

The Impact of Flexible Working Arrangements on Job Performance Through Work-Life Balance of Students Working on Social Media in Surabaya

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Abstract.

The impact of the pandemic caused by COVID-19 has led to changes in various aspects of life, including the economy and education. The increasing needs of life make students look for ways to meet these needs. The phenomenon of students carrying out dual roles, namely studying while working, is often found among students in Surabaya. Students tend to choose jobs in the field of social media because the time is flexible and can be adequately mastered. This study examines and analyzes the effect of flexible working arrangements on job performance through work-life balance. This research is a causality study with a quantitative approach. Determination of the sample using nonprobability sampling with purposive sampling technique. The number of samples in this study was 110 respondents, that is, students in Surabaya who work in the field of social media. The statistical analysis used is the Partial Least Squares with the help of SmartPLS 3.2.9 software. This study explains that flexible working arrangements positively and significantly affect employee job performance. A work-life balance also has a positive and significant impact on job performance. However, a work-life balance cannot mediate the relationship between flexible working arrangements and job performance.

Keywords: Flexible working arrangement, Work-life balance, Job performance, Working student.

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1. Introduction

With the 2020 outbreak of COVID-19, which caused so many changes that restrictions on physical and social distance are designed to reduce direct interaction in society, with each person's potential for transmitting a virus even becoming an infectious patient without symptoms (Wilder, Smith dan Freedman, 2020). That gave rise to different customs from previous lives. Furthermore, the impact of the pandemic also affected sectors, both economic and educational sectors. Teaching activities at schools and colleges are forced to be virtual or

online through existing technologies (Sella Ellissa Devita Sari, 2021). In addition, companies should do restrictions with 25% of the company's total employment capacity and require applying a new system of things (Sella Ellissa Devita Sari, 2021). On the other hand, the growing necessities of life require that students seek ways to provide for their education and living expenses (Mardelina, 2017). Some students find a way out by working. The phenomenon of dual role students, namely studying while working, is widely found (Robert, 2012).

Globally, Indonesians are tenth as the most active social media users, 3 hours 22 minutes (Katadata Vika, 2022). The number of social media users in Indonesia reached 60.4% of the total population in the country in January 2023. The most frequently used social media are Facebook, YouTube, WhatsApp, and Instagram (metadata Cindy, 2023). Among the groups that often access social media are young people as students, university students, and workers, and not a few make social media their livelihood. In today's modern era, many types of work are involved in the field of social media – especially for students who are very close to current technological developments.

A survey from Endsleigh and The National Union of Students states that working students increased from 59% to 77% (BBC NEWS). Students will generally choose to work with short-term contracts and part-time jobs. -time jobs) (van der Meer & Wielers, 2001). However, more students choose part-time work because they are more flexible in managing work time with lectures. In addition, working part-time has less time. Usually, it only takes 3-5 hours per day or less than 35 hours per week. (Mardelina, 2017). Badan Pusat Statistik (2021) shows that the trend of part-time employees in Indonesia has increased since 2016 (Mutia Annissa, 2021). The reasons behind students going to college while working are put forward by (Daulay & Rola (2012) that students who work part-time are motivated by economic problems, fill their free time, live independently and seek experience. Meanwhile, according to Jacinta, what underlies a student to work are financial, social-relational, and self-actualization needs (Dudija, 2011).

Role conflicts between college and work can be a source of stress, absenteeism, and productivity (Lenaghan & Sengupta, 2007). Students who study while working must carry out their duties and responsibilities properly, starting from time management between studying and working. Given the multiple roles performed, this will affect the student's job performance as a worker. Today, students prefer to work in companies that apply the concept of a flexible working arrangement, in which flexible work changes work patterns, allowing employees to choose the time to work. The existence of the COVID-19 pandemic in Indonesia, which has an impact on companies in general, requires companies to implement flexibility in setting work systems while still trying to achieve work productivity.

The need for personal life balance, such as college and work, is essential, especially in a big city like Surabaya. According to the Central Bureau of Statistics (2020), Surabaya has the most significant number of tertiary institutions and students in East Java, with 76 tertiary institutions and 257,630 students. This makes the need for personal life balance, namely lectures and work in Surabaya, much higher than in other cities in East Java. Some students who work in a flexible system admit they also bring their work while studying. This is enough to disturb these students' focus so that their work is less than optimal. This

phenomenon is inconsistent with Mwebi, Kadaga, & Kenyatta (2015) theory, which says that applying flextime and flex place work positively affects employee performance.

Employee performance is the level where an individual employee's productivity level meets the company's performance standards (Diamantidis & Chatzoglou, 2019). In addition, performance can also be defined as a person's efforts in carrying out their duties and work (Berghe, 2011). Employee performance contributes to the overall improvement of organizational processes, especially regarding efficiency and productivity. Employee performance is also related to the activities and tasks carried out by employees effectively and efficiently and determines how much the employee contributes to the organization (Abualoush *et al.*, 2018).

The practice of flexible working arrangements is usually implemented to give employees a level of choice over how much (operational flexibility), when (time flexibility), and where (location flexibility) employees have to work, and help employees achieve a satisfactory work-life balance (Kelliher, 2010). In addition, companies must realize the importance of a consistent work-life balance that concerns productivity, employee performance, and improving the quality of life.

The phenomenon of students studying while working is often found among students in Surabaya. Based on interviews with 20 part-time student workers, 40% work in flexible work arrangements. The two most popular forms of flexible working arrangements are flextime and flexplace, according to the SHIRM Foundation (Allen *et al.*, 2013). Flextime refers to flexibility in working time, whereas flexplace involves flexibility in the location where work can be performed. This refers to work done at home, also known as telework or telecommuting (Allen *et al.*, 2013).

Based on the existing phenomenon, what is interesting to study is whether the flexible working arrangement affects the lives of students who study while working and then influences job performance in the workplace. Research on student work and its impact on company performance is still limited. Therefore the authors are interested in conducting research titled "The Influence of Flexible Working Arrangements on Job Performance Through Work-Life Balance in Student Workers in Surabaya".

1.1 Flexible Working Arrangement

According to (Fadhila & Wicaksana, 2020), a flexible working arrangement is a working system that allows employees to choose and determine when to work. Meanwhile, according to Oktavia (2020), work flexibility is flexible work rules regarding working hours, including alternative working hours. Work flexibility includes part-time work and no specific stipulation of how long you can work, while workplace flexibility includes working from home or remotely. Organizational flexibility also includes flexible work systems that can help workers manage the division of labor between work, family, and other personal lives (Gunawan & Franksiska, 2020).

1.2 Work-Life Balance

Work-life balance is a condition in which a person can manage his time well or balance work, family life, and personal interests (Lumunon *et al.*, 2019). According to Wambui *et al.*, (2017), work-life balance aims to make employees more flexible at work so they can balance

their responsibilities and interests outside of work. Work-life balance is a challenge for any profession to balance work and family (Vyas & Shrivastava, 2017).

(Emslie and Hunt (2009) argue that balance is achieved when work and personal life are balanced. Work-life balance is about an individual's ability to successfully balance work and other commitments, regardless of age or gender. The concept of work-life balance thus defines the time spent available to an employee to reconcile family and work needs. Meanwhile, work-life balance was proposed by Greenhaus and Allen (2010) as the extent to which a person's perceived effectiveness and work and family satisfaction are aligned with their life roles at a certain point in time.

Based on some of the definitions above, it can be concluded that work-life balance is a person's ability to manage his time well or balance work, family life, and personal interests so that employees can balance their responsibilities well.

1.3 Job Performance

Job performance is the expected total value for an organization of various behavioral events for each individual running within a certain predetermined period of time (Diamantidis & Chatzoglou, 2019). Job performance is the achievement of employee expectations, and work goals and fulfilling the organization's or company's standards and targets (Motowidlo & Kell, 2018). The definition of Job Performance commonly referred to as job outcome is the acquisition achieved by a person when carrying out his work efficiently and effectively, which is completed by a person based on skills, experience, sincerity, and time (Azman et al., 2009).

From the understanding of this study, it can be concluded that job performance is the achievement of the mission objectives set by the company for employees within a specific time and the employee's contribution to the company or organization.

1.4 Flexible Working Arrangement and Job Performance

A flexible work system aims to meet employee needs and can improve employee performance (Lewis Suzan, 2003). This means that flexible work arrangements have an impact on employee performance. Eurofound (2017) supports this statement, which states that flexible work arrangements are used to improve employee performance and increase company profitability. Altindag & Siller (2014) also found that implementing flexible work became popular because it increased employee efficiency, which had a direct impact. Soomro, Breitenecker, & Shah (2018) found a positive relationship between flexible work arrangements and employee performance.

1.5 Flexible Working Arrangement and Work-Life Balance

The results of the study show that the implementation of a flexible work system affects work-life balance and allows employees to focus on different roles in today's increasingly competitive work environment (Russell, O'Connell, & McGinnity, 2009) Dedy Pradipto & Laurina (2022), Eldridge & Nisar (2011), Shagvaliyeva & Yazdanifard (2014) shows that flexible working hours and locations have a positive effect on employee work-life balance. Participants in the study agreed that flexible working hours and a flexible workplace lead to a better work-life balance as it increases work efficiency and reduces work stress. Based on research by Mallafi and Silvianita (2021), workers who operate according to a flexible work schedule have a much better level of work-life balance than those who use a fixed work

schedule. Based on the statement above, it can be concluded that the flexible working arrangement influences the work-life balance.

H2: There is a positive influence between flexible working arrangements on work-life balance in students working in the social media field in Surabaya

1.6 Work-Life Balance and Job Performance

According to the studies conducted regarding the effect of work-life balance on job performance, there is a correlation between the two variables. Like Bataineh's research (2019), work-life balance has a significant positive effect on employee performance. When employees do not have an excellent work-life balance, it creates work stress for employees and results in decreased performance. Mallafi and Silvianita (2021) also found in their research that the balance between work and personal life affects employee performance because harmony between personal life and work is an essential need for every employee, which affects mood, the focus of thinking and acting can affect work, which increases satisfaction. The more focus on employees' work-life balance, the higher the quality of employee performance.

H3: There is a positive influence between flexible work arrangements and job performance among students working in the social media field in Surabaya

1.7 Hypothesis

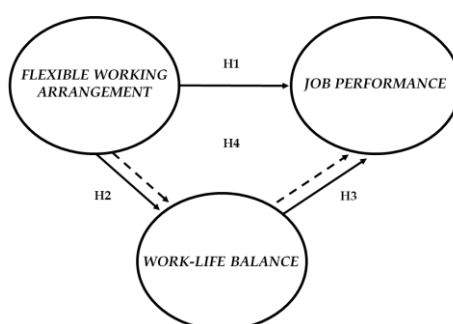
Based on the description above, the hypothesis proposed is :

H1: There is a positive influence between flexible work arrangements and job performance among students working in the social media field in Surabaya

H2: There is a positive influence between flexible working arrangements on work-life balance in students working in the social media field in Surabaya

H3: There is a positive influence between flexible work arrangements and job performance among students working in the social media field in Surabaya

H3: There is a positive influence between flexible work arrangements on job performance through work-life balance among students working in the social media field in Surabaya



Figures 1. Conceptual Framework

2. Research Method

2.1 Design and Participant

This is quantitative research. This study used a non-probability sampling technique with a purposive sampling approach. The primary data used in the questionnaires were distributed using Google Forms and secondary data was sourced from articles, websites, and reference sources related to the variables studied. This method is considered

appropriate because it meets the needs of research based on certain elements and the population studied.

The population of this research is college students in Surabaya who work. According to Hair et al. (2010), the sample size is more acceptable when the study parameters are multiplied by 1-10. Based on the calculation formula from Hair et al. (2010), the number of parameters used is 22 multiplied by 5, then a total of 110 samples is obtained. Thus, this study used a sample size of 110 respondents.

2.2 Data Measurement and Analysis

The flexible working arrangement uses the indicator Mallafi and Silvianita (2021) adapted from Robbins and Judge (2017: 162) to measure this variable. There are two types of flexible work: workplace (flexible location) and working time (flexible time). The indicators used to measure work-life balance belong to Fisher et al, (2009), including 1. Work Interference with Personal Life (WILP), 2. Personal Life Interference with Work (PLIW), 3. Personal Life Enhancement of Work (PLEW), 4. Work Enhancement of Personal Life (WEPL). Job performance is measured by five indicators belonging to Mathis & Jackson (2011), which have been developed by Putu et al., (2017) including 1. Quality, 2. Quantity, 3. Punctuality, 4. Attendance, 5. Ability to work together.

Based on these indicators, it produces 22 statement items. This study developed a questionnaire in Indonesian via Google Formular and distributed it to working students in Surabaya via social media. All items are rated on a 5-point Likert scale (1 = strongly disagree and 5 = strongly agree). Respondents can respond to the statements submitted by making one choice based on the circumstances faced (Sugiyono, 2016).

This study uses PLS-SEM—Structural Equation Model (SEM) and PLS (Partial Least Square) analysis to estimate the model relationship. PLS is an SEM equation model based on components or variants (Ghozali, 2014). Generally, SEM based on this covariance tests causal/theory conjunctions, but PLS is a predictive model. As explained by Wold, PLS (Partial Least Square) is a robust analytical process because it is based on only a few assumptions. Data may not be normally distributed with many variables (indicators with categories, ordinal numbers, and sometimes up to a proportional scale can be used in the same model), and samples may be small or large. This can be used to clarify whether there is a relationship between other variables. PLS can examine the constructs formed from reflective and formative indicators so that unknown models emerge (Ghozali, 2014).

3. Results and Discussion

3.1. Results

Based on the research results, the following explains each respondent's characteristics based on gender, type of college, origin of college, semester, and occupation.

Characteristics of Respondents Based on Gender. Of the 110 respondents used as subjects for this study, the details male employees were 41 people (37.2%), and women were 69 people (62.7). So the conclusion is that women dominated the respondents in this study.

Characteristics of Respondents Based on Type of College. Respondents from Public Universities in Surabaya were 49 students (44.5%). While from Private Collage, as many as 61 students (55.5%). This means that students from Private Collage dominated the respondents in this study.

Characteristics of Respondents Based on Origin of College

Table 1. Origin of Collage

No.	Origin of College	Amount	Percentage
1	State University of Surabaya	17	15,5%
2	Airlangga University	13	11,8%
3	University of National Development "Veteran" East Java	10	9,1%
4	Sepuluh Nopember Institute of Technology	7	6,4%
5	Sunan Ampel State Islamic University Surabaya	2	1,8%
6	Ciputra University	8	7,3%
7	Wijaya Kusuma University	8	7,3%
8	Muhammadiyah University of Surabaya	9	8,2%
9	University of Surabaya	9	8,2%
10	17 Agustus 1945 University	11	10%
11	Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya	2	1,8%
12	PGRI University of Adi Buana	2	1,8%
13	Bhayangkara University of Surabaya	4	3,6%
14	Pelita Harapan University	1	0,9%
15	Nahdlatul Ulama University of Surabaya	1	0,9%
16	Merdeka University	6	5,5%
Total		110	100%

It can be concluded that the respondents who dominated this study came from Surabaya State University.

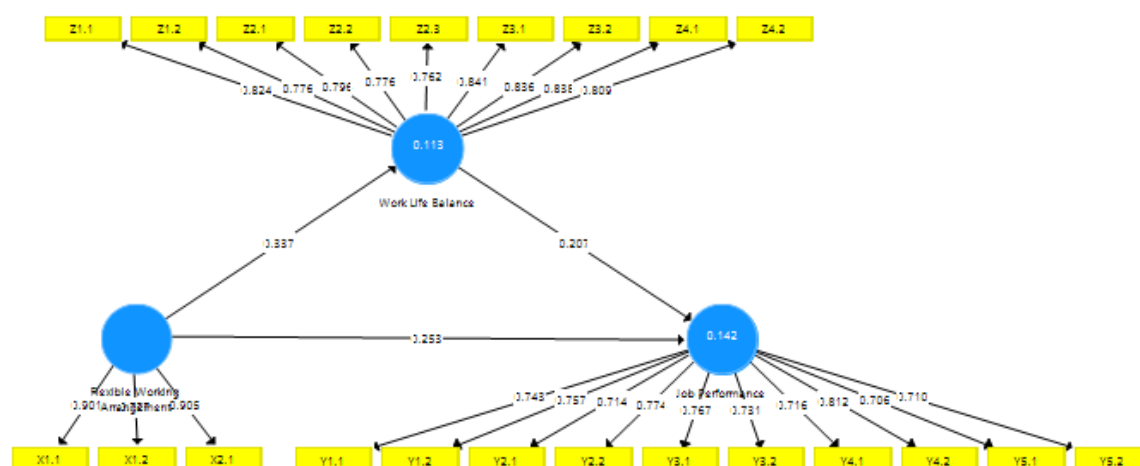
Characteristics of Respondents Based on Semester. Respondents in this study were in an even semester, namely between semesters 2 (two) – 10 (ten). Respondents were dominated by students in semester 8 (eight), with 62 students. Then there are 33 students in semester 6 (six). Furthermore, there are 12 students in semester 4 (Four), then there is one student from semester 2 (two) and two students from semester 10 (ten).

Characteristics of Respondents Based on Occupation. It is known that there are 12 students (10.9%) working as Writers and 27 as Social Media Admins (24.5%). Then there were 18 students (16.4%) who worked as Graphic Designers, 20 Editors (18.2%), 14 Content Creators (12.7%), then 18 Photographers (16.4%). %), and the last one is a student who works as a Dubber with a total of 1 person (0.9%). It can be concluded that more respondents in this study were students who worked as Social Media Admins.

This study uses a Likert scale with five categories, ranging from a score of 5 (strongly agree) to 1 (strongly disagree). This score has a range of 5 if using the five-box criterion, then the range is divided by five, which results in a difference of 0.8 and is applied based on the interpretation of the index value (Simamora, 2005).

Descriptively, the respondents' answers are based on the research variables. In conclusion, the flexible working arrangement variable is in the high category, with an average answer value of 4.13. The work-life balance variable is in the medium category with an average answer value of 3.10, and the job performance variable is very high with an average answer of 4.30.

Based on Figure 2, each indicator has an extreme loading value that exceeds 0.05 which is considered sufficient (Ghozali, 2014). So it can be proven that the indicators of the variables can be declared valid. This means that this research variable has good convergent validity.



Figures 2. Test Measurement Model

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
<i>Flexible Working Arrangement</i>	0,844	0,800
<i>Job Performance</i>	0,925	0,912
<i>Work-Life Balance</i>	0,944	0,934

Based on Table 1, composite reliability > 0.07. So the data has good reliability or meets composite reliability. The Cronbach's alpha value of all model constructs is > 0.07, which means that overall it has strong reliability and meets the Cronbach's alpha requirements, so the data is reliable for research.

Table 3. Results of Data Analysis

Variable	Original Sample	T - Statistics	Information
<i>Flexible Working Arrangement -> Job Performance</i>	0,253	2,206	Positive and significant
<i>Flexible Working Arrangement -> Work-Life Balance</i>	0,337	4.373	Positive and significant
<i>Work-Life Balance -> Job Performance</i>	0,207	2,134	Positive and significant
<i>FWA -> Work-Life Balance -> Job Performance</i>	0,070	1,952	Positive and non-significant

Based on Table 2, the result of data analysis in this study can be written as follows: Flexible Working Arrangement -> Job Performance: The value of t-statistics is 2,206 \geq 1.96. This means that there is a significant influence of flexible working arrangements on job performance. The estimated coefficient value of 0.253 is positive, meaning that the better of flexible working arrangement, the higher job performance. Flexible Working Arrangement -> Work-Life Balance and Work-Life Balance -> Job Performance also has a value of t-statistics more than 1,96 so that means there is a significant influence and positive estimated coefficient value. *Flexible working arrangement -> Work-Life Balance -> Job Performance* has a positive estimated coefficient value. However, the value of t-statistics is 1,952 \leq 1.96 which means there is a non-significant influence of flexible working arrangements on job performance through work-life balance.

3.2. Discussion

The Effect of Flexible Working Arrangement on Job Performance in Students Working in Surabaya

The test results show that the flexible working arrangement has a significant positive effect on job performance. Based on the data processing results, It can be seen that the t-statistics value exceeds the t-count equal to $2.206 \geq 1.96$, then H1 is accepted.

This research is in line with the results of a study by Lewis Suzan (2003), Eurofound (2017), and Altindag & Siller (2014), which states that FWA has a significant positive effect on job performance variables. FWA is said to affect job performance due to work rules that can make employees more comfortable carrying out their tasks to increase the job performance of the employees themselves.

In connection with this research, the flexible working arrangement significantly influences job performance for students working in Surabaya. This happens due to things that affect job performance, such as working hours and flexible places that make employees who are also students able to carry out tasks from the company well so that performance will also increase. This is considered beneficial for the company because it does not rule out that the achievement targets of the company will be quickly fulfilled.

The results of the descriptive frequency of respondents regarding the flexible working arrangement are also in the high category, with an average variable of 4.13. This means that a flexible working arrangement is good for improving job performance. The impact is significant because the existing flexible work system makes it easier for employees to carry out their work activities. This means that employees feel the work system is very supportive.

It can be concluded that the flexible working arrangement of the company has a significant favorable influence on the job performance of students working in Surabaya.

The Effect of Flexible Working Arrangements on Work-Life Balance in Working Students in Surabaya

The test results showed that Flexible Working Arrangements significantly positively affected Work-Life Balance. Based on the acquisition of data processing, it can be seen that it explains the t-statistics value that exceeds the t-count, namely $4.373 \geq 1.96$, then H2 is accepted.

These results are supported by research (Russell, O'Connell, & McGinnity, 2009) showing Flexible Working Arrangement affects Work-Life Balance because it makes employees focus on various roles in this study, including students who are also employees. Research belonging to Dedy Pradipto & Laurina (2022), Eldridge & Nisar (2011), and Yazdanifard (2014) also suggests that flexible working hours and locations have a positive impact on employee Work-Life Balance.

Related this research proves that Flexible Working Arrangements that companies implement correctly will produce a work-life balance for students who are also working. They can balance between college and work well because of this system.

The results of the descriptive respondents regarding the flexible working arrangement are also in the moderate category, with an average value of 4.13. This means the flexible working arrangement is perfect for increasing employee Work-Life Balance.

From this explanation, the authors conclude that the Flexible Working Arrangement variable significantly positively affects the Work-Life Balance of students working in Surabaya.

Effect of Work-Life Balance on Job Performance

The test results show that Work-Life Balance positively and significantly impacts job performance. It can be seen based on the results of data processing, which explain that the t-statistics value exceeds the t-count value of $2.134 \leq 1.96$; therefore, H3 is accepted.

This reinforces a study from Bataineh (2019), which states that Work-Life Balance significantly impacts worker performance. If employees do not have a good Work-Life Balance, it will result in work stress that will be experienced by employees and will adversely affect employee performance.

Mallafi and Silvianita (2021) explained in their research that Work-Life Balance has an impact on employee performance because the balance between personal life and work is the primary concern and is a necessity for employees, which can influence their actions in completing tasks, the focus of mind, and mood of employees. Therefore, the higher the satisfaction experienced by employees with Work-Life Balance, the better the performance produced by employees.

In line with the results described in the discussion, Work-Life Balance has a positive effect on job performance, this means that students who study and work in Surabaya feel they have a high Work-Life Balance, so job performance is increasing. Looking at the estimation of the inner model using smartPLS, it shows that Work-Life Balance affects job performance for students working in Surabaya, the estimated coefficient is 0.207.

The results of the descriptive respondents regarding work-life balance are also in the moderate category, with an average value of 3.10. This means that work-life balance is an excellent category to increase employee job performance.

It can be concluded that the work-life balance felt by students in Surabaya who are also employees has a significant positive effect on their job performance in their respective companies.

The Effect of Flexible Working Arrangement on Job Performance Through Work-Life Balance of Working Students in Surabaya

The test results show that work-life balance cannot mediate the effect of flexible working arrangements on job performance, so H4 is rejected. It can be seen that based on the data processing results, which explain the indirect effect, the coefficient value is 0.253, while the direct effect value is 0.070. Based on the results of data processing explaining the indirect effects, it is also known that work-life balance cannot mediate the impact of flexible working arrangements on job performance. However, the flexible working arrangement has a direct effect on job performance.

It was concluded that in this study, the Work-Life Balance variable could not become a mediating variable for Flexible Working Arrangements on job performance.

4. Conclusion

Based on the previous discussion, the following conclusions were obtained: Flexible working arrangement positively and significantly affects job performance. This reveals that the higher the application of a flexible work system felt by students working in Surabaya,

the more it will increase job performance for employees in each company where they work, namely in the field of social media.

The flexible working arrangement positively and significantly influences students' work-life balance in Surabaya. The better the flexible working arrangement the company implements, the higher the level of work-life balance of students and employees.

Work-life balance has a positive and significant effect on job performance. This reveals that the higher the work-life balance felt by students and employees, the higher the level of job performance in the company. The flexible working arrangement does not significantly affect job performance through work-life balance. This is because the indirect effect of the flexible working arrangement on job performance through work-life balance is smaller than that of the flexible working arrangement on job performance. It can be seen from the results of the indirect effects test that the p-value is > 0.05 , so it can be said to be unable to mediate the relationship between the two variables.

Based on the results of this study, it is known that the flexible working arrangement variable on the adjustable time indicator has an average descriptive statistical effect that is lower than the flexible place indicator, which is equal to (4.05). Therefore, for companies in the field of social media, it is better to consider the application of time for employees in companies who are also students so that they can apply for more flexible working hours. In the future, this step will increase employees' work-life balance and positively impact the company by increasing employee job performance to provide more benefits in achieving the desired goals.

For future researchers, it is hoped that they can examine other variables that can affect job performance in students who are also employees in the company. Variables that can be studied include work stress, work motivation, or work-study conflict.

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