

**THE INFLUENCE OF FLEXIBLE WORKING PLACE AND
FLEXIBLE WORKING TIME ON JOB SATISFACTION WITH
WORK-LIFE BALANCE AS A MEDIATING VARIABLE ON
COVID-19 PANDEMIC**

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ABSTRACT

The aim of this study is to analyze the relationship between the flexible working place and flexible working time on job satisfaction, directly or indirectly, with the intervention of the work-life balance as a mediating variable. This research is conducted to a civil servant and a non-civil servant/contract-based staff in the Indonesian Financial Transaction Reports and Analysis Center (INTRAC). Furthermore, the quantitative approach is used in this research. The data is collected by distributing a questionnaire to 148 respondents and being analyzed with Smart PLS program/application version 3.0 with Sem PLS method. The results conclude that both variables which are flexible working place and flexible working time make a positive and significant effect on the job satisfaction variable. Furthermore, the flexible working place and flexible working time on job satisfaction with work-life balance as a mediating variable also have a positive effect. The results of this study explain that the implementation of flexible working place and flexible working time can be said to be successful and has a positive effect on job satisfaction because there is an increase in a work-life balance felt by employees of the Indonesian Financial Transaction Reports and Analysis Center (INTRAC).

Keywords: *Covid-19, Pandemic, Work-Life Balance, Job Satisfaction, Flexible working*

A. INTRODUCTION

Novel Coronavirus (covid-19) spreading across the globe since the end of 2019 and the beginning of 2020. In Indonesia, this virus spread quickly in March 2020 and affecting many aspects of this nation. Therefore, the Indonesian government made some regulations and policies regarding the implementation of working from home (WFH) for reducing the case of

coronavirus victims. This regulation is based on the *Surat Edaran Menteri Penertiban Aparatur Negara dan Reformasi Birokrasi (PAN-RB) Nomor 58/2020* which was signed on May 29, 2020, regarding the work system of civil servant/ASN in the new normal order which aims to adapt to a pandemic situation but still be productive at work and safe from Covid 19.

The Indonesian Financial Transaction Reports and Analysis Center (INTRAC) has been implementing flexible working regulations since 2020. Either flexible working place or flexible working time, this is stated in the *Peraturan Kepala PPATK Nomor: T/41/OT.01.03/IV/2021*. One point of the regulations is all the employees must share their locations daily and also reported it to their division. In addition, there is also regulation for shifted and scheduled work system every week or month so that each employee has a different portion of Working From Office (WFO) based on the urgency of the task given. Also, there is a record of the time when the employees leave the office after their work has been completed, so employees are not bound by rigid working hours like before the pandemic.

During the implementation of flexible working regulation, the Indonesian Financial Transaction Reports and Analysis Center (INTRAC) did an internal research/assessment with the quantitative method through questionnaires that have been distributed to employees in several work units/divisions, with a scale of 1 to 5 representing work effectiveness based on their level, 1 means not very effective and 5 means very effective. Here are the results of the research in one division which produces an average score that tends to be between 2,96 to 3,5 on a scale of 1 to 5, with a total of 28 respondents.

In addition, there is also research on data collection related to the advantages and disadvantages felt by employees during the implementation of WFH at the Indonesian Financial Transaction Reports and Analysis Center (INTRAC), below are the top three rankings of each advantage and disadvantages of implementing Work from home (WFH) as part of the flexible working arrangement.

Table 1. Advantages and Disadvantages of implementation Flexible Working regulation

No.	Advantages	Disadvantages
1	Flexibility of work hours	The unstable of internet connection
2	Accommodation budget reduced	Still working on weekends and also late at night
3	More time for the family	The lack of working facility at home

Source: Indonesian Financial Transaction Reports and Analysis Center (INTRAC) 2020

The table above is containing a summary of the evaluation of the advantages and disadvantages of implementing a flexible working in one division at the Indonesian Financial Transaction Reports and Analysis Center (INTRAC). We can see in the second point from the disadvantages column, it tells “still working on weekends and also late at night”. This is in accordance with research conducted by Reissner and Izak (2017) from the University of Roehampton explained that there is an increase in work pressure and decrease in work effectiveness when mobile working is carried out so that it affects the quality of balancing the work life and personal life or it called work-life balance. For example, someone who has to keep doing his job late at night or even on weekends.

Based on the explanation above, especially on the evaluation on the implementation of flexible working at the division of Indonesian Financial Transaction Reports and Analysis Center (INTRAC), it can be seen from several aspects that the regulation for doing work from home (WFH) is generally good. However it can be seen from table 1 of the evaluation above, there is still dissatisfaction with this remote work system, especially due to overwork time limits. Therefore, the authors of this research are interested in conducting research on the effect of flexible working place and flexible working time on job satisfaction with work-life balance as a mediating variable on pandemic Covid-19 (studies at Indonesian Financial Transaction Reports and Analysis Center (INTRAC)).

B. LITERATURE REVIEW

Flexible Working Place

The term flexibility regarding workplace selection is defined as the ability to adapt to a dynamic environment (Svensson, 2011), or the ability to reconfigure resources to respond to environmental dynamics (Sánchez et al., 2007). Various types of flexible working place such as flexible time, remote work, and so on will help employees to maintain work-life balance (Prowse, 2015). Bonney (2005) said that the most important thing in the workplace is the increase in stress levels, competition, and insecurities that can disrupt the balance. The study conducted by Golden and Veiga (2005) has resulted that job satisfaction can increase if an employee does flexible work/telework not more than 15 hours in one week.

Flexible Working Time

The fundamental idea of this concept is that flexible working hours can be more beneficial than following a rigid work schedule (Rubin, 1979). Family-friendly flexible policies (Shagvaliyeva & Yazdanifard, 2014) are management practices where employees are allowed to choose the start and end times of their work (Wickramasinghe & Jayabandu, 2007), which is also referred to as flexible time and flexible hours. There is another meaning of flexible working time/flexitime where one can manage when a person is working, not fixated by predetermined working hours. (Thompson et al, 2015). With flexible working time, an employee can work while accompanying their child to the doctor or can meet with the teacher of his

children before starting work. (Charalampous et al., 2019 in Dilmaghani, 2020).

Job Satisfaction

Job satisfaction is a positive emotion that arises from a job, a working environment, and social interactions in the work, as well as for the value that arises from the employee's assessment of expectations for the actual work and work environment (Locke, 1976 in Celik et al., 2015).

Job satisfaction is the result of how a person has a perception of his work and can be satisfied with the needs of that person's work (Henne & Locke, 1985 in Bryce Lee, 2020), these needs of a person can be referred to as dimensions, and satisfaction over the fulfillment of these dimensions will lead to job satisfaction. The dimensions in question are pay, operating procedures, coworkers, supervision, and nature of work.

Work-Life Balance

The concept of work-life balance as stated by Bryne (2005) is that work-life balance is a way to "balance the five aspects of life that we have at the same time. Namely work, family, friendship, health, and religion". There is also preliminary research that mentions that work-life balance focuses only on conflicts in the world of work (Casper et al., 2018). Over time and researchers began to realize that there are other factors that affect work-life balance, namely work and family life, so this definition is used to date

The most effective work-life balance policy is implemented after a dialogue between the company and employees (Oa et al., 2018). Some formal work-life balance strategies that can be adopted by the company, namely:

- a. Flexible working time even without attendance, but employee performance targets must be met and will eventually create employee satisfaction (Meenakshi et al., 2013); (Oa et al., 2018); (Lazar et al., 2010).
- b. Teleconference and Telecommuting where employees can still work from home without burdening household life and can save energy, time, and money (Meenakshi et al., 2013); (Oa et al., 2018); (Lazar et al., 2010).
- c. Providing policies to employees who want to increase the workload of more and more time at a certain time for employees to reduce the working days of the week (Meenakshi et al., 2013); (Oa et al., 2018); (Lazar et al., 2010).
- d. Policy to allow shift work for employees who want to continue their studies to increase the capacity of such employees (Meenakshi et al., 2013); (Oa et al., 2018); (Lazar et al., 2010).
- e. Employee leave programs are better if set at the beginning of the year, so as not to interfere with the company's activities (Oa et al., 2018).

C. METHOD

Based on the literature review above, researchers built several hypotheses between existing variables, including flexible working place,

flexible working time, job satisfaction, and work-life balance. Below are 7 hypotheses in this study:

1. H01 : Flexible working place has no positive effect on work life balance
Ha1 : Flexible working place positively affects work life balance
2. H02 : Flexibility working place positively affects job satisfaction
Ha2 : Flexibility working place positively affects job satisfaction
3. H03 : Flexible Working Time positively affects work life balance
Ha3 : Flexible Working Time positively affects work life balance
4. H04 : Flexible Working Time has a positive and significant effect on Job Satisfaction.
Ha4 : Flexible Working Time has a positive and significant effect on Job Satisfaction.
5. H05 : Work Life Balance positively affects Job Satisfaction
Ha5 : Work Life Balance positively affects Job Satisfaction
6. H06 : Work Life Balance mediates the influence of Flexible Working Place on Job Satisfaction.
Ha6 : Work Life Balance mediates the influence of Flexible Working Place on Job Satisfaction.
7. H07 : Work Life Balance mediates the influence of Flexible Working Time on Job Satisfaction.
Ha7 : Work Life Balance mediates the influence of Flexible Working Time on Job Satisfaction.

Analysis Model

In this research there were 4 variables studied, among others 2 (two) free variables or better known as exogenous variables, and bound variables or other languages are endogenous variables.

1. Exogenous Variables

Exogenous variables are variables that exist in research and can affect other variables, but cannot be affected by other variables. In this study included in the exogenous variable is flexible working place(X1) and flexible working time(X2).

2. Endogenous Variables

An endogenous variable is a dependent variable, whose value can change according to what affects it, commonly known as dependent variables. In this study, endogenous variables include job satisfaction(Y2) and work-life balances as mediation variables (Y1).

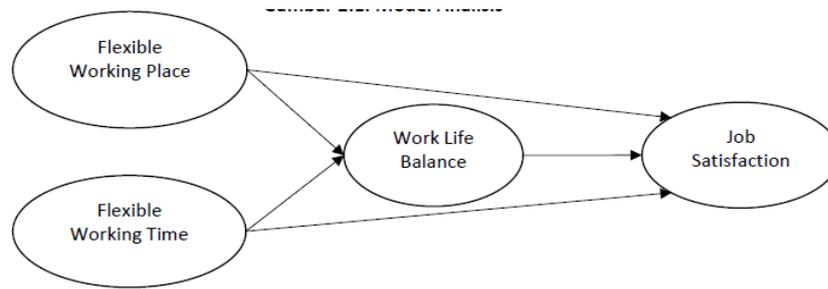


Figure 1. Analysis Model (Source: Researcher Processed Results, 2021)

This research uses quantitative approach, by going through two ways, namely primary and secondary data. Primary data is used by researchers for specific purposes in dealing with the problems studied. While secondary data is data that has been obtained previously that aims to support research, in addition to handling the problems studied. (Malhotra, 2006). To obtain the required data, researchers collect data in two ways, among others with field research and literature review.

When retrieving data, it is necessary to do pre-research or pre-test. This is done to see the validity of the questionnaire that has been compiled, by looking at its validity and reliability. Pre-tests were conducted on 30 respondents with a total of 20 questions. The scale used is 1 to 5 where scale 1 states strongly disagree and 5 states strongly agree.

D. EXPLANATION

Validity Test

Validity tests are conducted based on existing instruments, aiming to measure the accuracy of each question listed on the questionnaire. According to Ghozali (2016) an indicator is declared valid if the question on the questionnaire can clearly express the measured thing. The way to measure it is to look at the values listed in the r count and r table, if r counts $>$ r the table then the item is declared valid.

1. Validity test results of Flexible Working Place instrument item

Table 2. Validity Test Results on Flexible Working Place Variables

Item Name	r count	r table	Information	Conclusion
FWP 1	0.691	0.3610	r count $>$ r table	Valid
FWP 2	0.704	0.3610	r count $>$ r table	Valid
FWP 3	0.502	0.3610	r count $>$ r table	Valid
FWP 4	0.472	0.3610	r count $>$ r table	Valid

Source: Researchers Processed (2021)

2. Validity test results of Flexible Working Time instrument item

Table 3. Validity Test Results on Flexible Working Time Variables

Item Name	r count	r table	Information	Conclusion
FWT 1	0.703	0.3610	r count > r table	Valid
FWT 2	- 0.373	0.3610	r count < r table	Not Valid
FWT 3	0.784	0.3610	r count > r table	Valid
FWT 4	0.769	0.3610	r count > r table	Valid
FWT 5	0.646	0.3610	r count > r table	Valid
FWT 6	0.439	0.3610	r count > r table	Valid
FWT 7	0.773	0.3610	r count > r table	Valid

Source: Researchers Processed (2021)

3. Validity test results of *Work Life Balance* instrument item**Table 4 Validity Test Results on Work Life Balance Variables**

Item Name	r count	r table	Information	Conclusion
WLB 1	0.604	0.3610	r count > r table	Valid
WLB 2	0.588	0.3610	r count > r table	Valid
WLB 3	0.177	0.3610	r count < r table	Not Valid
WLB 4	0.516	0.3610	r count > r table	Valid
WLB 5	0.542	0.3610	r count > r table	Valid
WLB 6	0.487	0.3610	r count > r table	Valid

Source: Researchers Processed (2021)

4. Validity test results of *Job Satisfaction* instrument item**Table 5. Validity Test Results on Job Satisfaction Variables**

Item Name	r count	r table	Information	Conclusion
JS 1	0.691	0.3610	r count > r table	Valid
JS 2	0.704	0.3610	r count > r table	Valid
JS 3	0.502	0.3610	r count > r table	Valid

Source: Researchers Processed (2021)

Based on tables 2 to 5 above, there are two indicators that have a calculated r value less than r table, both indicators are named FWT2 and WLB3, therefore these invalid items/indicators are not used into the questionnaire as a whole which is distributed throughout the sample.

Reliability Test

Reliability test is an instrument test where the results can describe the consistency level of the questionnaire, so that it can be used in the future. Gronlund and Linn (1990) said that reliability is an accuracy of results obtained from a measurement. Questionnaire instruments that have cronbach's alpha greater than or equal to 0.60 mean that the instruments contained in the study questionnaire are reliable.

Table 6. Reliabilitas Test Results

Variable Name	Cronbach's Alpha	Critical Value	Information
<i>Flexible Working Place</i>	0.775	0.6	Reliable
<i>Flexible Working Time</i>	0.768	0.6	Reliable
<i>Work-Life Balance</i>	0.744	0.6	Reliable
<i>Job Satisfaction</i>	0.753	0.6	Reliable

Source: Researchers Processed (2021)

Can be seen in the table of reliability processing results using SPSS version 26 above, it can be concluded that all variables have good reliability because it has a value of *cronbach's alpha* more than 0.6.

Descriptive Analysis

Respondent Profile by Gender

**Table 7. Gender
gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	86	58.1	58.1	58.1
Valid Female	62	41.9	41.9	100.0
Total	148	100.0	100.0	

Source: Researchers Processed (2021)

Based on table 7 above, after the overall dissemination of questionnaires, a total of 148 data were obtained from respondents. Respondents in this study consisted of 58.1% male and 41.9% female, so it can be concluded that this study is dominated by male respondents.

Respondent Profile Based on Last Education

Table 8. Last Education

Last Education

	Frequency	Percent	Valid Percent	Cumulative Percent
DI/DII/DIII	15	10.1	10.1	10.1
Valid DIV/ Bachelor Degree (S1)	127	85.8	85.8	95.9
Master Degree (S2)	6	4.1	4.1	100.0
Total	148	100.0	100.0	

Source: Researchers Processed (2021)

Based on table 8 above, it can be known that the respondents in this study consisted of 10.1% (15 respondents) had the last level of education DI / DII / DIII. Then 85.8% (127 respondents) have the last level of education DIV / Bachelor Degree (S1). Then 4.1% (6 respondents) have the last level of education Master Degree (S2). Thus it can be known that the respondents used in this study were dominated by respondents who had the last level of education DIV / Bachelor Degree (S1).

Respondent Profile By Working Time

Table 9. Working Time

Working Time

	Frequency	Percent	Valid Percent	Cumulative Percent
<5 Years	127	85.8	85.8	85.8
Valid 6 - 10 Years	16	10.8	10.8	96.6
11 - 15 Years	3	2.0	2.0	98.6
16 - 20 Years	2	1.4	1.4	100.0
Total	148	100.0	100.0	

Source: Researchers Processed (2021)

Based on table 9 above, it can be known that the respondents in this study consisted of 85.8% (127 respondents) have worked <5 years. Then 10.8% (16 respondents) have worked for 6-10years. Then 2% (3 respondents) have worked for 11-15 years. Then 1.4% (2 respondents) have

worked for 16-20 years. Thus it can be known that the respondents used in this study were dominated by respondents who had worked <5 years.

Respondent Profile Based on Staffing Status

Table 10. Staffing Status
Staffing Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Civil Servants / permanent	135	91.2	91.2	91.2
Non Civil Servants / Contract	13	8.8	8.8	100.0
Total	148	100.0	100.0	

Source: Researchers Processed (2021)

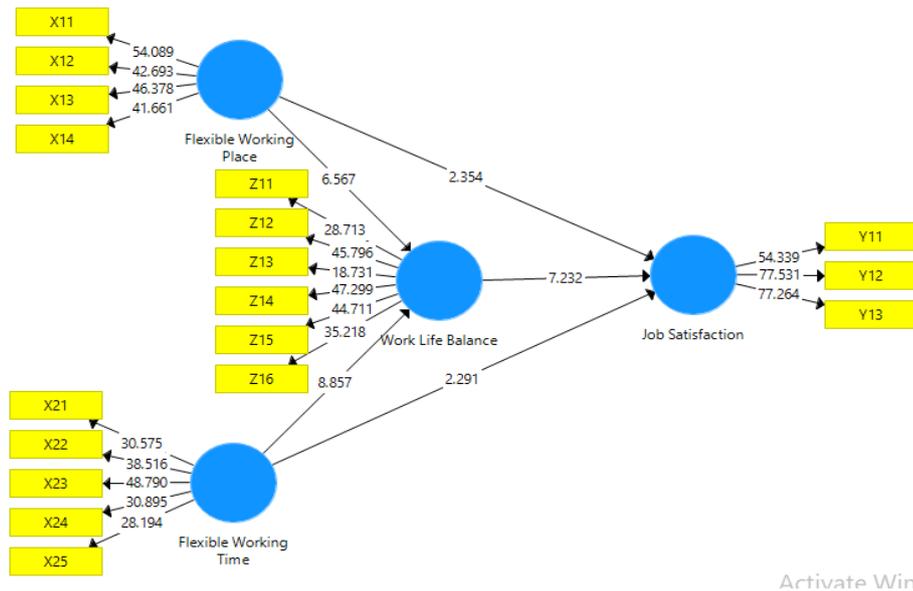
Based on table 10 above, it can be known that the respondents in this study consisted of 91.2% (135 respondents) of civil servant/permanent staff status. Then 8.8% (13 respondents) are non-civil servants / contracts. Thus, it can be known that the respondents used in this study are dominated by respondents who are civil servants/permanent staff.

Results of the study

Convergent Validity Test

The first stage assess the criteria of convergent validity. An indicator can be said to have a good validity if the indicators has a loading factor value greater than 7% or 0,70. While loading factor between 0,50 to 0,60 (5% to 6%) can still be maintained for models that are still in the development stage (Ghozali, 2014). Based on that theory here the results of the estimation by using smartpls 3.0, as obtain in Figure 2 below shows the loading factor value for each indicator/construc of each variable. Based on that figure, we can be seen that the entire loading factor has a good validity.

Figure 2.
Outer Model Evaluation Loading Factor Value Chart



Processed by Researchers, 2021

Furthermore, in this study conducted a test of the validity of convergence, where at least latent variables have an AVE value of ≥ 0.5 . And the result on all variables has a value above 0.5 each. So it can be concluded that each independent variable can reflect its dependent variables. In addition, composite reliability tests are also conducted and have a result of > 0.07 on all variables, where the minimum value is the range of 0.7 to 0.9. so that it can be speculated that good data consistency and models can be used. In addition, multicollinearity tests are also conducted between indicators in variables, where in this test all indicators have a vif result/value of < 10 and can be concluded then the multicollinearity test is met.

Table 11. Table value f^2 in fsquare output

Variable	Cut Of Value	Output Results	Information
Flexible Working Place → Job Satisfaction	< 0.35	0.052	enough
Flexible Working Place → Work Life Balance	≥ 0.35	0,285	strong
Flexible Working Time → Job Satisfaction	$< 0,35$	0,049	enough
Flexible Working Time → Work Life Balance	≥ 0.35	0,408	strong
Work Life Balance → Job Satisfaction	≥ 0.35	0,504	strong

Source: Researchers Processed (2021)

Goodness of Fit Test**Table 12. R² on R Square output**

	R Square
Job Satisfaction	0,766
Work Life Balance	0,676

Source: Researchers Processed (2021)

Looking at table 12 above, it can be concluded that the job satisfaction variable is influenced by the other three variables by 76.6%; then the work-life balance variable is influenced by flexible working place and flexible working time variable of 67.6%. Also obtained Q square value of 92.4% so it can be said to have good goodness of fit.

Table 13. Hypothesis test on coefficient path output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Flexible Working Place -> Job Satisfaction	0,168	0,166	0,072	2,345	0,019
Flexible Working Place -> Work Life Balance	0,409	0,409	0,064	6,369	0,000
Flexible Working Time -> Job Satisfaction	0,171	0,172	0,069	2,490	0,013
Flexible Working Time -> Work Life Balance	0,490	0,493	0,057	8,616	0,000
Work Life Balance -> Job Satisfaction	0,603	0,603	0,076	7,944	0,000

Source: Researchers Processed (2021)

Seen in table 13 above, it can be concluded that there is a relationship between flexible working place variable and job satisfaction is significant with the original sample value of 0.168 so that the direction of the relationship is positive; then the relationship between flexible working place variables and work life balances is significant with nilai $T > 1.96$ and has a positive influence direction; furthermore, the relationship between flexible workingtime to job satisfaction is significant because the statistical T value

of 2,490 which is greater than 1.96 and has an original sample positive value so it can be concluded that the result is positive effect; furthermore, the influence of flexible working time variables on work life balance which has a statistical T value of 8,616 so that it can be said to have a significant and positive influence because the original sample value of 0.490; then the effect of work life balance on job satisfaction is significant and the direction is positive because the statistical T value of 7,344 is greater than 1.96 and has a positive original sample value.

Table 14. Hypothesis test of indirect influence (mediated)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Flexible Working Place -> Work Life Balance -> Job Satisfaction	0,247	0,245	0,045	5,494	0,000
Flexible Working Time -> Work Life Balance -> Job Satisfaction	0,295	0,297	0,052	5,725	0,000

Source: Researchers Processed (2021)

In addition, there is an indirect influence test but the influence between variables mediated by the variable work life balance, and obtained the results of the relationship between flexible working place variables against job satisfaction mediated by work life balance is significant due to the statistical t value of 5,494 (more than 1.96) with a positive sample original value. Furthermore, the relationship between flexible working time variables to job satisfaction with work life balance as mediation variables has a result of 5,725 so it can be said to be significant and positive due to the original sample value of 0.295.

E. CONCLUSION

Based on the results of tests and analysis on the relationship between exogenous and endogenous variables that have been conducted by researchers, it can be concluded that all variables have a significant relationship and have a positive direction, this applies to the type of direct relationship and the relationship between variables mediated by work-life balance variables. This is based on a statistical T value greater than 1.96 and has a positive original sample result. So it can be said that the entire H01 to H07 hypothesis is not accepted. In other words, it can be concluded that the application of flexible working in the covid-19 pandemic that takes place

results in job satisfaction (job satisfaction) of employees, and there is a balance between work life and non-work life/personal life. Although initially there were some shortcomings such as staying working late at night and on holidays, and there were internet connection constraints as well as technical constraints such as the process of signing documents by the leadership was difficult. But in the end job satisfaction is still felt by employees and work life balance can arise.

The suggestion that researchers can give to academics/researchers who will conduct the next study is to pay attention to the number of respondents studied, in the next study can be done by adding the number of respondents, or by choosing a wider scope, not limited to one agency only, can be done to one particular region or region, as is known. The application of flexible working is carried out simultaneously by all Indonesians, so this is not impossible in the future.

The next suggestion that can be given is to use other approaches such as qualitative approaches, or even use a mix method; then the next suggestion is to do further research on existing variables but with different theories and measurement scales.

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