

Flexible Working Arrangements and Work-Family Culture Effects on Job Satisfaction: The Mediation Role of Work-Family Conflicts among Female Employees

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Abstract

Objective: This study examines the relationship between flexible working arrangements and work-family culture by the mediating role of work-family conflict on the job satisfaction of female employees.

Methods: This study was conducted on 295 female workers in Information and Communication Technology (ICT) service companies. The data were collected from an online survey using a 6-Point Likert scale following a non-probability sampling method with a purposive sampling technique which was a sampling method based on specific predetermined standards. The data was analyzed using Lisrel 8.80 through Structural Equation Modelling (SEM).

Findings: The results indicate that flexible working arrangements positively and significantly impact work-family conflict and job satisfaction. Additionally, Work-Family Culture has a negative and significant impact on Work-Family Conflict but a positive and significant impact on Job Satisfaction. Meanwhile, Work-family conflict significantly and negatively affects job satisfaction. Another finding is that the relationship between flexible working arrangements and job satisfaction and the impact of work-family culture can be partially mediated by work-family conflict.

Originality/Value: Research on work-family variables tends to be mostly studied in the United States and Anglo Countries (U.K., Australia). However, research on this subject in Asia is limited, despite the fact that female employees in this region experience work-family conflicts more frequently. To fill this gap, this study was conducted in Indonesia, Southeast Asia. The findings of this research may also be relevant to other Asian countries that share similar characteristics.

Practical/Policy implication: The company's human resources management should implement a family-friendly work culture (WFC) by encouraging and respecting employees' integration of work and family life to prevent and minimize conflict between work and family roles or called Work-Family Conflict (WFCO) during Flexible Working Arrangements (FWA).

Keywords: Flexible Working Arrangements (FWA), Job Satisfaction (J.S.), Work-Family Conflict (WFCO), Work-Family Culture (WFC)

JEL Classification: M14, M54



I. Introduction

Rapidly changing characteristics of the global workforce trends in approaches to talent management are forcing companies to seek innovative strategies to attract and retain talent and motivate their workforce (Legesse Bekele & Mohammed, 2020). It must be embedded in management and corporate culture, and personnel at all levels must be involved. Leaders play an important role; they must pave the way and accept new assignments to revive a supportive workplace to compensate for all the increased stress levels, potential demotivation among professionals, and segregated working relationships (Pradère & Taylor, 2021).

According to Preez (2022), as the preparation for removing all COVID-19 restrictions, the U.K. and other European nations have opened the door for businesses to describe their long-term hybrid working strategies. They are loosening the restrictions and claiming that the COVID-19 virus is no longer a danger to society. However, a recent survey by the Chartered Institute of Management, as reported by BBC News, found that top executives are actively pressuring staff to return to the office, according to most managers, even though more than 80% of businesses in the U.K. have adopted a hybrid working style (Preez, 2022).

Several Indonesian businesses will adopt the hybrid work system as a policy in 2022. A hybrid work system is a flexible working arrangement (FWA) that enables office-based, remote, and mobile employees to coexist. Employees are free to choose how and where they want to work, making them more productive (Vidhyaa & Ravichandran, 2022). Numerous businesses are beginning to implement flexible working arrangements (FWA), which permit employees to work from any location and at any time, according to their preferences and those of the employer (Chung et al., 2021). Job satisfaction (J.S.) is one of the most crucial factors in which every institution focuses on its development to obtain a high and effective economic position and is very important in increasing the efficiency level of its employees, even though the FWA policy is expected to improve employees' mental health, productivity, and J.S. (Dugguh & Dennis, 2014).

However, implementing FWA does not always have a good impact on employees. According to an article written by Petersen (2018), several potential problems may arise in implementing FWA, including availability and communication, lack of accountability, and triggering overtime. An article written by Zoè (2022) also supports that there is a pandemic, and the application of FWA can have a negative impact. While working from home may be the most viable form of flexible working, the adoption of FWA by companies requires parents to balance childcare responsibilities more, particularly for women/mothers, who tend to have a larger share of family care responsibilities and balance parenting with their career goals. Deloitte (2022) emphasizes the claim that despite the opportunities hybrid workflows present—when implemented properly, they enable large numbers of people to maintain the flexibility that remote work can offer—they also run the risk of excluding those who are not physically present. Nearly half of women working in hybrid environments say they do not have enough exposure to leaders and important advocates for career advancement, and nearly 60% of these women feel excluded from important meetings.

Working women intended to have dual roles at work and in their families, where the two roles are considered opposite because both require relatively equal dedication, energy allocation, time, and responsibility (Aboobaker & Edward, 2020). With these dual roles, employee satisfaction with their work in the office will be affected by how well they can manage priorities, time, and energy so that they can carry out all their responsibilities in both roles properly to avoid conflict between roles or defined as WFCON. WFCON arises when a person is unable or balances both roles properly (Russell et al., 2009). However, Sidani and Al-Hakim (2012) stated that unmarried women (single) who continue to live with one or both of their living parents are similar to married women in many ways. Moreover, no difference in expected WFCON was found between single and married women.

According to Bobbio et al. (2022), WFCON experienced by employees can be mitigated by organizations or companies by offering support to their employees in connection with the use of family-friendly arrangements as well as to improve the welfare of employees. It arises from the positive relationship (characterized by perceptions of enrichment and balance) between work and family tasks.

Furthermore, in Asia, female employees are more prone to experience WFCON due to the Asian stereotype that demands women—working or not—to be responsible for taking care of their families (Ma, 2016; Shah, 2017). Considering this, this study sought to determine how the relationship between flexible work schedules and WFC affected the J.S. of female employees by examining the mediating role of WFCON. This study is expected to contribute to the body of knowledge for H.R. managers, particularly in organizations, regarding the effects of implementing FWA and a WFC for J.S. through the role of WFCON mediation and the ability to explore further issues associated with these topics.

This research contributes to the literature in several significant ways. First, this study examines the role of work-family conflict as a mediating factor in the relationship between flexible working arrangements and work-family culture to job satisfaction. Second, using the suggested research model in the context of merging countries, this study provides a deeper understanding of the work-family conflict in emerging Asian countries. Finally, this study provides theoretical and practical advice for decision-makers in organizations that provide information and communication technology (ICT) services regarding managing their employees while implementing flexible working arrangements and work-family culture, ultimately improving the job satisfaction of employees working for ICT services organizations.

The remainder of this article is organized as follows. The literature review will discuss the theory, previous research, and hypotheses for this study. The research methodology will then be presented, followed by the results of the data analysis. The findings will be thoroughly discussed, and finally, a conclusion will be provided.

2. Literature Review and Hypotheses Development

2.1 Theoretical Background

A sense of inner pride and accomplishment attained while performing specific tasks is referred to as J.S., and ensuring employee commitment and J.S. is one of the most crucial aspects of institutional leadership (Kasemsap, 2017). According to Alifyanti et al. (2021), J.S. is an emotional reaction to one's work because of an organization's mutual and physical environment. At the same time, previous research has stated that FWA is one of the solutions to increase J.S. related to other employees' work (Solanki, 2013). Employees can effectively complete their work-related tasks due to FWA, which helps them balance their work and family responsibilities. This has a positive impact on productivity as well as other outcomes (Solanki, 2013). FWA in terms of place and time flexibility with conflicts between roles such as WFCON. The results of the study show that FWA could decrease WFCON (Ala & Rojuaniah, 2022).

But on the other hand, this raises controversy, which was also found in other studies that FWA does, however, lead to more WFCON, according to a study (Ashforth et al., 2000). This study points out that FWA may result in role ambiguity, juggling work and family obligations, and other stressors related to and exacerbate stress. However, Studies on work-family issues have highlighted how supportive work-family environments can help predict employee outcomes, such as WFCON and employee well-being (Mauno et al., 2012).

2.2 Hypothesis Development

The development of this research model diverges from that of Legesse Bekele dan Mohammed (2020), whose research model serves as the primary reference model for this study. How employers implement flexible working arrangements (FWA) significantly impacts their employees' job satisfaction (J.S). FWA benefits businesses and workers by increasing levels of employee commitment, reducing turnover, reducing work-family conflict (WFCON), and increasing job satisfaction (J.S.). Due to the fact that employees can maintain a balance between their obligations to their families and their work obligations by implementing an FWA work system, this study also demonstrates a positive relationship between FWA and J.S. FWA's flexible scheduling, short workweeks, and telecommuting gives employees a sense of self-control. FWA exhibits employer values and cares for workers (Alifyanti et al., 2021). Therefore, employees will respond better to employers who provide FWA. Thus, employers who offer FWA will receive better feedback from their workforce. According to researchers and academics, offering FWA promotes several favorable outcomes, such as J.S., commitment, workforce re-engagement, and employee retention (Anderson & Kelliher, 2009; Cegarra-Leiva et al., 2012; Kotey & Sharma, 2019; Posthuma et al., 2013; Russell et al., 2009). Anderson & Kelliher (2009) assert that FWA increases employee loyalty because they can meet their needs and increase their J.S. and commitment. In the context of this justification, the study's initial hypothesis is:

H1. Flexible working arrangements (FWA) positively impact job satisfaction (J.S.).

Employee job satisfaction can also be raised by implementing a family-friendly or work-family culture (WFC) (Mauno et al., 2012). Employees who are supported in managing their responsibilities and are part of a work-family culture, which values the blending of work and family life, report higher levels of job satisfaction (Mauno et al., 2012). A company's WFC is crucial because they help employees manage their responsibilities (Thompson et al., 1999). An increase in J.S. is an example of the positive employee attitudes associated with a WFC (Lo Presti et al., 2017; Mauno et al., 2012). In addition, Mauno et al. (2012) also stated that managerial work-family support, also known as WFC, has a positive impact on employees' J.S. in every organization. Therefore, the second hypothesis of this study would be:

H2. Work-family culture (WFC) positively impacts job satisfaction (J.S.).

Although FWA has a positive impact on employee job satisfaction (Legesse Bekele and Mohammed, 2020), it has been found that other research reveals otherwise. However, it turns out that FWA also has a drawback because it may cause the lines between work and home responsibilities to blur, increasing work-to-family conflict (WFCON) (Ashforth et al., 2000). According to this study, FWA may lead to role confusion, work-family concurrent tasks, and other stressors related to and increase stress. This statement is supported by U.N. Women (2012), in which FWA will disrupt the ability of families to work in harmony, and women are known to experience greater quantities of work-family and family-work conflicts than men. Therefore, FWA positively and significantly affects WFCON. Given this, the third hypothesis of this research is:

H3. Flexible working arrangements (FWA) positively impact work-to-family conflict (WFCON).

Furthermore, Thompson et al. (1999) identify WFC as a set of beliefs, assumptions, and values every individual share about how much the company values and supports its employees' ability to balance work and family life. WFC studies have typically concentrated on the accuracy of supportive WFC in predicting a variety of employee outcomes, such as WFCON and employee well-being (Mauno et al., 2012). The study discovered that workers in workplaces with WFC are inclined to take advantage of these benefits and experience less WFCON. According to research done by Fatmawati et al. (2021), there is a significant negative correlation between the three aspects of work-family culture (WFC) or family-friendly corporate culture and work-family conflict (WFCON). It indicates that by offering a family-friendly culture or WFC that the company can implement, the conflict between roles caused by WFCON can be reduced or suppressed. So, this study's fourth hypothesis is:

H4. work-family culture (WFC) has a negative impact on work-to-family conflict (WFCON).

According to French et al. (2022), WFCON occurs when requirements in alternative roles become too difficult to juggle with work/family demands. Work interferes with family's ability to meet demands (WIF), or family interferes with worker's ability to meet demands (FIW) are the two distinct directions. When WFCON occurs, people's decisions to focus more of their time, attention, or thoughts on one role than another determine the direction of the conflict. Zhang et al. (2019) stated that WFCON could cause work-family guilt, which lowers J.S. Negative relationship findings indicate that WFCON decreases J.S. Eliyana and Indra Pradana (2020)'s research also shows that there was a significant negative relationship between Work-Family Conflict and Job Satisfaction. As a result of receiving demands for both dual roles, which required them to choose and prioritize one role over the others, it was found in this study that conflicts between roles often caused employees to feel emotionally exhausted and guilty. The following hypothesis for this study is thus:

H5. work-to-family conflict (WFCON) has a negative impact on job satisfaction (J.S.).

Several studies, such as those conducted by Mee Choo et al. (2016) also Dex and Smith (2002), show that FWA reduces WFCON. Research by Choo, Desa, and Asaari (2016) indicates that FWA impacts WFCON positively and significantly. FWA, including flexible working hours, is linked to decreased WFCON and employee participation in work- and non-work-related activities (Kelly et al., 2014; Wöhrmann et al., 2020). With evidence of the impact of cultural differences, flexible working hours were strongly associated with decreased WFCON (Masuda et al., 2012). Meanwhile, Beham et al. (2011) contend that FWA has the potential to lower WFCON by enhancing flexibility and managing the temporal and spatial boundaries between work and personal domains. Also, research from Zhang et al. (2019) According to Zhang, WFCON may make a family perceived as unrighteous, which lowers the J.S. of the employee. Hence, mediation outcomes indicate that WFCON lowers J.S. In addition, Mauno et al. (2012) stated that WFC can be defined as common ideas, attitudes, and values regarding the extent to which the organization supports and encourages the integration of employees' work and family life. This study discovered that workplaces with WFC have lower workplace conflict, and employees are more willing to take advantage of the WFC's benefits. Hence, the following hypotheses emerge:

H6. work-to-family conflict (WFCON) mediates the relationship between Flexible working arrangements (FWA) on job satisfaction (J.S.).

H7. work-to-family conflict (WFCON) mediates the relationship between work-family culture (WFC) on job satisfaction (J.S.).

3. Method

3.1 Research Design and Sample

Given that there is no need to manipulate the research variable, the research design is a non-experimental correlational quantitative. 295 women employees who worked in the Jakarta Metropolitan Area-based Information and Communication Technology (ICT) service companies and lived with their families participated as respondents in this study. The employee may experience multiple role conflicts if they do not live alone, so this requirement is necessary to take that into account. The data were collected through an online survey using a 6-Point Likert scale. This study employed a non-probability sampling method with a purposive sampling technique. The data was analyzed using Lisrel 8.80 through Structural Equation Modelling (SEM). A research questionnaire, informed consent, and demographic information will all be included in the survey. Early in April 2023, data collection started, and it was completed in the second week of May 2023.

3.2 Measurements

There are several sections to the questionnaire used in this study. A few screening questions are included in the first section to ensure that the respondents match the sample criteria. Indicators of the variables used in this study are discussed in the second section of the questionnaire. Questions about the respondent's demographic, including age,

education, work experience, and position, are asked in the final section. The measurement scale for this study is a 6-point Likert scale because, according to Leung (2011), the closer the scale points are to normality, the better. The Likert scale, with a scale from 1 (Strongly Disagree) to 6 (Strongly Agree), was used to construct it.

Table 1. Variables Operationalization

Variables	Dimension	Code Item	Item	Source
Flexible Working Arrangement (FWA)	Flexitime Schedule	FWA 1	I can be free to choose when to start and end my working hours	Legesse Bekele & Mohammed (2020)
		FWA 2	My job has a free period every day.	
		FWA 3	I was released to choose when to start and end working hours during the time to be present at the required core time.	
		FWA 4	My job allows me to go home faster if I can replace it on other weekdays.	
		FWA 5	My productivity at work is higher because of flexible working hours.	
		FWA 6	I am allowed to work less than 5 working days a week	
	Compressed Workweek	FWA 7	I was allowed to take a short break while working when I had worked for hours.	
		FWA 8	I have to be present at the office during the mandatory working day by the company.	
		FWA 9	I have a higher attachment (engaged) with work during fewer working days (compressed workweek)	
		FWA 10	I prefer to work long distances (telecommuting) rather than being physically present at the office.	
		FWA 11	I got the chance to work from outside the office with technological advances.	
		FWA 12	I feel more comfortable balancing work and personal life because of telecommuting.	
		FWA 13	I feel that telecommuting currently supports career progress.	
Work-Family Culture	Comprising Managerial Support	WFC 1	In general, this company is enough to accommodate the needs related to the family.	Thompson et al. (1999)
		WFC 2	Supervisors in this company are urged by upper management to show consideration for the family and personal lives of their employees.	
		WFC 3	The company where I work is sympathetic to the	

Variables	Dimension	Code Item	Item	Source
			responsibilities of the employee's family.	
		WFC 4	Managers are aware that workers must put their families first when there is a conflict.	
		WFC 5	Employees in this company are urged to strike a balance between work and family life.	
		WFC 6	The company supports workers who wish to change positions with fewer demands for reasons related to their families' urgency.	
		WFC 7	It is typical at this company to bring up family-related topics at work.	
		WFC 8	Employees at this company can easily juggle their professional and familial responsibilities.	
		WFC 9	The employer promotes the establishment of boundaries between work and personal life.	
		WFC 10	Obtaining approval or leaving this company to attend to personal or family matters is simple.	
		WFC 11	In this company, employees understand when female employees take long leave during childbirth.	
		WFC 12	In this company, employees understand when male employees take leave to accompany their wives to give birth.	
	Career Consequences			
		WFC 13	In this company, employees who take part in the work-family program offered by the company (such as job sharing or part-time work) are viewed as more passionate about advancing their careers than employees who do not.	
		WFC 14	In this company, rejecting promotion or transfer because of reasons related to the family have no adverse effect on employee career progress	
	Organizational Time Demands			
		WFC 15	In this company, employees are advised to come home from work on time.	
		J.S. 1	I am proud of my current job.	
Job Satisfaction	Positive Emotions Towards Work	J.S. 2	My current job is in accordance with what I want to do.	Muya et al., 2014)

Variables	Dimension	Code Item	Item	Source
Work-Family Conflict	Perceived Significance in the Workplace	J.S. 3	I feel my job is challenging.	Thompson et al. (1999)
		J.S. 4	I understand clearly the problems and challenges that I face at work.	
		J.S. 5	My job appears interesting to me.	
		J.S. 6	I am convinced my work has value.	
		J.S. 7	I always feel eager to think about ideas to improve my performance.	
		J.S. 8	I can express my opinion at work.	
		J.S. 9	My advice is implemented at work.	
		J.S. 10	I can consult with other employees about my job.	
		J.S. 11	I sometimes receive praise and recognition from colleagues.	
		J.S. 12	The company allows employees to work flexibly according to the state of their employees.	
		Pleasant Working Environment	J.S. 13	
	J.S. 14		I received enough salary for my job.	
	J.S. 15		My leave request is easily approved.	
	WFCON 1		I'm kept away from family activities because of my job.	
	Time-based work interference with family	WFCON 2	The time I pour out at work makes it difficult for me to participate in activities at home.	
WFCON 3		The time I spend at work forces me to be absent from family events.		
WFCON 4		My family time frequently interfered with my work.		
Time-based family interference with work	WFCON 5	My career was hampered because I often spent less time working and more time with my family.		
	WFCON 6	Due to the time I needed to spend with my family, I was forced to postpone some of my jobs.		
	WFCON 7	When I get home from work, I'm frequently too exhausted to take part in family activities or fulfill household duties.		
	WFCON 8	When I get home from work, I'm frequently emotionally		

Variables	Dimension	Code Item	Item	Source
			drained, making taking care of the family challenging.	
		WFCON 9	Sometimes when I get home from work, I am too stressed out to do the things I like to do.	
		WFCON 10	I frequently have to deal with family issues at work because of the stress at home.	
	Strain-based family interference with work	WFCON 11	I frequently struggle to focus on my work because I'm under stress from family issues.	
		WFCON 12	I feel tension and anxiety because dealing with family issues frequently hinders my ability to do my job.	
		WFCON 13	The way I solve the problem I use at work is ineffective in solving problems at home.	
	Behavior-based work interference with family	WFCON 14	The habits I do at work and the results are effective, not helping me become a better family member at home.	
		WFCON 15	How to solve the problem that I use in the family is not effective in solving problems at work.	
	Behavior-based family interference with work	WFCON 16	I make important habits at home, and the results are effective; it becomes counterproductive at work.	

3.3 Statistical Analyses

The hypothesis was tested using the Structural Equation Modeling (SEM) data analysis. SEM is a statistical method for determining the causal connections between variables. According to Hair et al. (2019), through the utilization of SEM, researchers can examine two types of relationships: (1) those between latent variables and variables that were observed during a study (analysis of measurement models); and (2) those between latent variables and other latent variables. We will analyze the hypothesis using the path model (t 1.645, Sig. 1 tailed) after the SEM testing is appropriate. The serial mediation analysis method is employed in this study. According to Charalambous et al. (2019), this is a combined causality relationship between mediators in a particular direction. Furthermore, according to Zhao et al., (2020), a variable can mediate if it significantly affects the indirect relationship ($a \times b$). This study used the analytic program LISREL 8.80 to examine the data as software for data processing.

4. Result and Discussion

The validity and reliability tests for this study were analyzed by researchers using software tools. The reliability and validity tests were examined using IBM SPSS 26 software. Additionally, Lisrel 8.80 was used in this research's fit measurement test.

4.1 Demographic

A total of 295 respondents took part in the main test stage of this study, which was adjusted to the SEM rules using the maximum likelihood method. The questionnaire was initially screened to prevent male respondents and respondents who did not live with their families from being able to complete the questionnaire, which ended up resulting in 100% of the main test respondents being women who lived with their families. Respondents in this study are divided

into categories based on their age, education level, total work experience, and job position. The percentage breakdown of respondents is shown below.

Table 2. Demographic Descriptive Statistics

Item	Frequency	Percentage
Age		
21 – 30	163	55.25%
31 – 40	86	29.15%
41 – 50	23	7.80%
> 50	12	4.07%
< 20	11	3.73%
Education		
Bachelor	173	58.64%
High School	41	13.90%
Diploma	41	13.90%
Master	39	13.22%
Postgraduate	1	0.34%
Job Experience		
3-4 years	92	31.19%
>5 years	90	30.51%
1-2 years	87	29.49%
<1 year	26	8.81%
Job Position		
Staff	153	51.86%
First line manager	59	20.00%
Middle and Top manager	47	16.27%
others	26	8.14%

4.2 Measurement Model

Structural equation modeling (SEM) was used to analyze the data and the structural model using LISREL 8.80. The results of the validity and reliability checks of the measurement model are displayed in Table 2. The ability of a tool to measure the behavior or quality that is intended to be measured is known as validity, which is a measure of how well a measuring instrument serves its purpose (Sürücü & Maslakçi, 2020). Reliability, however, refers to the consistency of the used measuring instrument across time and its stability (Sürücü & Maslakçi, 2020). At this point, validity and reliability tests are analyzed to evaluate the constructs and measurement models. This study employs CFA (Confirmatory Factor Analysis) to examine the SLF (Standard Loading Factor) output value for each indicator in each of the variables, which include FWA, WFC, J.S., and WFCO, to test the validity of the variables. Confirmatory factor analysis (CFA), a component of SEM, is used to examine the latent structure of test instruments such as questionnaires to ascertain the relationship between observed measures or indicators and latent variables. CFA is a multidimensional test tool for theoretical constructions employed in research (Ghozali, 2017). The Composite Reliability (C.R.) and Variance Extracted (VE) values for each construct were used for the reliability test. According to Doll et al., 1994; Rigdon and Ferguson, 1991 and others, the indicators used are valid if the standardized loading factor (SLF) is ≥ 0.5 . Additionally, if C.R. and VE are both within the acceptable range, it can be said that the model is reliable.

Table 3. Validity and Reliability Test Result

Variable	Indicators	SLF ¹⁾	Error	CR ²⁾	VE ³⁾	Interpretation
Flexible Working Arrangements (FWA)				0.97	0.73	Reliable
	FWA1	0.85	0.28			Valid
	FWA2	0.88	0.22			Valid
	FWA3	0.89	0.21			Valid
	FWA4	0.85	0.28			Valid

Variable	Indicators	SLF ¹⁾	Error	CR ²⁾	VE ³⁾	Interpretation	
Work-Family Culture (WFC)	FWA5	0.9	0.19	0.95	0.58	Valid	
	FWA6	0.91	0.18			Valid	
	FWA7	0.87	0.24			Valid	
	FWA8	0.83	0.3			Valid	
	FWA9	0.81	0.34			Valid	
	FWA10	0.83	0.31			Valid	
	FWA11	0.82	0.32			Valid	
	FWA12	0.82	0.33			Valid	
	FWA13	0.81	0.34			Valid	
							Reliable
	WFC1	0.82	0.32			Valid	
	WFC2	0.84	0.29			Valid	
	WFC3	0.84	0.29			Valid	
	WFC4	0.83	0.31			Valid	
	WFC5	0.84	0.3			Valid	
WFC6	0.8	0.36	Valid				
WFC7	0.78	0.38	Valid				
WFC8	0.78	0.39	Valid				
WFC9	0.78	0.39	Valid				
WFC10	0.74	0.45	Valid				
WFC11	0.62	0.61	Valid				
WFC12	0.66	0.56	Valid				
WFC13	0.65	0.58	Valid				
WFC14	0.66	0.57	Valid				
WFC15	0.7	0.52	Valid				
				0.96	0.64	Reliable	
Job Satisfaction (J.S.)	JS1	0.75	0.43	0.94	0.51	Valid	
	JS2	0.82	0.33			Valid	
	JS3	0.83	0.32			Valid	
	JS4	0.83	0.31			Valid	
	JS5	0.82	0.33			Valid	
	JS6	0.82	0.32			Valid	
	JS7	0.82	0.34			Valid	
	JS8	0.84	0.3			Valid	
	JS9	0.78	0.39			Valid	
	JS10	0.79	0.38			Valid	
	JS11	0.79	0.38			Valid	
	JS12	0.8	0.36			Valid	
	JS13	0.77	0.41			Valid	
	JS14	0.75	0.43			Valid	
	JS15	0.78	0.39			Valid	
				0.94	0.51	Reliable	
Work-Family Conflict (WFCON)	WFCON1	0.64	0.6	0.94	0.51	Valid	
	WFCON2	0.75	0.43			Valid	
	WFCON3	0.7	0.51			Valid	
	WFCON4	0.76	0.42			Valid	

Variable	Indicators	SLF ¹⁾	Error	CR ²⁾	VE ³⁾	Interpretation
	WFCON5	0.69	0.52			Valid
	WFCON6	0.72	0.48			Valid
	WFCON7	0.7	0.51			Valid
	WFCON8	0.71	0.5			Valid
	WFCON9	0.69	0.52			Valid
	WFCON10	0.7	0.51			Valid
	WFCON11	0.68	0.54			Valid
	WFCON12	0.73	0.47			Valid
	WFCON13	0.67	0.55			Valid
	WFCON14	0.79	0.38			Valid
	WFCON15	0.74	0.45			Valid
	WFCON16	0.76	0.42			Valid

¹⁾ Standardized Loading Factor, ²⁾ Construct Reliability, ³⁾ Variance Extracted

Based on the result above, it may be concluded that these questionnaire items are legitimate enough to be considered for this study since, based on the justification provided above, all components fall within the permissible range.

4.3 Structural Model

A tool for assessing hypotheses, the structural model fit test refers to the causality relationship between variables. This structural model's suitability can be evaluated and assessed using the Goodness of Fit (GOF) value, also known as the degree of fit model. Comparing the gathered data with the research model allows for the determination of the level of suitability. Below is a list of the findings of the GOF analysis.

Table 4. Goodness of Fit (GOF) Structural Equation

Goodness Of Fit Measurements	Parameters		Measurements' Result
	Good Fit	Marginal Fit	
Goodness of Fit Index (GFI)	≥ 0.90	0.80 ≤ 0.90	0.93 Good Fit
Root Mean Square Error (RMSEA)	≤ 0.08		0.054 Good Fit
Normed Chi-Square (χ^2/df)	1 – 3		1.868 Good Fit
Parsimony Normed Fit Index (PNFI)	≥ 0.90	0.80 ≤ 0.90	0.80 Marginal Fit
Normal Fit Index (NFI)	≥ 0.90	0.80 ≤ 0.90	0.98 Good Fit
Non-Normed Fit Index (NNFI)	≥ 0.90	0.80 ≤ 0.90	0.99 Good Fit
Comparative Fit Index (CFI)	≥ 0.90	0.80 ≤ 0.90	0.99 Good Fit
Incremental Fit Index (IFI)	≥ 0.90	0.80 ≤ 0.90	0.99 Good Fit
Relative Fit Index (RFI)	≥ 0.90	0.80 ≤ 0.90	0.98 Good Fit

According to Hair et al. (2019), a model can be deemed to be good if it satisfies at least four of the GOFI standard values for data observations by evaluating how accurate the assumed model is. It was emphasized by Hooper et al. (2008) that not all GOF values needed to fit together well. CFI, GFI, NFI, and NNFI are the GOF criteria that are mentioned the most frequently (Hair et al., 2010). This study's findings proceed higher than the four criteria of good fit compatibility testing to measure the absolute value of GOF. As a result, the model used in this study can move on to the next phase, hypothesis testing.

4.4 Hypothesis Testing

The LISREL 8.80 software was also used to test the study's hypothesis using structural equation modeling (SEM). This approach will produce a path diagram that illustrates the relationships between the research model's variables and the importance of confirmatory factor analysis, standard factor loading, and t-value, which can be used to verify previously put forth hypotheses. The difference in standard error, or, put another way, the relative difference in the variation in the sample data, is measured by the t-value. A value is deemed significant by the t-value criteria used in this study if it is ≥1.645 at a significance level of 5% (Joseph et al., 2019). The SLF value measures how much a variable impacts other variable; the higher the SLF value, the more these variables affect the objective variable. The critical value/t

table (1.645), where the criterion is $t_{\text{value}} \geq t_{\text{table}}$, can provide clues as to whether a hypothesis is accepted. After SEM analysis was conducted, the following results were obtained.

Table 5. Hypothesis Testing Result

Hypothesis	Hypothesis Path	Standardized Coefficient	t_{value}	t_{table}	Interpretation
H ₁	FWA → JS	0.38	7.74	1.645	Accepted
H ₂	WFC → JS	0.45	8.89	1.645	Accepted
H ₃	FWA → WFCON	0.15	2.05	1.645	Accepted
H ₄	WFC → WFCON	-0.27	-3.77	1.645	Accepted
H ₅	WFCON → JS	-0.17	-4.25	1.645	Accepted
H ₆	FWA→WFCON→ JS	-0.02	-1.85	1.645	Accepted
H ₇	WFC→WFCON → JS	0.05	2.85	1.645	Accepted

The results show that FWA has a positive and significant impact on J.S., proving H1 is accepted. These results are consistent with Legesse Bekele and Mohammed's (2020) finding, which also found a positive and significant effect between FWA and J.S. In addition, the results of this study also found that WFC has a positive and significant impact on J.S. as stated by Lo Presti et al. (2017) and Mauno et al. (2012) in their research which found J.S. is an example of the positive employee attitudes associated with a WFC which makes H2 also accepted. Another finding is that H3 was accepted because FWA positively and significantly impacts WFCON. These results are consistent with Ashforth et al. (2000), who found that there was an influence from FWA as the reason behind the emergence of WFCON. In addition, the results are also in line with Mauno et al. (2012). Where it was found that WFC has a negative and significant impact on WFCON, this proves that employees are more likely to take advantage of work-family benefits in WFC and that employees' levels of WFCON are lower in WFC, and these results make H4 acceptable. According to the results of this study, H5 was also accepted. Because the results show a negative and significant impact of WFCON on J.S., These results prove the results of Zhang et al. (2019) research which stated that WFCON could lead to work-family guilt, reducing J.S. The results of the last SEM analysis tested WFCON, which mediates the relationship between FWA with J.S. (H6) and WFC with J.S. (H7). The results show that WFCON can mediate both relationships, which means that H6 and H7 were also accepted.

4.5 Discussion

The direct relationship between the FWA variable and J.S. is tested in the first hypothesis test (H1), and Table 5 shows that H1 is accepted because the H1 t_{value} is 7.74 or ≥ 1.645 . Figure 4.4's path diagram also demonstrates that the H1 t_{value} is 7.74 and has a positive coefficient. This result supports the first hypothesis, which states that if the company's FWA system is better implemented, it will affect the increase in J.S. of female employees. FWA points out the values of employer concern for employees, as was previously stated (Alifyanti et al., 2021). Therefore, employers who offer sufficient FWA will receive better feedback from their workforce. According to research, offering FWA increases employee retention, workforce return, commitment, and J.S. (Anderson & Kelliher, 2009; Cegarra-Leiva et al., 2012; Kotey & Sharma, 2019; Posthuma et al., 2013; Russell et al., 2009). Additionally, Anderson dan Kelliher (2009) emphasized that FWA boost employee loyalty by allowing workers to meet their needs and allow workers to meet their needs and increase commitment and J.S. In FWA, the compressed workweek primarily influences the high job satisfaction score. At the same time, the freedom given by the company to its employees to set their working hours while still requiring employees to be present in the office (on-site) on required working days or times set by the company appears to have the greatest impact on the job satisfaction of female employees. Due to the shorter work weeks (compressed workweek) that come with such work arrangements, female employees typically exhibit a higher level of attachment or dedication (engagement) to their work.

The direct relationship between the WFC variable and J.S. was tested in the second hypothesis test (H2). Table 5 demonstrates that H2 is accepted because the H2 t_{value} is 8.89 or ≥ 1.645 with a positive coefficient, as shown in the path diagram. These findings point to a significant and positive relationship between WFC and J.S. This value demonstrates and validates the second hypothesis, which states that the better a work-family-friendly corporate culture is implemented, the higher the J.S. of female employees will be. According to a study by Thompson et al. (1999), the WFC at the company plays a significant role in helping employees manage their responsibilities. According to (Lo Presti et al., 2017; Mauno et al., 2012), one example of employee attitudes related to WFC that benefit the company is

increasing J.S. According to a study by Mauno et al. (2012), WFC has a positive impact on employees' J.S. in every organization. Organizational time requirements most strongly influence high job satisfaction scores in WFC. Therefore, corporate cultures that have programs or regulations that are encouraging and ensure employees go home on time, as well as a corporate culture that understands and respects its employees' decisions to change jobs, are factors that contribute to increasing the job satisfaction of female employees in the implementation of a good work-family culture. Fewer demands for personal reasons without affecting workers' ability to advance in their careers.

The direct relationship between the FWA variable and WFCON is tested in the third hypothesis test (H3). Table 5 demonstrates that H3 is accepted because the H3 t_{value} is 2.05 or ≥ 1.645 . This result indicates a significant and positive relationship between FWA and WFCON. The third hypothesis that adopting FWA by businesses has a positive or significant effect on escalating multiple role conflicts or WFCONs (WFCON) that affect female employees is supported and proven. According to research (Ashforth et al., 2000), FWA can worsen the WFCON, which supports this conclusion. According to the study, FWA can cause role confusion, work-family multitasking, and other stressors that can increase stress. According to U.N. Women (2012), FWA is thought to interfere with work-family harmony, and women experience more serious work-family and family-work conflicts than men. Therefore, it can be said that FWA significantly and positively affects WFCON. A compressed workweek most strongly influences the effect of increased role conflict or WFCON. The FWA work system's flexibility also impacts the role conflicts that frequently arise when female employees' personal and professional lives are mixed, which is a common problem. The demands of multitasking between the two roles lead to this conflict between the dual roles, making it more likely for female employees to choose one role (family or work) and then neglect the other. Additionally, the habits and problem-solving approaches used in these two roles frequently call for a different course of action. This causes emotional exhaustion, which makes it challenging or too stressful for female employees to support their families or engage in hobbies they enjoy. With the help of this study's findings, the authors were able to resolve the contradictory relationship they discovered in earlier research, where there were discrepancies in the conclusions regarding the relationship between FWA and WFCON. This study has proven that the FWA work system's flexibility in implementation has a positive and significant impact on the inter-role conflict those female employees experience in WFCON. Female employees feel more conflicted by the demands of their two dual roles due to the flexibility offered and the implementation of the FWA work system.

The fourth hypothesis, the WFC variable, is tested for a direct relationship with WFCON, and Table 5 demonstrates that H4 is accepted because the H4 t_{value} is -3.37 or ≥ 1.645 with a negative coefficient. This t_{value} indicates the acceptance of the fourth hypothesis, which states that the better a WFC is implemented within an organization, the lower the likelihood of multiple role conflicts or WFCON for female employees. The findings of this study are consistent with Thompson et al. (1999), who defined WFC as "shared assumptions, beliefs, and values regarding the extent to which the organization supports and values the integration of work and family life of employees". The ability to support WFC for various employee performance outcomes, including WFCON, has generally been emphasized in studies on this topic (Mauno et al., 2012). According to the study, employees are more likely to utilize work-family benefits when there is a WFC present, and there is also less WFCON. The implementation of a good family-friendly work culture, or WFC, can have an impact that significantly reduces the dual role conflict of female employees. The potential for role conflict among female employees can be reduced or suppressed by implementing a family-friendly workplace or work-family culture. Work-family conflict, or WFCON, experienced by these female employees will lessen if the company can establish a work culture that recognizes and supports the need to put their families first when there is a conflict between roles.

The fifth hypothesis test tests A direct relationship between the WFCON variable and J.S. (H5). Table 5 demonstrates that H5 is accepted because the H5 t_{value} is -4.25 or ≥ 1.645 with a negative coefficient, as shown by the path diagram. These findings point to a negative and significant relationship between J.S. and WFCON. This value supports the fifth hypothesis, which states that female employees' J.S. decreases directly to the degree of conflict they experience between their dual roles at work and home. Research by Zhang et al. (2019) asserts that WFCON can make employees feel guilty, which in turn lowers J.S., supporting this hypothesis test's findings. The WFCON conflict's direction forces employees to choose and prioritize one role over others when giving their time, attention, or thoughts to other roles (French et al., 2022). Time-based family interference with work shows that female workers frequently experience multiple role conflicts with their families interfering with their work. They frequently miss work because of the time they need to spend with their families. Female employees often experience emotional exhaustion due to this inter-role conflict, making them too stressed to engage in their favorite pastimes. Additionally, female employees with a lot of roles often feel guilty about prioritizing one role over others because they have to choose and prioritize that role. Female employees often experience emotional exhaustion due to this inter-role conflict, making them too stressed to engage in their favorite pastimes. Additionally, female employees with a lot of roles often feel guilty about prioritizing one role over others because they have to choose and prioritize that role. When female employees return home from

work, they will be emotionally spent and unable to help out with the family because of this. On the other hand, respondents frequently miss work to spend time with their families, which can lower their job satisfaction.

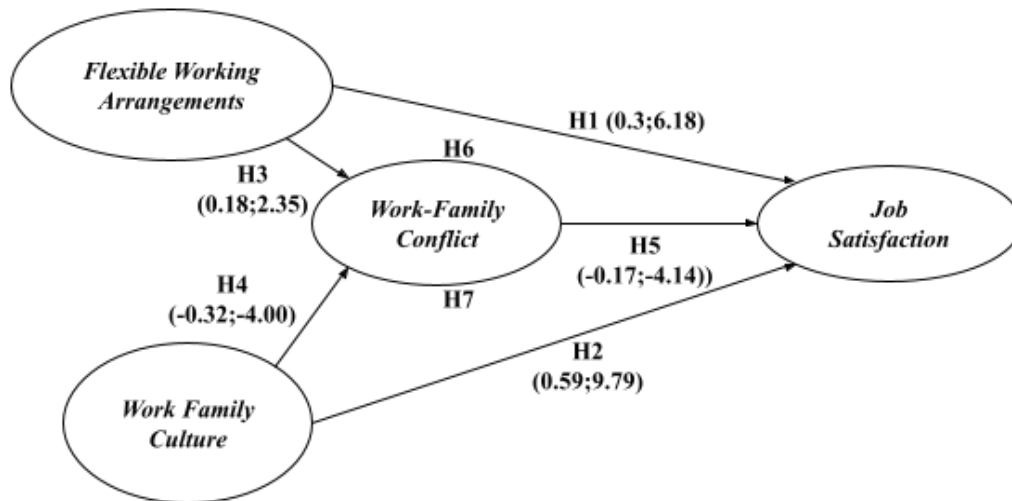


Figure 1. Structural Model Result

The indirect relationship between the FWA variable, the J.S. variable, and the WFCON variable was tested in the sixth hypothesis test (H6). Table 5 indicates that H6 is accepted because the t_{value} for H5 is -1.85 or ≥ 1.645 . Additionally, Table 5 demonstrates that the H6 t -value has a negative coefficient. These findings suggest that WFCON partially mediates the relationship between FWA and J.S. So, it is possible to say that WFCON has the power to either increase or decrease the number of female employees who use the FWA work system. The study by Mee Choo et al. (2016), which found that FWA had a positive and significant impact on WFCON or WFCON, supported the findings of the H6 hypothesis test. According to Kelly et al. (2014) and Wöhrmann et al. (2020), FWA, such as flexible hours, are linked to lower WFCON and employee involvement in work- and non-work-related activities. Beham et al. (2011) contend that FWA can lessen WFCON by promoting flexibility and managing personal and professional boundaries. According to Zhang et al. (2019), WFCON can cause guilt in the family, which can lower J.S. This adverse mediation relationship's outcomes suggest that WFCON can reduce J.S. The FWA work system gives its employees the freedom to choose their schedules at any time and in any way, as long as it stays within the parameters of the terms set by the business. The FWA work system gives employees more control over managing their time, priorities, and personal lives. Given all of its advantages, the majority of people find this work system to be interesting. The situation might be different for female employees who have dependents and live with their families. They must be able to juggle or multitask to fulfill both roles at once; the flexibility brought about by implementing FWA causes these female employees to feel that the boundaries between work life and family life are blurring or disappearing. This condition eventually exposes affected female workers to conflicts between roles, forcing them to choose one role over others or prioritize it, ultimately resulting in guilt-inducing sacrifices. These female employees' feelings of job satisfaction are eventually diminished by the guilt they experience because they believe they cannot perform their jobs to the best of their abilities.

Finally, The WFC variable on the J.S. variable, mediated by the WFCON variable, was subjected to the second mediation effect hypothesis test. The seventh hypothesis that WFCON partially mediates the relationship between WFC and J.S. was identified based on the results of hypothesis testing using LISREL. According to Table 5, the H7 t_{value} is 2.85 and has a positive coefficient. These findings suggest that there is some partial mediation by WFCON in the relationship between WFC and J.S., where the better the WFC work culture is implemented, the less conflict between work-family roles those female employees experience, which in turn will indirectly have an impact on raising their J.S. According to Zhang et al. (2019), WFCON can make employees feel guilty, which lowers J.S. The WFCON conflict directs those female employees to choose and prioritize one role over others when giving their time, attention, or thoughts to other roles (French et al., 2022). The multiple roles and conflicts those female employees face, such as the methods of problem-solving they typically employ in the family, are ineffective for dealing with issues at work. Then, after a long day at work, they frequently arrive home exhausted and unable to handle household duties. When female employees return home, they will be emotionally spent and unable to engage with their families. The multiple role conflicts that female employees face, such as the methods of problem-solving they typically employ in the family, are ineffective for dealing with issues at work. Then, after a long day at work, they frequently arrive home exhausted and unable to handle household duties. When female employees return home from work, they will be emotionally spent

and unable to help out with the family because of this. On the other hand, female employees frequently miss work to spend time with their families, which can lower their job satisfaction. However, applying a Work-Family Culture (WFC) as a work culture from a company that recognizes and supports the role of female employees in the family when there is a conflict between roles can reduce the WFCON conflict experienced by female employees.

5. Conclusion

The model testing findings in this study generally have several outputs. The seven hypotheses in this study can be accepted based on the results of the hypothesis testing shown in Table 5. It can be said that WFC and flexible work arrangements positively (in direct proportion) and significantly impact J.S. WFCON has a negative, significant, or inversely proportional impact on J.S. Implementing FWA, which is becoming increasingly popular among businesses, is undoubtedly a useful step in the pandemic's transitional period into the new normal era. Whereas in this period, several businesses are attempting to recreate the conditions prior to the pandemic. To accommodate employee preferences while still adhering to company policies, the company is attempting to implement a more flexible work system that will allow for adjustments to working hours and location. However, FWA implementation is not always a good option for businesses and employees. According to the study's findings, improper FWA application can cause several role conflicts between an employee's role at work and his role as a family member at home (WFCON). Because all activities are performed in the exact location, the lines blur, separating the two roles. Even though the two roles typically carry about the same amount of responsibility and burden. According to the results of testing this research model, companies can implement a family-friendly work culture, or in other words, a WFC, to prevent a decrease in J.S. from female employees, especially for those who work in companies that implement a flexible work arrangement system (FWA). Organizations adopting this culture will support and value how employees balance work and family life. Based on the test results of the research model, it was also discovered that WFCON could lower the J.S. of female employees due to feelings of guilt resulting from employees having to prioritize one role over others when they have relatively multiple roles to fulfill.

According to the findings of earlier studies, WFC is the factor that has the most significant impact on J.S. This study suggests that the H.R. management of the company implements a family-friendly work culture by encouraging and respecting how employees balance their personal and professional lives. Establishing a leave program for female employees (maternity leave) who are about to give birth or for men (parental leave or paternity leave) who want to accompany their wives in childbirth is an example of the support that a company can offer. Additionally, employers can encourage and guarantee that workers arrive home on time. H.R. management, for instance, can create regulations that set limitations on working hours and stipulate that tasks must be completed as effectively and efficiently as possible while the employee is on the clock. On the other hand, FWA is frequently used by company H.R. management because it is regarded as a win-win solution for businesses and employees in coping with the post-pandemic new normal era. As a result, the best implementation of FWA can be carried out under certain conditions, such as requiring the H.R. management of the company to establish the range of hours and required working days before finally delegating responsibility to the manager or supervisor of each division for deciding on the working days in their team office. Flexibility, a benefit of FWA, can be balanced in this way to control it effectively. The utilization of FWA can also result in conflicts between roles for employees who have multiple roles, specifically roles at work and in the family (WFCON), even though FWA is thought of as a win-win solution for businesses and employees in dealing with the new normal post-pandemic era. WFCON, on the other hand, often makes workers feel bad, which lowers J.S. The guilt results from WFCON's requirement that employees select and give one role priority over others when giving their time, attention, or thoughts. According to the conclusions drawn from this study, where WFCON is adversely affected by WFC, company management needs to improve the quality of WFC implementation to prevent or reduce WFCON between these roles or among employees.

Using theories that concentrate on their impacts on female employees' J.S., such as FWA, WFC, and WFCON, limits this research. In addition, the research was conducted in a short period, which impacted the gathering of research respondents and studying research analysis in greater detail. It is hoped that subsequent research will take more time for the necessary data to be collected optimally. Also, the research sample was restricted to women; most respondents were entry-level workers aged 21 to 30. Compared to those at a later age or a higher level of office, the complexity of multiple role conflicts experienced at this age may not be too great.

Due to the limitations of this study, future research may pay attention to several things, including efforts to understand further the research variables FWA, WFC, and WFCON mediation variables on J.S. research with other variables needed, which can mediate such as Turnover Intention, Job Motivation, and others. Then, the analysis should be carried out on men and added to compare research results from the two sexes to get more comprehensive results.

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Author Contribution

Author 1: conceptualization, writing the original draft, data curation, data analysis, investigation, and methodology.

Author 2: review and editing, supervision, validation.

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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