work flexibility and job satisfaction as well as between work environment and job satisfaction. The model demonstrated strong explanatory power, with the structural model explaining a substantial proportion of variance in both work–life balance and job satisfaction. These findings highlight the importance of implementing flexible work arrangements and creating a supportive work environment to improve employees' work–life balance and ultimately enhance job satisfaction. The study contributes to human resource management literature by providing empirical evidence from a public utility organizational context and offers practical implications for organizations seeking to improve employee well-being and organizational performance.

## 1. Introduction

Human resources are regarded as the most valuable asset within an organization, where the quality and success of a company are significantly determined by its ability to effectively manage these resources. Skilled, committed, and professional personnel serve as a fundamental driving force in achieving organizational goals with both efficiency and effectiveness. Therefore, the continuous and systematic development of human resources is

essential, which necessitates the implementation of a robust and adaptive human resource management (HRM) system (Kinman, G., 2021). In this context, sustainable HR development becomes imperative for organizations to remain competitive and responsive to environmental dynamics.

In Indonesia, PT PLN (Persero) retains a dominant role as the primary electricity provider across the archipelago. This role is reinforced by the government's strategic

directive to construct a 35,000 MW power generation capacity—of which 10,000 MW is mandated to PLN and 25,000 MW to Independent Power Producers (IPPs)—as part of national efforts to accelerate economic development. The extensive scale and critical nature of this responsibility place PLN at the forefront of national infrastructure development and public service provision.

At the operational level, particularly within PLN UP3 Pinrang–ULP Lakawan, several managerial and structural challenges have been identified. These include procedural inconsistencies, unclear job descriptions, perceived inequities among employees, and a general dissatisfaction with prevailing workplace policies. The limited alignment between employee competencies and job assignments—exacerbated by the absence of comprehensive HR mapping—has further hindered operational effectiveness. Moreover, organizational culture in this unit is currently in transition from a rigid, bureaucratic model to a more adaptive and competency-based approach. However, such cultural transformation has not been uniformly adopted, and obstacles remain concerning job clarity, HR management, and employee morale

Furthermore, limited access to accurate data on employee qualifications and competencies complicates the government's ability to formulate effective HR development strategies. Without immediate intervention, these issues may lead to declining productivity and potentially stagnate regional development efforts.

Job satisfaction is a crucial determinant of employee performance and organizational success. It encompasses multiple factors, including perceived fairness, recognition, autonomy, and particularly, flexibility at work. Work flexibility—such as adjustable schedules and remote work options—has emerged as a significant aspect of modern human resource policy ([Handoko, 2020](#); [Setyawan, 2020](#)). The provision of flexible working hours enables employees to better manage their personal and professional lives, thereby reducing work-

family conflicts and enhancing overall job satisfaction.

Another influential factor affecting job satisfaction is the work environment, which comprises the physical and social conditions in which employees perform their duties. Elements such as lighting, ventilation, noise levels, and ergonomic design play a substantial role in shaping employee motivation and performance. According to Sedarmayanti (as cited in [Hartanti, 2022](#)), the work environment encompasses all tools, materials, and conditions that influence the manner in which work is performed—either individually or in teams.

In the context of public sector organizations and electricity service provision, high job demands often require readiness, punctuality, and a high level of responsibility. These conditions may potentially affect employees' work-life balance if not properly managed. Therefore, it is important to understand how work flexibility and the work environment can contribute to job satisfaction, both directly and through the mediating role of work-life balance.

Given the significance of these issues, this study aims to examine the influence of work flexibility and work environment on job satisfaction, with work-life balance as a mediating variable, specifically within the context of employees at PLN UP3 Pinrang–ULP Lakawan.

## 2. Literature Review

### 2.1 Human Resource Management

Human resource management (HRM) refers to a systematic process encompassing planning, organizing, coordinating, implementing, and overseeing activities related to the recruitment, development, compensation, integration, and separation of employees with the aim of achieving organizational objectives ([Pattanayak, B. \(2025\)](#)). As a strategic function, HRM plays a critical role in aligning workforce capabilities with the long-term goals of the organization.

## 2.2 Job Satisfaction

Job satisfaction is defined as an individual's emotional and affective response toward various aspects of their work. It reflects the degree to which employees feel positively about their job roles, often arising from the perceived alignment between expected and actual rewards ([Mosley, \(2025\)](#)). Employees who experience job satisfaction tend to demonstrate higher engagement, commitment, and productivity. According to [Suriyanti \(2022\)](#), satisfaction may be influenced by several dimensions, including task characteristics, recognition of achievement, and the surrounding work environment.

## 2.3 Work Flexibility

Work flexibility, as described by [Hartanti \(2022\)](#), is a policy enacted by human resource managers that allows for formal or informal adjustments in work arrangements. This includes schedule flexibility, which provides employees with autonomy in determining the timing and location of their work activities. Such arrangements are designed to enhance work efficiency and employee well-being, especially in dynamic organizational environments.

## 2.4 Work Environment

The work environment constitutes a vital factor in shaping employee performance. It encompasses the physical, psychological, and social conditions under which employees perform their duties ([Fadhil, 2022](#)). A conducive work environment is characterized by safety, comfort, adequate facilities, and a supportive atmosphere that enables individuals to perform optimally. Positive environmental conditions have been associated with increased motivation, lower stress levels, and improved organizational outcomes.

## 2.5 Work-Life Balance

Work-life balance refers to an individual's ability to allocate time and energy effectively across professional responsibilities, family obligations, and personal interests. According

to Lumunon et al., as cited in [Ngalimun \(2022\)](#), work-life balance is achieved when individuals can harmonize demands from various life domains without experiencing significant conflict. Employees who attain work-life balance are generally more satisfied, less prone to burnout, and demonstrate greater organizational loyalty.

## 3. Research Methods

The research methodology section explains how the study is designed and conducted to answer the research questions and achieve the research objectives. This section must be written clearly and systematically to ensure transparency, rigor, and replicability of the study. In reputable international journals, the methodology section is expected to demonstrate strong alignment between the research design, data collection procedures, and analytical techniques. It also emphasizes the use of valid and reliable instruments, ethical compliance, and analytical methods that are appropriate for addressing the identified research gap. A well-structured methodology allows reviewers and readers to assess the credibility of the findings and the contribution of the study to the existing literature.

### 3.1 Research Design

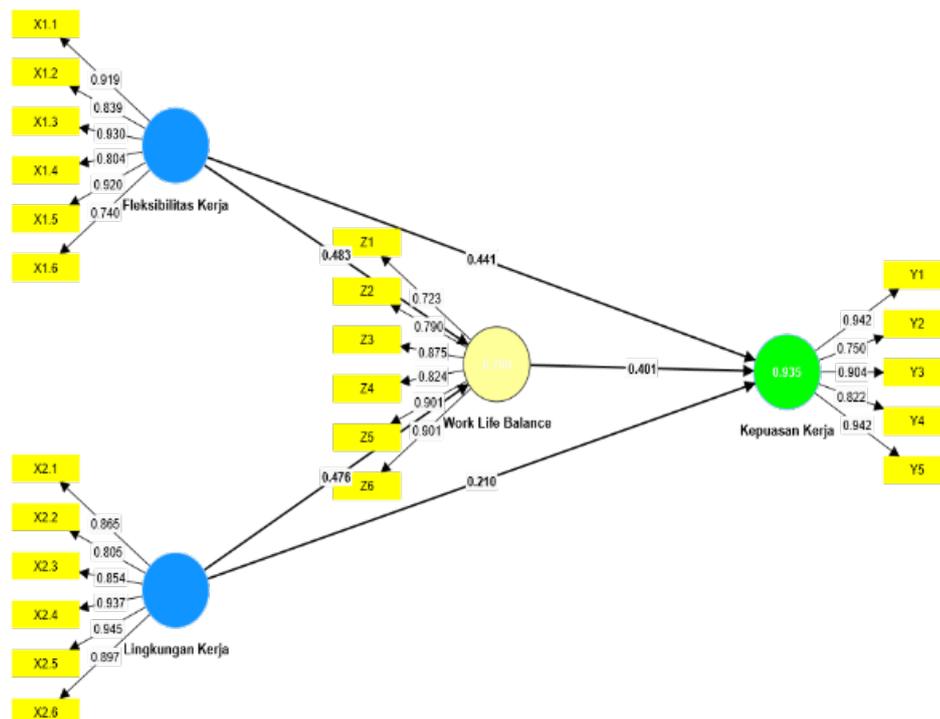
This research employs a quantitative approach using primary data to investigate the influence of work flexibility and work environment on job satisfaction, with work-life balance serving as a mediating variable. The study is conducted on employees of PLN UP3 Pinrang–ULP Lakawa, utilizing statistical techniques for data processing and analysis ([Alford, S, 2025](#)).

According to [Alford, S, \(2025\)](#), a population is defined as the entire set of individuals or elements sharing specific characteristics, from which generalizations can be made based on the research objectives. The population in this study includes all 64 employees of PLN UP3 Pinrang–ULP Lakawa.

Given the relatively small population size, the study adopts a census sampling technique, where the entire population is used as the sample, thereby eliminating sampling error and enhancing data accuracy. Data were collected through a structured questionnaire, consisting of a series of closed-ended statements designed to capture respondents' perceptions and attitudes toward the variables under study. Respondents provided their responses using a Likert scale, enabling quantification of subjective assessments.

For data analysis, the study utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM), a variance-based SEM technique particularly suitable for predictive and exploratory research involving complex models with non-normal data distributions. As emphasized by [Riyanto. \(2024\)](#), PLS-SEM is advantageous due to its minimal distributional assumptions and its robustness in the presence of multicollinearity among independent variables.

The PLS-SEM framework consists of two key components: the measurement model



**Figure 1**  
**Uji Full Model SEM Menggunakan smartPLS**

(outer model) and the structural model (inner model). The measurement model assesses the relationships between latent variables and their corresponding observed indicators, ensuring the validity and reliability of the constructs. Meanwhile, the structural model evaluates the hypothesized relationships among latent variables, providing insight into the direct, indirect, and mediating effects present in the conceptual framework.

## 4. Results and Discussion

### 4.1 Research Results

#### Data Struktural Equation Model (SEM)

The primary analytical technique employed in this study is Structural Equation Modeling (SEM) using SmartPLS 4.0. Figure 1 illustrates the full SEM model results. The model shows no loading factor below the threshold of 0.50, indicating that all indicators are retained in the model without the need for elimination due to insufficient loading values. Figure 1 below presents the results of Full Model SEM testing using PLS as follows:

Based on the test results using smartPLS as shown in Figure 1, it can be seen that there is no loading factor value below 0.50, so there is no need to drop data to remove indicators with a loading value below 0.50 in order to obtain a good model.

### Convergent Validity

Based on the table shows the estimated results of the outer loading test calculation using PLS for the Work Flexibility variable indicator. The table shows that the first order Work Flexibility construct (X1) is measured by

indicators X1.1 - X1.6 First order Work Environment construct (X2) is measured by indicators X2.1 - X2.6. First order construct Work-Life Balance (Z) measured by indicators Z1 - Z6 and First order construct Job Satisfaction (Y) measured by indicators Y1-Y5 which are reflective indicators, have loading factors > 0.70 which means that all construct indicators are valid. It is concluded that all indicators are valid to measure the construct of the Work Flexibility variable.

**Tabel 1**  
**Uji Validitas outer loading variabel**

	Work Flexibility	Job satisfaction	Work environment	Work Life Balance
X1.1	0,919			
X1.2	0,839			
X1.3	0,930			
X1.4	0,804			
X1.5	0,920			
X1.6	0,740			
X2.1			0,865	
X2.2			0,805	
X2.3			0,854	
X2.4			0,937	
X2.5			0,945	
X2.6			0,897	
Y1		0,942		
Y2		0,750		
Y3		0,904		
Y4		0,822		
Y5		0,942		
Z1				0,723
Z2				0,790
Z3				0,875
Z4				0,824
Z5				0,901
Z6				0,901

### Discriminant Validity

Discriminant validity refers to the principle that indicators measuring different constructs should exhibit low correlations. To

assess discriminant validity using reflective indicators, the loading value on the intended construct should be higher than the loading values on other constructs ([Riyanto, 2024](#)).

**Tabel 2**  
**Cross Loading**

	<b>Work Flexibility</b>	<b>Job satisfaction</b>	<b>Work environment</b>	<b>Work Life Balance</b>
<b>X1.1</b>	0,919	0,803	0,574	0,674
<b>X1.2</b>	0,839	0,742	0,496	0,688
<b>X1.3</b>	0,930	0,879	0,625	0,767
<b>X1.4</b>	0,804	0,710	0,544	0,687
<b>X1.5</b>	0,920	0,849	0,640	0,755
<b>X1.6</b>	0,740	0,624	0,494	0,500
<b>X2.1</b>	0,568	0,737	0,865	0,715
<b>X2.2</b>	0,500	0,718	0,805	0,775
<b>X2.3</b>	0,638	0,718	0,854	0,665
<b>X2.4</b>	0,581	0,733	0,937	0,710
<b>X2.5</b>	0,662	0,757	0,945	0,724
<b>X2.6</b>	0,521	0,657	0,897	0,591
<b>Y1</b>	0,833	0,942	0,738	0,859
<b>Y2</b>	0,646	0,750	0,679	0,729
<b>Y3</b>	0,859	0,904	0,726	0,843
<b>Y4</b>	0,709	0,822	0,686	0,747
<b>Y5</b>	0,855	0,942	0,743	0,828
<b>Z1</b>	0,606	0,708	0,740	0,723
<b>Z2</b>	0,721	0,765	0,621	0,790
<b>Z3</b>	0,712	0,814	0,637	0,875
<b>Z4</b>	0,581	0,714	0,643	0,824
<b>Z5</b>	0,647	0,794	0,677	0,901
<b>Z6</b>	0,713	0,807	0,665	0,901

Based on the table above, the cross-loading values indicate that the first-order construct Work Flexibility (X1) is measured by indicators X1.1 to X1.6, Work Environment (X2) by indicators X2.1 to X2.6, Work-Life Balance (Z) by indicators Z1 to Z6, and Job Satisfaction (Y) by indicators Y1 to Y5. As reflective indicators, each set demonstrates a higher loading factor on its respective construct than on other constructs. Therefore, it can be concluded that the model has good discriminant validity (Riyanto, 2024).

### Composite Reliability

Reliability testing is a method used to evaluate the consistency of a questionnaire that functions as an indicator for a variable or construct. A measurement instrument or

questionnaire is considered reliable when it consistently produces stable results. Therefore, conducting a reliability test is essential. A questionnaire is deemed reliable if respondents provide consistent or stable answers over time. In this study, reliability was assessed using the internal consistency approach. The reliability of the research instrument was tested through composite reliability and Cronbach's alpha. A construct is considered reliable when both the composite reliability and Cronbach's alpha values exceed 0.70 (Riyanto, 2024). Additionally, Average Variance Extracted (AVE) can be utilized to evaluate the reliability of the latent variable's component score, offering a more conservative estimate than composite reliability. An AVE value above 0.50 is recommended (Riyanto, 2024).

### Tabel 3

**Cronbach's Alpha, Composite Reliability dan AVE**

	<b>Cronbach's alpha</b>	<b>Keandalan komposit (rho_a)</b>	<b>Keandalan komposit (rho_c)</b>	<b>Rata-rata varians diekstraksi (AVE)</b>
Fleksibilitas Kerja	0,929	0,939	0,945	0,742
Kepuasan Kerja	0,921	0,929	0,942	0,765
Lingkungan Kerja	0,944	0,945	0,956	0,783
Work Life Balance	0,914	0,916	0,934	0,703

The test results presented in the table indicate that both the composite reliability and Cronbach's alpha values exceed the minimum threshold of 0.70 for all variables, demonstrating satisfactory reliability. Additionally, the Average Variance Extracted (AVE) values for all constructs are greater than 0.50. These findings indicate a high level of consistency and stability in the instruments used. In other words, all constructs—Work Flexibility (X1), Work Environment (X2), Job Satisfaction (Y), and Work-Life Balance (Z)—function as appropriate measurement tools, and all items used to assess each construct exhibit strong reliability.

**Uji Koefisien Determinasi (R Square)**

**Tabel 4**  
**R-square Konstruk Variabel**

	<b>R-square</b>	<b>Adjusted R-square</b>
<b>Kepuasan Kerja</b>	0,935	0,932
<b>Work Life Balance</b>	0,760	0,753

Based on the table above, the R-square value for the Job Satisfaction variable is 0.932, indicating a strong explanatory power. Meanwhile, the R-square value for Work-Life Balance is 0.753, which falls into the moderate category.

**Direct Effect**

Hypothesis testing is conducted through the evaluation of the structural model (inner model) by examining the path coefficients,

The inner model—also referred to as the inner relation, structural model, or substantive theory—illustrates the relationships between latent variables based on the underlying theoretical framework. Evaluation of the structural model is carried out using the R-square ( $R^2$ ) value of the dependent latent variables. In the context of Partial Least Squares (PLS) analysis, model assessment begins by examining the R-square values of each dependent latent variable. The interpretation of R-square in PLS follows the same principles as in conventional regression analysis. Variations in R-square values can be used to determine whether an independent latent variable has a substantive influence on a dependent latent variable (Riyanto, 2024).

which reflect the parameter estimates and the significance of the t-statistics. The significance of these estimated parameters provides insight into the relationships between the research variables. A hypothesis is accepted or rejected based on the P-value, with a threshold of  $P < 0.05$  indicating statistical significance.

**Tabel 5**  
**Uji Hipotesis berdasarkan Path Coefficient**

	<b>Sampel0 asli (O)</b>	<b>Rata-rata sampel (M)</b>	<b>Standar deviasi (STDEV)</b>	<b>T statistik ( O/STDEV )</b>	<b>Nilai P (P values)</b>
Fleksibilitas Kerja -> Kepuasan Kerja	0,441	0,468	0,154	2,862	0,004
Fleksibilitas Kerja -> Work Life Balance	0,483	0,523	0,193	2,504	0,012
Lingkungan Kerja -> Kepuasan Kerja	0,210	0,180	0,091	2,306	0,021
Lingkungan Kerja -> Work Life Balance	0,476	0,445	0,187	2,547	0,011
Work Life Balance -> Kepuasan Kerja	0,401	0,397	0,171	2,340	0,019

Based on the inner weight values derived from the constructs of Work Flexibility (X1) and Work Environment (X2), their individual effects on Job Satisfaction (Y) and Work-Life Balance (Z) can be observed as follows:

- The first hypothesis proposes that Work Flexibility has a positive and significant effect on Work-Life Balance. The results indicate a significance level of 0.012, which is below the threshold of 0.05, and a t-statistic of 2.504, exceeding the critical value of 1.669. The positive path coefficient (+0.483) confirms a positive influence. Therefore, H1 is accepted, suggesting that greater work flexibility enhances employees' work-life balance.
- The second hypothesis suggests that the Work Environment positively and significantly influences Work-Life Balance. The analysis reveals a p-value of 0.011, less than 0.05, and a t-statistic of 2.547, which is greater than 1.669. The coefficient value (+0.476) indicates a positive direction of influence. Accordingly, H2 is accepted, meaning that an improved work environment contributes to a higher level of work-life balance.
- The third hypothesis posits that Work Flexibility positively and significantly affects Job Satisfaction. The findings show a significance level of 0.004 and a t-statistic of 2.862, both indicating statistical significance. The coefficient value of +0.441 confirms a positive relationship. Hence, H3 is accepted, indicating that increased job flexibility leads to greater job satisfaction.
- The fourth hypothesis claims that the Work Environment has a positive and significant effect on Job Satisfaction. The data show a significance level of 0.021 and a t-statistic of 2.306, both surpassing the required thresholds. The positive coefficient (+0.210) supports this effect. Therefore, H4 is accepted, demonstrating that improvements in the work environment contribute positively to job satisfaction.
- The fifth hypothesis asserts that Work-Life Balance positively and significantly influences Job Satisfaction. The analysis yields a significance level of 0.019 and a t-statistic of 2.340, which meet the criteria for acceptance. The positive path coefficient (+0.401) further reinforces the relationship. Consequently, H5 is accepted, indicating that a better work-life balance significantly enhances job satisfaction.

## Intervening Effect

**Tabel 6**  
**Uji Hipotesis berdasarkan Intervening Effect**

	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik ( O/STDEV )	Nilai P (P values)
Fleksibilitas Kerja -> Work Life Balance -> Kepuasan Kerja	0,194	0,193	0,097	1,990	0,047
Lingkungan Kerja -> Work Life Balance -> Kepuasan Kerja	0,195	0,190	0,099	1,974	0,049

Based on the inner weight values for Work Flexibility (X1) and Work Environment (X2), their partial effects on Job Satisfaction (Y) through Work-Life Balance (Z) as an intervening variable can be observed:

- a. The sixth hypothesis proposes that Work Flexibility has a positive and significant indirect effect on Job Satisfaction, mediated by Work-Life Balance. The results indicate a p-value of 0.047, which is below the 0.05 threshold, and a t-statistic of 1.990, exceeding the critical value of 1.669. The path coefficient of +0.194 signifies a positive relationship. Thus, H6 is accepted, suggesting that greater work flexibility leads to higher job satisfaction through the mediating role of work-life balance. This confirms that Work-Life Balance serves as a mediating variable in the relationship between work flexibility and job satisfaction.
- b. The seventh hypothesis suggests that the Work Environment has a positive and significant indirect effect on Job Satisfaction, mediated by Work-Life Balance. The table shows a p-value of 0.049, which is below the significance threshold of 0.05, and a t-statistic of 1.974, exceeding the critical value of 1.669. The path coefficient of +0.195 indicates a positive influence on the dependent variable. Therefore, H7 is accepted, indicating that a better work environment leads to increased job satisfaction through the mediating effect of work-life balance. This confirms that Work-Life Balance acts as an intervening variable in the relationship between the work environment and job satisfaction.

## 4.2 Research Discussion

### a. The Effect of Work Flexibility on Work-Life Balance

The results of the hypothesis testing indicate that Work Flexibility has a positive and significant influence on Work-Life Balance. This implies that the greater the level of flexibility in work arrangements, the higher the work-life balance experienced by employees at PLN UP3 Pinrang-ULP Lakawa. Employees who achieve a balanced integration between work and personal life tend to demonstrate stronger loyalty, as they feel appreciated and are provided with opportunities to fulfill personal interests outside of their professional responsibilities.

Flexible working conditions allow employees to better coordinate their schedules with family obligations, personal activities, and health needs, thereby minimizing work-family conflict and enhancing overall life satisfaction. These findings are consistent with the study by [Wibowo \(2021\)](#), which revealed that work flexibility significantly and positively affects employees' work-life balance, suggesting that improved flexibility leads to a more harmonious balance between professional and personal life. Similarly, [Triyanto \(2024\)](#) also found that greater flexibility enhances employees' capacity to manage work-related responsibilities alongside personal or family needs.

### b. The Effect of Work Environment on Work-Life Balance

The results of the hypothesis test indicate that the Work Environment variable has a positive and significant influence on Work-Life

Balance. A favorable work environment—reflected in aspects such as lighting, air temperature, noise levels, color usage, adequate workspace, ease of task execution, and quality of interpersonal relationships—enhances the work-life balance of employees at PLN UP3 Pinrang–ULP Lakawa. In other words, the more supportive the work environment, the more effectively employees can maintain a balance between their professional and personal lives. This finding is also supported by the research of [Suriyanti \(2022\)](#), and [Waworuntu. \(2022\)](#) which found that the work environment significantly and positively affects the work-life balance of civil servants at the Regional Secretariat of Sidenreng Rappang Regency. The study emphasizes that conducive workplace conditions—including reduced noise, comfortable temperatures, physical well-being, and strong interpersonal connections—can help employees align work responsibilities with personal life. A supportive work setting helps reduce stress, improves focus, and minimizes conflicts between job demands and personal commitments.

#### **c. The Effect of Work Flexibility on Job Satisfaction**

The hypothesis testing results reveal that Work Flexibility has a positive and significant impact on Job Satisfaction. This suggests that the greater the flexibility offered in the workplace, the higher the level of job satisfaction among employees at PLN UP3 Pinrang–ULP Lakawa. Work flexibility serves as a strategic approach adopted by organizations to retain employees by offering variations in work arrangements, which can help reduce monotony and prevent burnout. These results are consistent with the findings of [Hartanti \(2022\)](#) and [Setyawan \(2020\)](#), who also concluded that work flexibility significantly enhances job satisfaction. Organizations that demonstrate adaptability by offering flexible work conditions tend to foster a work environment that supports employee satisfaction, ultimately leading to improved

performance and greater overall organizational effectiveness.

#### **d. The Effect of Work Environment on Job Satisfaction**

The hypothesis testing results indicate that the Work Environment variable has a positive and significant effect on Job Satisfaction. This implies that the more conducive and supportive the work environment, the higher the level of job satisfaction among employees at PLN UP3 Pinrang–ULP Lakawa. A comfortable work setting—characterized by adequate facilities and strong interpersonal relationships—can enhance employees' motivation and sense of comfort in carrying out their duties, ultimately leading to increased job satisfaction.

These findings are in line with research by [Adrianni and Daud \(2024\)](#) and [Hartanti \(2022\)](#), who also found that the work environment plays a significant role in shaping job satisfaction. A workplace that is inclusive, supportive of employee growth, and encourages work-life balance contributes to a higher level of satisfaction among staff. A positive and nurturing work atmosphere makes employees feel appreciated, motivated, and more engaged in their roles, which enhances overall job satisfaction. Therefore, employees' perceptions of their work environment are considered a key factor influencing both their motivation and performance.

#### **e. The Effect of Work-Life Balance on Job Satisfaction**

The hypothesis testing results demonstrate that Work-Life Balance has a positive and significant impact on Job Satisfaction. This indicates that the better an employee's work-life balance, the greater their level of job satisfaction. Achieving a balance between professional responsibilities and personal life contributes to a sense of fulfillment in the workplace. Employees who successfully manage both domains tend to feel more content with their roles and exhibit stronger loyalty and commitment to their organization. These

results are consistent with the findings of [Pawerangi \(2023\)](#) and [Wildiawanti \(2024\)](#), who concluded that work-life balance significantly enhances job satisfaction. It plays a vital role in reducing stress, boosting motivation, supporting overall well-being, and fostering loyalty, all of which contribute to a more positive work environment. As a result, employees feel more engaged and satisfied, leading to increased productivity and improved organizational performance.

#### **f. The Role of Work-Life Balance in Strengthening the Effect of Work Flexibility on Job Satisfaction**

The results of the hypothesis testing indicate that Work Flexibility has a positive and significant effect on Job Satisfaction, with Work-Life Balance functioning as a mediating variable. Higher levels of work flexibility are associated with increased job satisfaction, as employees are better able to manage the demands of both their professional and personal lives. This flexibility contributes to reduced stress levels and enhances overall job satisfaction.

Thus, Work-Life Balance serves as an effective mediator in the relationship between work flexibility and job satisfaction. When employees perceive that they can maintain a balance between their work and personal responsibilities, they are more likely to experience satisfaction in their roles, free from the strain of excessive pressure or stress. These findings are consistent with the study conducted by [Hartanti \(2022\)](#), which found that work flexibility has a positive and significant impact on job satisfaction. The study emphasized that organizations adopting agile approaches by offering greater work flexibility tend to foster supportive work environments, which enhance employee satisfaction, performance, and organizational effectiveness.

#### **g. The Role of Work-Life Balance in Strengthening the Effect of Work Environment on Job Satisfaction**

The results of the hypothesis testing demonstrate that the Work Environment

variable has a positive and significant effect on Job Satisfaction, with Work-Life Balance serving as a mediating variable. A supportive work environment—characterized by a comfortable atmosphere, adequate facilities, positive interpersonal relationships, and recognition of employees' personal needs—enhances job satisfaction by enabling employees to maintain a healthy balance between their professional and personal lives. Work-Life Balance facilitates employees' ability to manage the dual demands of work and home responsibilities more effectively.

Employees who successfully achieve this balance are less likely to experience stress or work-related interference in their personal lives, thereby reporting higher levels of job satisfaction. These findings align with previous studies by [Adrianni and Daud \(2024\)](#) and [Hartanti \(2022\)](#), who found that a positive work environment significantly contributes to increased job satisfaction. Their research highlights that when organizations provide an inclusive, comfortable, and development-oriented work setting that also supports work-life balance, employee satisfaction tends to improve, ultimately enhancing overall organizational performance.

#### **4. Conclusion**

Based on the data that has been collected and the hypothesis testing conducted using Smart PLS, the conclusions of this study are as follows:

1. The results of hypothesis testing show that the Work Flexibility variable has a positive and significant effect on Work-Life Balance.
2. The results of hypothesis testing show that the Work Environment variable has a positive and significant effect on Work-Life Balance.
3. The results of hypothesis testing show that the Work Flexibility variable has a positive and significant effect on Job Satisfaction.
4. The results of hypothesis testing show that the Work Environment variable has a positive and significant effect on Job Satisfaction.

5. The results of hypothesis testing show that the Work Environment variable has a positive and significant effect on Job Satisfaction.
6. The results of hypothesis testing show that the Work Flexibility variable has a positive and significant effect on Job Satisfaction when mediated by Work-Life Balance.
7. The results of hypothesis testing show that the Work Environment variable has a positive and significant effect on Job Satisfaction when mediated by Work-Life Balance

### 5.1 Summary of Key Findings

The findings reveal that work flexibility and work environment have positive and significant effects on work-life balance and job satisfaction. Work-life balance also positively affects job satisfaction and serves as a mediating variable that strengthens the influence of work flexibility and work environment on job satisfaction. This indicates that supportive policies and conducive workplace conditions enhance employee satisfaction both directly and indirectly through improved balance between professional and personal life.

### 5.2 Theoretical Contributions

This study contributes to the literature by empirically validating the mediating role of work-life balance in linking work flexibility and work environment to job satisfaction. By integrating these variables into a single structural model, the research extends existing theoretical frameworks in human resource management and organizational behavior. The study also addresses the identified research gap by providing evidence from a public utility organizational context.

### 5.3 Practical and Policy Implications

The results suggest that organizations should prioritize flexible work arrangements and maintain a supportive work environment to enhance employee satisfaction. Management should implement policies that promote work-life balance, such as reasonable

workload distribution and employee well-being initiatives. These strategies can improve motivation, reduce stress, and strengthen organizational performance.

### 5.4 Limitations of the Study

This study is limited to a single organizational setting, which may restrict the generalizability of the findings to other sectors or regions. Additionally, the model includes only selected variables, while other potential determinants of job satisfaction were not examined. The reliance on self-reported data may also influence the interpretation of the results.

### 5.5 Directions for Future Research

Future research is recommended to examine similar models in different organizational contexts to enhance generalizability. Researchers may also incorporate additional variables such as leadership style, organizational commitment, or compensation to enrich the model. Employing longitudinal or mixed-method approaches could further deepen understanding of the relationships among work flexibility, work environment, work-life balance, and job satisfaction.

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