

The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees

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ABSTRAK

Kepuasan kerja merupakan kumpulan perasaan dan keyakinan yang dimiliki seseorang mengenai pekerjaannya saat ini. Kepuasan kerja juga merupakan perasaan karyawan terhadap pekerja yang dilakukannya. Perasaan pegawai terhadap pekerjaan dapat diartikan apakah pegawai merasa puas, nyaman, aman, dan tenteram dalam mengerjakan atau menyelesaikan pekerjaannya. Tujuan penelitian ini adalah untuk mengetahui pengaruh Pengaturan kerja fleksibel dan Work life balance terhadap Kepuasan Kerja dengan Work engagement sebagai variabel mediasi. Penelitian ini menggunakan metode kuantitatif dengan jumlah sampel adalah karyawan PT. Heintech Dwikarya Swapraja dengan jumlah 171 responden. Penelitian ini diolah menggunakan software pengolah data SmartPLS dan pengumpulan data dilakukan melalui Google form. Pengaturan Kerja Fleksibel berpengaruh signifikan terhadap Kepuasan Kerja, Pengaturan Kerja Fleksibel berpengaruh signifikan terhadap Keterikatan Kerja, Keseimbangan Kehidupan Kerja berpengaruh signifikan terhadap Kepuasan Kerja, Keterikatan Kerja sebagai variabel mediasi berpengaruh signifikan terhadap Kepuasan Kerja, adapun beberapa variabel yang tidak berpengaruh terhadap Work Engagement tidak berpengaruh signifikan terhadap Kepuasan Kerja, Work-Life Balance tidak berpengaruh signifikan terhadap Work Engagement, Work Engagement sebagai variabel mediasi tidak berpengaruh signifikan terhadap Kepuasan Kerja

Kata kunci:

kepuasan kerja
perangkat lunak
pengolah data smartpls
fleksibilitas kerja

Keywords:

job satisfaction
smartpls data
processing software
work flexibility

Job satisfaction is a collection of feelings and beliefs that people have about their current job. Job satisfaction is also the employee's feelings towards the workers he does. Employee feelings towards work can be interpreted whether employees feel satisfied, comfortable, safe, and peaceful in doing or completing their work. The purpose of this study is to determine the effect of Flexible working arrangement and Work life balance on Job Satisfaction with Work engagement as a mediation variable. This study uses quantitative methods with the number of samples are employees of PT. Heintech Dwikarya Swapraja with a total of 171 respondents. This research was processed using SmartPLS data processing software and data collection was carried out through Google forms. Flexible Working Arrangement has a significant effect on Job Satisfaction, Flexible Working Arrangement has a significant effect on Work Engagement, Work-Life Balance has a significant effect on Job Satisfaction, Work Engagement as a mediation variable has a significant effect on Job Satisfaction, while some variables that do not affect Work Engagement do not have a significant effect on Job Satisfaction, Work-Life Balance does not have a significant effect on Work Engagement, Work Engagement as a mediating variable does not have a significant effect on Job Satisfaction.

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INTRODUCTION

Industrial companies are companies engaged in the production of goods or services, along with the development of the industrial world, as well as the increasing need for various types of construction and machinery, PT. Heintech Dwi Swapraja develops these needs based on *general constructions and metal working*. The company can be said to be developing the key, one of which is the ability of its human resources, so it is necessary to have good human resource management by maintaining and realizing a balance between employee needs and company demands

Based on the results of the 2021 population census conducted by the Central Statistics Agency, the millennial generation is 69.9 million people out of 181 million people in Indonesia. Millennials are familiar with fast-paced communication technology, such as email, sms, instant messaging and social media. In work, millennials do not attach much importance to possessions, but rather refer to things such as togetherness, solidarity, mutual happiness, and self-existence that are valued in the social environment.

In managing human resources in the organization, it would be better to prioritize the welfare of its employees, especially with the feelings felt by its employees, because one thing that can be an obstacle is the attitude of the employees. It should be understood that job satisfaction is the most talked about attitude. Job satisfaction is seen and understood as a thing or attitude that reflects the feelings of employees in liking their work (Kinicki *et al.* 2018.) *Job satisfaction* or job satisfaction felt by employees has a close relationship with the ability of employees to master their own work. (Lingga 2020) The following is a comparison table of millennial employee satisfaction rates based on their age group.

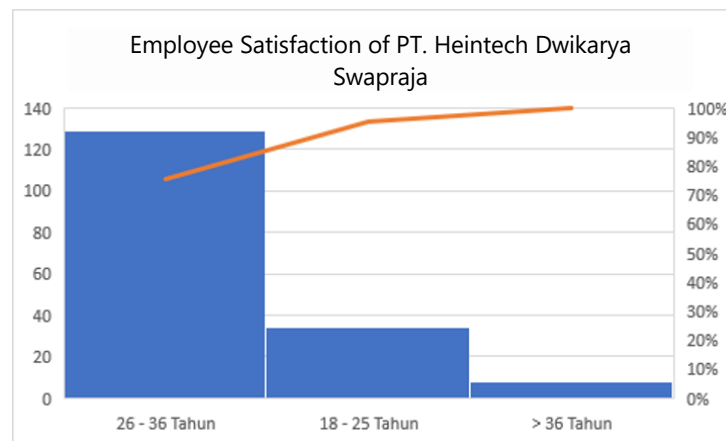


Figure 1. Comparison of millennial employee satisfaction rates by age group

Source: PT. Heintech Dwikarya Swapraja 2023

Job satisfaction of millennial employees aged 18-25 years is a force to be reckoned with in the workplace, which makes millennial employees moved and makes millennial employees happy that is, 75% of millennials feel happy with their current jobs, 75% of millennials consider "having a meaningful job" as the most important factor in their work, only 3 out of 10 millennials say that salary is the most important factor in choosing to accept Job offers, more than half of millennials leave a job because they feel the company's values don't align with theirs, 1 in 2 millennials say their job has a negative impact on their mental health, 30% of millennials prioritize companies that allow them to work while working. Generally, employees at this age are the most anxious about thinking about their future and begin to look for the best career for their future.

According to Yu *et al.* (2020) When needs such as salary, opportunities, promotions, welfare and benefits, working conditions, close relationships with colleagues and organizational policies are adequately met, they lead to positive attitudes towards work such as engagement, excitement and interest in the work they do (Dhani Ramadhan 2016) *Job satisfaction* is important because it has positive effects such as increasing productivity, quality, responsiveness, and service (Ali & Anwar, 2021) This is certainly a positive value for both employees and the company. *Job satisfaction* has also been found to play a role in negative impacts such as employee turnover. If *job satisfaction* is not addressed immediately, job dissatisfaction can result in *turnover intention* and *turnover* (Faridl *et al.* 2022).

There are gaps in the research authored by, (Sitorus and Siagian 2023) in the research journal Workload and Work flexibility on job satisfaction with motivation as mediation. In his research showed that the variable Job Flexibility had no effect on Job Satisfaction, this showed that the variable had no influence on Job Satisfaction. The expected result of these findings is the company's awareness of the importance of work flexibility in creating a more balanced work environment and supporting employee well-being. While it has no direct effect on job satisfaction, job flexibility is still an important factor in promoting balance and overall quality of life for employees.

Job satisfaction can be influenced by several variables such as *flexible working arrangements*. *Flexible working arrangements* are basically not new in the world of *human resource management*, but the practice of implementing Fwa has been carried out since 2005 and the trend of Fwa continues to increase until now. The application of Fwa in the company can be in the form of *flexi time*, *home working* and *flexi leave* (Tsen *et al.* 2021) Research results Barber *et al.* (2022) shows that job satisfaction can improve with the application of

Fwa. Research conducted by Stefanie *et al.* (2020) get aligned results, namely Fwa has a positive influence on job satisfaction. (Pratama S. and Tanuwijaya 2023) however, Fwa or flexible work is significantly negative for *job satisfaction* (Sitalaksmi 2022).

Job satisfaction is an important construct in organizational psychology, that is, a positive emotional state that arises from the overall evaluation of work (Jang *et al.* 2022) *Work-life balance* also describes the balance between personal life and business life flexibly to achieve personal psychological perfection and job satisfaction (Dodi *et al.* 2021) WLB becomes increasingly critical with the continued regeneration of the times and hereditary nature becomes work demands and concerns that develop in a society where self-conflict between work and life demands is increasing, resulting in a decrease in quality of life (Prasetyaningrum *et al.* 2021) Employees have flexibility and autonomy in balancing their work and personal lives, they tend to further increase their job satisfaction when the organization allows them to work from home, therefore *work-life balance* positively affects job satisfaction (Limanta *et al.* 2023) and *work-life balance* has a positive but not significant effect on employee job satisfaction (Nurjana *et al.* 2022).

According to (Schaufeli *et al.* 2022) *Work engagement* is like a set of positive, satisfying work-related states of mind characterized by passion, dedication, and absorption. According to Lu *et al.* (2022) *Work engagement* such as desiccation, enthusiasm and absorption can significantly affect employee job satisfaction and positively the job attachment felt by employees has a significant effect on job satisfaction. Employees who have low job attachment will result in not having job satisfaction. (Wiratama *et al.* 2022). Based on the background description above, the theme set is “The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees”

RESEARCH METHODS

The type of research used in this study is quantitative research with a descriptive approach. According to (Azdanal *et al.* 2021) Quantitative research methods are one type of research whose specifications are systematic, planned and clearly structured from the beginning to the making of the research design. Data collection research was conducted quantitatively. This research method uses partial and simultaneous regression methods, used for analysis or hypothesis testing if the researcher intends to know the influence or relationship of the independent variable with the dependent, where one of the independent variables is controlled (made fixed).

This research was conducted in Bekasi Regency, West Java province and the research was carried out in September 2023 until now and uses an overview of the flow of the research carried out.

The field research methods used by researchers are as follows: Questionnaire The distribution of this questionnaire is focused on employees of PT. Heintech Dwikarya Swapraja. Observation Observation is a data collection technique by making direct observations on the object under study

This study outlines the effect of *flexible working arrangement* and *work-life balance* on *job satisfaction* of PT employees. Heintech Dwikarya Swapraja with *work engagement* as a mediating or intervening variable. This study used a sample of 171 (one hundred and seventy-one) respondents who were at PT. Heintech Dwikarya Swapraja.

The sampling technique in this study uses *non-probability* sampling techniques, with the determination of sampling techniques using *purposive sampling*. *Purposive sampling* is where the sample is determined with certain considerations by setting criteria that are in accordance with the research objectives. In this study the number of samples was determined by the Slovin Formula with an error rate limit of 5% with the following formula:

$$n = \frac{N}{1+N(e)^2}$$

Information:

n = Number of samples

N = Number of population

e = Sampling error limit

5 %

So as to produce the following calculations:

$$n = \frac{N}{1+N(e)^2} = \frac{298}{1+298(0,05)^2} = 171$$

So the number of respondents in this study was 171 respondents

RESULTS AND DISCUSSION

The Effect of Work Flexibility, Work-Life Balance, and Job Satisfaction of Millennial Employees

Merancang Path Outer Model

The design of *the Path Outer Model* in this study can be illustrated in the following figure:

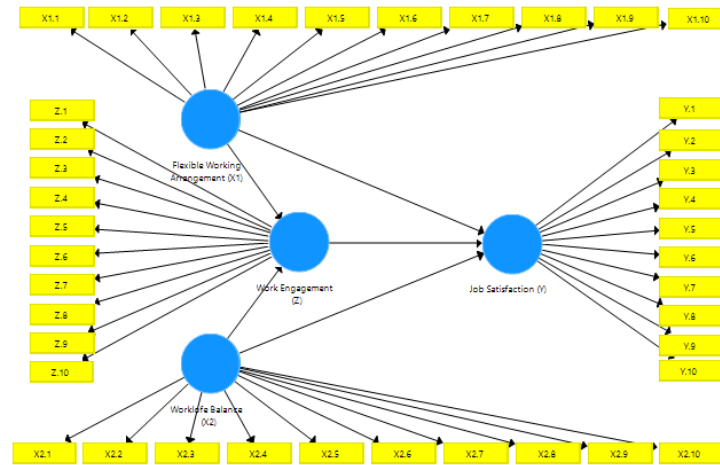


Figure 2 Path Outer Model

Source : SmartPLS 3.2 output, primary data processed (2023)

Validity Test

a. Convergent Validity

A research indicator will be considered valid if it has an *outer loading* value above 0.7 in each instrument. However, an *outer loading* value of 0.5 is still considered sufficient (Ghozali, 2015 in Laksono & Wardoyo, 2019). If the *outer loading* value < 0.5 then the question item must be eliminated.

Table 1. Outer Loading

Variable	Indicator	Outer Loading	Validity
<i>Flexible Working Arrangement</i>	FWA1	-0,060	Invalid
	FWA2	-0,111	Invalid
	FWA3	0,155	Invalid
	FWA4	-0,649	Invalid
	FWA5	0,272	Invalid
	FWA6	0,319	Invalid
	FWA7	0,031	Invalid
	FWA8	0,841	Valid
	FWA9	0,816	Valid
	FWA10	0,879	Valid
<i>Work Life Balance</i>	WLB1	0,772	Valid
	WLB2	0,818	Valid
	WLB3	0,875	Valid
	WLB4	0,787	Valid
	WLB5	0,617	Valid
	WLB6	0,817	Valid
	WLB7	0,698	Valid
	WLB8	0,759	Valid
	WLB9	-0,366	Invalid
	WLB10	-0,350	Invalid

	WE1	0,763	Valid
	WE2	0,790	Valid
	WE3	0,850	Valid
	WE4	0,867	Valid
<i>Work Engagement</i>	WE5	0,828	Valid
	WE6	0,822	Valid
	WE7	0,859	Valid
	WE8	0,875	Valid
	WE9	0,819	Valid
	WE10	0,861	Valid
	JS1	0,861	Valid
	JS2	0,809	Valid
	JS3	0,813	Valid
	JS4	0,777	Valid
<i>Job Satisfaction</i>	JS5	0,897	Valid
	JS6	0,823	Valid
	JS7	0,774	Valid
	JS8	0,811	Valid
	JS9	0,731	Valid
	JS10	0,806	Valid

Source: SmartPLS 3.0 output Primary data processed by researchers, 2023

Table 2. *Outer Loading 2*

Variable	Indicator	Outer Loading	Validity
	FWA8	0,841	Valid
<i>Flexible Working Arrangement</i>	FWA9	0,816	Valid
	FWA10	0,879	Valid
	WLB1	0,772	Valid
	WLB2	0,818	Valid
	WLB3	0,875	Valid
<i>Work Life Balance</i>	WLB4	0,787	Valid
	WLB5	0,617	Valid
	WLB6	0,817	Valid
	WLB7	0,698	Valid
	WLB8	0,759	Valid
	WE1	0,763	Valid
	WE2	0,790	Valid
	WE3	0,850	Valid
<i>Work Engagement</i>	WE4	0,867	Valid
	WE5	0,828	Valid
	WE6	0,822	Valid
	WE7	0,859	Valid

Job Satisfaction	WE8	0,875	Valid
	WE9	0,819	Valid
	WE10	0,861	Valid
	JS1	0,861	Valid
	JS2	0,809	Valid
	JS3	0,813	Valid
	JS4	0,777	Valid
	JS5	0,897	Valid
	JS6	0,823	Valid
	JS7	0,774	Valid
JS8	0,811	Valid	
JS9	0,731	Valid	
JS10	0,806	Valid	

Source: SmartPLS 3.0 output Primary data processed by researchers, 2023

Based on table 2 data above, it can be seen that all indicators already have an *outer loading* value of > 0.5 so that they can be declared valid for use in further research and analysis. The following is a picture of the *outer loading* of the study after elimination:

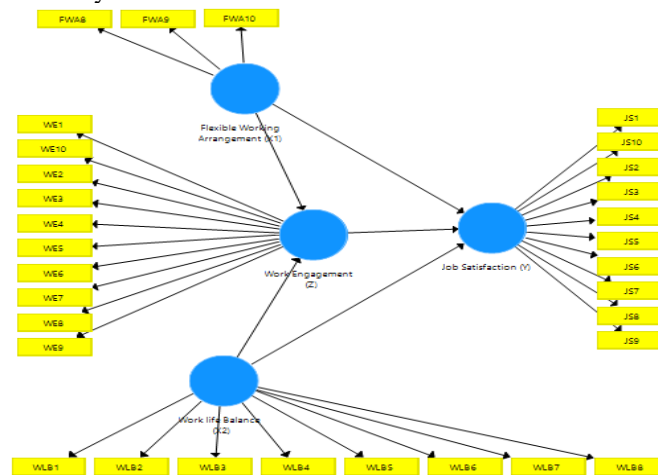


Figure 3. Path Outer Model

Source : SmartPLS 3.2 output, primary data processed (2023)

b. Discriminant Validity

The *Discriminant Validity* value is a cross loading value that serves to determine whether a construct has an adequate discriminant. *Discriminant Validity* can be seen in the square value of *Average Variance Extracted (AVE)*. *Discriminant Validity* or correlation value is said to be achievable or valid if the AVE value > 0.5 and the correlation value is declared invalid if the AVE value < 0.5 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
<i>Flexible Working Arrangement</i>	0,715
<i>Work life Balance</i>	0,595
<i>Work Engagement</i>	0,696
<i>Job Satisfaction</i>	0,658

Source: SmartPLS 3.2 output, primary data processed (2023)

Reliability Test

Reliability tests are assessed through 2 (two) methods, namely *Composite Reliability* and *Cronbach's Alpha*. A variable can be said to have good reliability if the *Composite Reliability* value has a value of > 0.7 and *Cronbach's Alpha* value > 0.6 (Ghozali, 2015 in Laksono & Wardoyo, 2019).

Table 4. Composite Reliability

Variabel	Composite Reliability	Information
<i>Flexible Working Arrangement</i>	0,883	Reliable
<i>Work life Balance</i>	0,921	Reliable
<i>Work Engagement</i>	0,958	Reliable
<i>Job Satisfaction</i>	0,950	Reliable

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 4 above, it can be concluded that the *composite reliability value of all constructs* > 0.7 which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value. Reliability tests are also reinforced with *Cronbach's Alpha* value.

Here are the reliability test results with *Cronbach's Alpha*:

Table 5. Cronbach Alpha

Variable	Cronbach's Alpha	Information
<i>Flexible Working Arrangement</i>	0.816	Reliable
<i>Work life Balance</i>	0.902	Reliable
<i>Work Engagement</i>	0.951	Reliable
<i>Job Satisfaction</i>	0.942	Reliable

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 5 above, it can be concluded that the value of *Cronbach's alpha all constructs* > 0.6 which means that all constructs meet Cronbach's alpha criteria and each construct in this study has a high reliability value.

Inner Model Analysis

After conducting validity tests and reliability tests, it can be continued by testing structural models or inner models. Inner Model analysis can be assessed through the *R-Square* test. Here are the *R-Square* values of this study:

Table 6. R-Square

Variabel	R Square	R Square Adjusted
<i>Job Satisfaction</i>	0,924	0,923
<i>Work Engagement</i>	0,679	0,675

Source: SmartPLS 3.2 output, primary data processed (2023)

Based on table 6 above, the resulting *R-Square* value of 0.924, it can be explained that the effect of the variables *Flexible Working Arrangement* (X1), *Work Life Balance* (X2), and *Work Engagement* (Z) on *Job Satisfaction* (Y) gives a value of 0.924, with the interpretation that the variable construct *Job Satisfaction* can be explained by the variable *Work Engagement* as a mediating variable between *Flexible Working Arrangement* and *work-life balance* to *Job Satisfaction* with a percentage of 92,4 While the remaining 7,6% is explained by other variables outside this study.

Hypothesis Analysis

Test the hypothesis in this study can be seen in the *Path Coefficient* table which serves to test whether a hypothesis can be accepted or rejected. The *Path Coefficient* criterion is 5%, $t = 1.96$. If the t-statistic value is greater (>1.96), then the hypothesis is significant or H_0 is rejected and H_a is accepted. The *Path Coefficient* table of this study is as follows:

Table 7. Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Flexible Working Arrangement (X1) -> Job Satisfaction (Y)</i>	-0,116	-0,122	0,039	2,976	0,003
<i>Flexible Working Arrangement (X1) -></i>	0,084	0,096	0,057	1,470	0,142

<i>Work Engagement (Z)</i>					
<i>Work Engagement (Z) - > Job Satisfaction (Y)</i>	0,760	0,764	0,045	16,714	0,000
<i>Work Life Balance (X2) -> Job Satisfaction (Y)</i>	0,249	0,245	0,053	4,682	0,000
<i>Work Life Balance (X2) -> Work Engagement (Z)</i>	0,810	0,814	0,025	31,824	0,000

Source: SmartPLS 3.2 output, primary data processed (2023)

Hypothesis 1

The magnitude of the t-statistical parameter coefficient for the variable *Flexible Working Arrangement (X1) -> Job Satisfaction (Y)* has a value of 2.976 then it is declared significant (t significance table 5% = 1.96) or it can be stated that Ho1 is accepted and Ha1 is rejected.

Hypothesis 2

The magnitude of the t-statistical parameter coefficient for the variable *Flexible Working Arrangement (X1) -> Work Engagement (Z)* has a value of 1.470 then it is declared insignificant (t significance table 5% = 1.96) or it can be stated that Ho2 is rejected and Ha2 is accepted.

Hypothesis 3

The magnitude of the t-statistical parameter coefficient for the variable *Work Engagement (Z) -> Job Satisfaction (Y)* has a value of 16.714 then it is declared significant (t significance table 5% = 1.96) or it can be stated that Ho3 is accepted and Ha3 is rejected.

Hypothesis 4

The magnitude of the t-statistical parameter coefficient for the variable *Work-Life Balance (X2) -> Job Satisfaction (Y)* has a value of 4.682 then it is declared significant (t significance table 5% = 1.96) or it can be stated that Ho4 is accepted and Ha4 is rejected.

Hypothesis 5

The magnitude of the t-statistical parameter coefficient for the variable *Work-Life Balance (X2) -> Work Engagement (Z)* has a value of 31.824 then it is declared significant (t significance table 5% = 1.96) or it can be stated that Ho5 is accepted and Ha5 is rejected.

To test the hypothesis between the variable *Flexible working arrangement to Jobs satisfaction mediated Work engagement and the variable work-life balance to Jobs satisfaction mediated Work engagement*, the Bootstrapping test was carried out with the following results :

Table 8. Special Indirect effects

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Flexible Working Arrangement -> Work Engagement -> Job Satisfaction</i>	0,064	0,073	0,045	1,400	0,162
<i>Work-Life Balance Work Engagement -> Job Satisfaction</i>	0,615	0,622	0,046	13,270	0,000

Source: SmartPLS 3.2 output, primary data processed (2023)

Hypothesis 6

The magnitude of the t-statistical parameter coefficient for the variable *Flexible Working Arrangement (X1) -> Work Engagement -> Job Satisfaction* has a value of 1.400 then it is declared insignificant (t significance table 5% = 1.96) or it can be stated that Ho6 is rejected and Ha6 is accepted.

Hypothesis 7

The magnitude of the t-statistical parameter coefficient for the variables *Work life balance (X2) -> Work Engagement -> Job Satisfaction* has a value of 13.270 then it is declared significant (t significance table 5% = 1.96) or it can be stated that Ho7 is accepted and Ha7 is rejected.

DISCUSSION

Based on the results of testing and data processing conducted by the author using the SmartPLS 3.0 application, the following are the final conclusions obtained for each hypothesis in this study:

1. The results in this study show that the variable Flexible Working Arrangement (X1) has a significant effect on Job Satisfaction (Y) in employees of PT. Heintech Dwikarya Swaprja. The results based on testing the path coefficient in the inner model which shows the t-statistic results for the Flexible Working Arrangement variable are 2.976 and are declared significant because the value of t-statistics > 1.96 ($2.976 > 1.96$), then hypothesis test 1 states that H_01 is accepted and H_{a1} is rejected. It can be interpreted that the increasing Flexible Working Arrangement affects the job satisfaction of PT. Heintech Dwikarya Swapraja. The results of this study are in line with the research of Olivia W, et all, 2022. With the title "The role of job satisfaction in mediating the effect of flexible working arrangements on employee performance during the COVID-19 pandemic" Published in the Journal of Management Vol. 14 (4) 2022, 792. The results showed that job satisfaction fully mediated the effect of flexible working arrangements on performance. In other words, it means that flexible working arrangements implemented by organizations can improve employee performance, but must be supported by an increase in job satisfaction felt by employees because job satisfaction has an indirect influence on the influence of flexible working arrangements and performance as evidenced by the results of research. (Panjaitan, Tambunan, and Sulistiyowati 2022).
2. The results in this study show that the variable Flexible Working Arrangement (X1) does not have a significant effect on Work Engagement (Z) in PT employees. Heintech Dwikarya Swaprja. Results based on path coefficient testing in the inner model that shows t-statistical results for the Flexible Working Arrangement variable, which has a value of 1.470, then declared insignificant (t significance table $5\% = 1.96$) or ($1.470 < 1.96$) can be stated that H_02 is rejected and H_{a2} is accepted. It can be interpreted that the increasing Flexible Working Arrangement does not affect Work Engagement in PT. Heintech Dwikarya Swapraja. The results of this study are in line with the research of Reskina Winalda and Yuli Aslamawati, 2022. With the title "The Effect of Flexible Working Arrangement on Work Engagement in Millennial Employees of Digital Startup Companies in Bandung City". Bandung Conference Series: Psychology Science. This research Simultaneously, there is no effect of flexible working arrangements on work engagement among millennial employees of digital startup companies in Bandung City. (Winalda and Aslamawati 2023).
3. The results in this study show that the variable Work Engagement (Z) affects Job Satisfaction (Y) in PT. Heintech Dwikarya Swaprja, based on testing the path coefficient in the inner model which shows t-statistical results for the Work Engagement (Z) variable has a value of 16.714, then it is declared significant (t significance table $5\% = 1.96$) or ($16.714 > 1.96$) it can be stated that H_03 is accepted and H_{a3} is rejected. The results of this study are in line with the research of Nala Tri Kusuma, et al, 2021. With the title Mediation Work Engagement on Perceived Organizational Support Perceived Job Satisfaction and Organizational Citizenship Behavior. Published in the Scientific Journal of Economics and Business Vol. 18. No.2 September 2021: 128-136. The results showed that job engagement did not mediate organizational perceptions of support for organizational citizenship behavior, but was only mediated by job engagement between perceptions of organizational support for job satisfaction. (Kusuma, et al, 2021).
4. The results in this study show that the variable Work-Life Balance (X2) affects Job Satisfaction (Y) in PT employees. Heintech Dwikarya Swaprja, based on testing the path coefficient in the inner model which shows the t-statistical results for variables having a value of 4.682 then declared significant (t significance table $5\% = 1.96$) or ($4.682 > 1.96$) it can be stated that H_04 is rejected and H_{a4} is accepted. This research is in line with the research of Friane Livi Pangemanan, et al, entitled The Effect of Work-Life Balance and Burnout on Job Satisfaction. Published in VOL. 5 NO. 003 (2017): Journal of Business Administration Unsrat. These findings reveal work-life balance has a positive and significant effect on job satisfaction. (Pangemanan, 2017).
5. The results in this study show that the variable Work-Life Balance (X2) affects Work Engagement (Z) in employees of PT. Heintech Dwikarya Swaprja, based on testing the path coefficient in the inner model which shows t-statistical results for the Work-Life Balance variable (X2) has a value of 31.824 then declared significant (t significance table $5\% = 1.96$) or ($31.824 > 1.96$) it can be stated that H_05 is rejected and H_{a5} is accepted. The results of this study are in line with Noerchoidah's research, 2022. With the title "This study provides evidence that work-life balance affects work engagement, as evidenced by statistical t values (0.583) $>$ t tables (1.96), p values (0.560) $>$ 0.05 , and original samples 0.032 so that hypothesis 2 is rejected".
6. The results in this study show that the variable Flexible Working Arrangement (X1) before mediated by Work Engagement does not have a significant effect on Job Satisfaction (Y) in PT employees. Heintech Dwikarya Swapraja. While the results based on testing the path coefficient in the inner model t- statistical hypothesis 6 after mediated by Work engagement are 1,400 ($1,400 < 1.96$), then the hypothesis 6 test states

that Ho6 is accepted and Ha6 is rejected and it can be interpreted that the value of direct influence is 2,976 and indirect influence is 1,400 which means the variable Work Engagement as a mediation variable weakens the Flexible Working Arrangement variable to employee Job Satisfaction Negatively. The higher the Flexible Working Arrangement and the lower the level of Working Arrangement experienced by employees, it will affect employee Job Satisfaction, where the level of job satisfaction will decrease. The results of this study are in line with Adinda Siska's research, 2022, showing that flexible working arrangements, although not directly affecting job performance, have some effect when Employee Engagement is introduced as a mediation factor. These findings propose a full mediating effect of employee engagement on job performance. In addition, Employee Engagement was also found to mediate the relationship between Work-Life Balance and Job Performance. Therefore, the introduction of Employee Engagement as a mediating variable for Work-Life Balance and Flexible Working Arrangement, will increase the variance of Job Performance in this study. (Witriaryani et al. 2022).

7. The results in this study show that the variable Work life balance (X2) before mediated by Work Engagement has a significant effect on Job Satisfaction (Y) in PT employees. Heintech Dwikarya Swaprja, with a t-statistic value of 4,682. While the results based on testing the path coefficient in the inner model t- statistic hypothesis 7 after mediated by Work Engagement is 13.270 (13.270>1.96), then the test hypothesis 7 states that Ho7 is accepted and Ha7 is rejected and it can be interpreted that the value of direct influence is 4.682 and indirect influence is 13.270 which means the variable Work Engagement as a mediating variable reinforces the Work life balance variable. This research is in line with the research of Alfiya Jannata and Mirwan Surya Perdhana, 2022. With the title Analysis of the Effect of Work-Life Balance on Employee Engagement with Job Satisfaction as an Intervening Variable (Study at PT Barata Indonesia). Published in Diponegoro journal of management Volume 11 Number 3 of 2022, Page 1. The results of this study show that work-life balance has a positive and significant effect on job satisfaction because the CR value is 5.341 where this value is greater than 1.96 and also the p-value is much smaller than 0.05 and employee engagement CR value is 2.923 where this value is greater than 1.96 and also the p-value is 0.003 or less than 0.05 .

CONCLUSION

Based on the problem formulation, literature review, and data analysis that have been interpreted in this study, the conclusions that can be drawn are as follows: *Flexible Working Arrangement* has a significant effect on *Job Satisfaction* in employees of PT. Heintech Dwikarya Swaprja, this is because the flexible working arrangement *implemented by the organization can improve employee performance but must be supported by an increase in job satisfaction felt by employees because job satisfaction has an indirect influence on the influence of flexible working arrangements.* *Flexible Working Arrangement* does not significantly affect *Work Engagement* in PT. Heintech Dwikarya Swaprja, this is due to the increasing *Flexible Working Arrangement*, it does not affect *Work Engagement* in PT. Heintech Dwikarya Swaprja. *Work Engagement* has a significant effect on *Job Satisfaction* in PT. Heintech Dwikarya Swaprja, this is because it shows that work attachment is able to mediate organizational perceptions of support for organizational citizenship behavior, but only mediated by work involvement between perceptions of organizational support for job satisfaction. *Work-Life Balance* affects *Job Satisfaction* in PT. Heintech Dwikarya Swaprja, this reveals that work-life balance has a positive and significant effect on job satisfaction. *Work-Life Balance* has a significant effect on *Work Engagement* in PT. Heintech Dwikarya Swaprja, this shows that *work-life balance* can increase *work engagement.* *Work Engagement* as a mediating variable does not significantly affect *Job Satisfaction* in PT employees. Heintech Dwikarya Swaprja, this is because *Work Engagement* as a mediation variable strengthens the *Flexible Working Arrangement* variable on *employee Job Satisfaction* Positively. The higher the Flexible Working Arrangement and the lower the level of flexible Working Arrangement experienced by employees, it will affect *employee Job Satisfaction, where the level of job satisfaction will decrease.* *Work Engagement* as a mediating variable has a significant effect on *Job Satisfaction* in PT. Heintech Dwikarya Swaprja, this is because the *Work Engagement variable as a mediation variable strengthens* the *Work life balance* variable .

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