

THE INFLUENCE OF REMOTE WORK, SOCIAL SUPPORT AND FLEXIBLE WORK ARRANGEMENTS ON WORK-LIFE BALANCE

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh Remote Work, Social Support, dan Flexible Work Arrangement terhadap Work Life Balance pada karyawan PT Bussan Auto Finance Madiun. Penelitian ini dilatarbelakangi oleh pentingnya keseimbangan antara kehidupan kerja dan kehidupan pribadi di era kerja modern yang menuntut fleksibilitas dan dukungan organisasi. Hasil penelitian menunjukkan bahwa *Remote Work* berpengaruh positif terhadap *Work Life Balance* karena memberikan fleksibilitas waktu dan mengurangi tekanan akibat perjalanan ke kantor. *Social Support* dari atasan dan rekan kerja juga terbukti penting dalam menciptakan kenyamanan emosional dan lingkungan kerja yang suportif. Selain itu, *Flexible Work Arrangement* secara signifikan berkontribusi terhadap peningkatan *Work Life Balance*, karena memberikan keleluasaan bagi karyawan dalam menyesuaikan pekerjaan dengan kebutuhan pribadi tanpa mengurangi produktivitas. Implikasi dari temuan ini menegaskan bahwa kebijakan kerja fleksibel dan budaya kerja yang suportif dapat menjadi strategi efektif dalam meningkatkan kesejahteraan karyawan dan mengurangi risiko stres serta niat untuk keluar dari pekerjaan. Penelitian ini juga memberikan rekomendasi bagi perusahaan dan peneliti selanjutnya dalam mengembangkan kajian tentang keseimbangan kerja dan kehidupan di masa depan.

Kata Kunci: Remote Work, Social Support, Flexible Work Arrangement, Work Life Balance

Abstract

This study aims to examine the influence of Remote Work, Social Support, and Flexible Work Arrangement on Work Life Balance among employees of PT Bussan Auto Finance Madiun. The research is motivated by the growing importance of maintaining a balance between work and personal life in the modern work environment, which demands flexibility and organizational support. The findings reveal that Remote Work has a positive effect on Work Life Balance by offering time flexibility and reducing the stress associated with commuting. Social Support from supervisors and colleagues also plays a crucial role in fostering emotional comfort and a supportive work environment. Furthermore, Flexible Work Arrangement significantly contributes to improving Work Life Balance by allowing employees to align their work with personal needs without compromising productivity. These results highlight that flexible work policies and a supportive work culture can serve as effective strategies to enhance employee well-being and reduce stress and turnover intentions. This study also provides recommendations for companies and future researchers to further explore work-life balance in the evolving world of work.

Keywords: Remote Work, Social Support, Flexible Work Arrangement, Work Life Balance

A. PENDAHULUAN

The lines between work and personal life are increasingly blurred in the modern era, especially with advances in technology and communication that allow employees to be constantly connected. This condition often causes individuals to feel physically and mentally exhausted, and lose time for family, hobbies, or themselves. The issue of work-life balance has become very relevant in Indonesia, especially since the COVID-19 pandemic has encouraged many people to work from home. Increased work and personal life demands have led to excessive stress, mental exhaustion, and reduced quality time for family. Technological developments and globalization have also contributed to the thinning boundaries between work and family, where rapid changes in the nature of work, workforce and workplace characteristics, as well as longer working hours, have negatively impacted workers' work-life balance.

Specifically, this research highlights the condition of work-life balance at PT Bussan Auto Finance (BAF) Madiun. Based on the company's internal survey report in 2024, employees' work-life balance showed a fairly low category, with an overall average score of 2.47 (from a scale of 1-5, where 2.00-2.99 is categorized as low). Although the scores for workload balance (2.7) and quality of rest (2.9) are in the moderate category, this still indicates that workload is not fully balanced with employee capacity, and rest periods are not ideal. In addition, although remote work offers flexibility, its implementation at PT BAF Madiun still leaves challenges in maintaining life balance due to high work intensity and frequency.

1. Remote Work

According to Hastini et al, (2024), explaining remote work is a work model where company employees work outside the company's physical office, and not always from home like work from home, and not always within the specified working hours like work from home. Similar to the opinion of Saputra & Hadi (2024), explaining remote work is not just a temporary trend, but a

paradigm shift in the way employees work. Through in-depth research, and a comprehensive policy approach, remote work can be a powerful tool to improve efficiency, productivity, and employee welfare.

In line with the opinion of Nurfadhlini et al., (2024), explaining remote work is a style of work carried out by someone specifically, or only a certain time at a location away from the office and using telecommunications media as a work tool. In addition, Salsabila et al., (2024), explained that remote work is a work system where employees can complete their tasks and responsibilities outside the company's physical office, often from home or other locations connected to the internet. This allows for location flexibility, and in some cases also time flexibility. Based on the description of the previous experts, it can be concluded that remote work is a flexible work model that allows employees to carry out their duties and responsibilities from locations outside the company's physical office, not limited to home like the concept of work from home. Remote work reflects a paradigm shift in the modern world of work supported by advances in communication technology.

2. Social Support

According to Nurmalasari (2019), social support is a form of support received through formal and informal relationships from others, this support is obtained from social familiarity, as well as support in the form of assistance provided by others. Similarly, the opinion of Rif'ati et al., (2018), explains another definition of social support which is a form of support for each individual that can be obtained from the social environment both from family, peers, life partners, and other people who have a relationship with the individual.

In line with the opinion of Ibda (2023), explaining social support is an individual's perception of a number of people who can be relied on when individuals need help. Social support is also said to be the level of satisfaction with the social support received, related to the individual's perception that his needs will be met. In addition, Cohen & Syme (2012) explain that social support

is a source provided by others to individuals who can affect the psychological well-being of the individual concerned.

Based on the description of the previous experts, it can be concluded that social support is a form of support obtained by individuals through social relationships, both formal and informal, such as from family, friends, partners, and the surrounding environment. This support includes emotional, informational, and practical assistance provided by others. Social support is perceived as a reliable source in difficult situations, and plays an important role in supporting psychological well-being and meeting individual needs.

3. Flexible Work Arrangement

According to Azza & Hendriani (2023), explaining flexible work arrangements is the most sought after thing today with more autonomy options allowing employees to work away from the office and can be done at any time. Similarly, Ridwan (2021) explains that a flexible work arrangement is a schedule that allows employees to manage the flexibility of their working hours with their personal responsibilities such as how long, where, and when they start working.

In line with Faradila's opinion (2024), flexible work arrangement is a form of work arrangement that provides flexibility to employees in determining the time and location of work according to their needs. This policy is designed to adapt working conditions to individual preferences in order to increase comfort and productivity. In addition, Farhan (2024) states that flexible work arrangement is a work concept that allows employees to have flexibility in choosing when and where they work, thus creating a balance between the demands of work and personal life. Based on the previous expert descriptions, it can be concluded that a flexible work arrangement is a form of work arrangement that gives employees the flexibility to determine the time, duration, and location of work according to their personal needs and preferences. This arrangement provides greater autonomy for employees to balance work demands with personal responsibilities and aims to increase comfort, productivity, and work-life balance. Based on the

description of the previous experts, a conclusion can be drawn that flexible work arrangement is a form of work arrangement that provides flexibility to employees in determining the time, duration, and location of work according to personal needs and preferences. This arrangement provides greater autonomy for employees to balance work demands with personal responsibilities, and aims to increase comfort, productivity, and work-life balance.

4. Work Life Balance

According to Saputra & Masdupi (2025), also explains the balance between work and personal life or what is often referred to as work-life balance is a condition in which a person can carry out his work efficiently, but still has enough time and energy to live his personal life. This balance allows us to enjoy time with family, socialize, maintain health, and pursue life goals outside of work. In line with the opinion of Ramdhani & Rasto (2021), explaining work life balance is how an employee carries out the responsibilities, demands, and roles they have in their work, and in their personal life in a balanced manner.

In line with the opinion of Hendra & Artha (2023), explaining work-life balance is a person's ability to fulfill all their responsibilities at work and at home, without sacrificing their physical and mental health. Work and life balance can be achieved when a person can balance the demands of work with personal and family needs. Similar to the opinion of Rahmayati (2021), explaining work life balance is the ability of individuals to fulfill their work and family commitments, as well as responsibilities for other non-work and activities. Work life balance, in addition to the relationship between work and family functions, also involves other roles in other areas of life.

Based on the description of the previous experts, it can be concluded that work-life balance is a condition in which individuals are able to balance the demands of work with personal life without sacrificing physical or mental health. This balance is achieved when a person can carry

out work responsibilities and roles in personal life in harmony, so that they still have time, energy, and a good quality of life for family, social, and self-development outside of work.

B. METHOD

This study identifies the phenomenon of declining work-life balance of employees of PT Busan Auto Finance (BAF) Madiun, which has the potential to reduce company performance. The variables in this study include Remote Work (X1), Social Support (X2), Flexible Work Arrangement (X3), and Work Life Balance (Y). This research is based on Boundary Theory by Ashforth et al. (2000), which explains how individuals create, manage, and maintain boundaries between work and personal life. This theory is relevant because remote work and flexible work arrangements affect these boundaries, while social support helps individuals manage the pressures of multiple roles.

This research is a type of quantitative research with a population of all 127 employees of PT Busan Auto Finance Madiun, besides that this research uses the census or saturated sampling method, where all members of the population are sampled because the population is relatively small and can be reached as a whole. The data collection technique uses a questionnaire distributed online via Google Form. The questionnaire is arranged based on the indicators of each variable with a Likert scale of 1-4 (Strongly Disagree, Disagree, Agree, Strongly Agree).

C. RESULT AND DISCUSSION

After conducting research carried out for 4 months which includes the stages of identifying problem phenomena, determining problems, making research descriptions, preparing theoretical frameworks, preparing hypotheses, preparing research designs, collecting data, processing data so that the following results and discussions are obtained:

Normality Test

**Tabel 4.12 Uji Normalitas
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		127
Normal Parameters ^{a,b}	Mean	-.0261923
	Std. Deviation	4.93473735
Most Extreme Differences	Absolute	.073
	Positive	.044
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed) ^c		.092
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Sumber: Data diolah peneliti (2025)

Based on the results of the normality test with the One-Sample Kolmogorov-Smirnov Test, the significance value (Asymp. Sig. 2-tailed) is 0.092, which is greater than $\alpha = 0.05$. This shows that the residual data are normally distributed, so the assumption of normality in regression analysis has been met.

Hypothesis Test

Multiple linear regression analysis is used to determine the effect of Remote Work (X1), Social Support (X2), and Flexible Work Arrangement (X3) variables on Work Life Balance (Y). Based on the results of data processing using SPSS, the following results were obtained:

Tabel 4.15 Hasil Analisis Linier Berganda

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	41.841	7.849		5.331	.000
	Budaya Organisasi	.159	.074	.193	2.165	.000
	<i>Servant Leadership</i>	.168	.080	.211	2.109	.000
	<i>Organizational Citizenship Behavior</i>	.013	.104	.012	1.124	.000

a. Dependent Variable: Work Life Balance

Sumber: Data diolah peneliti (2025)

Based on the multiple regression results in the table above, the regression model is obtained as follows:

$$Y = 41.841 + 0,159X_1 + 0,168X_2 + 0,013X_3$$

Based on the multiple linear regression equation, it explains that:

- Constant (41,841) shows the value of Work Life Balance when the three independent variables are zero.
- Remote Work has a positive and significant effect on Work Life Balance with a coefficient of 0.159 (sig. 0.000 < 0.05).
- Social Support has a positive and significant effect on Work Life Balance with a coefficient of 0.168 (sig. 0.000 < 0.05).
- Flexible Work Arrangement has a positive and significant effect on Work Life Balance with a coefficient of 0.013 (sig. 0.000 < 0.05).

t-Test

Partial test (t test) is used to determine whether each independent variable individually (partially) has a significant effect on the dependent variable. In this context, the t test is used to determine whether Remote Work, Social Support, and Flexible Work Arrangement partially affect Work Life Balance. The following explanation is based on the table below

Tabel 4.16 Hasil Uji t (Uji Parsial)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.841	7.849		5.331	.000
<i>Remote Work</i>	.159	.074	.193	2.165	.000
<i>Social Support</i>	.168	.080	.211	2.109	.000
<i>Flexible Work Arrangement</i>	.013	.104	.012	1.124	.000

a. Dependent Variable: *Work Life Balance*

Sumber: Data diolah peneliti (2025)

Based on the t test results in the coefficients table, it is known that the Remote Work ($B = 0.159$, $\text{Sig.} = 0.000$) and Social Support ($B = 0.168$, $\text{Sig.} = 0.000$) variables have a positive and significant influence on Work Life Balance, indicated by a significance value smaller than 0.05 and a t value of 2.165 and 2.109, respectively. This means that the higher the level of remote work and social support felt by employees, the better their work life balance. Meanwhile, the Flexible Work Arrangement variable has a very small coefficient ($B = 0.013$) and a t-value of 1.124 but with a fixed significance of 0.000, which shows statistically significant results, although its contribution to Work Life Balance is very low.

D. CONCLUSION

Based on the results of research on “The Effect of Remote Work, Social Support, and Flexible Work Arrangement on Work Life Balance (Study at PT Bussan Auto Finance Madiun)” it can be concluded that remote work is proven to make a positive contribution in creating a balance between work and personal life. The implementation of remote work provides time flexibility and reduces the pressure due to travel to the office, so that employees have better control over their work activities and life outside of work. Social support from coworkers and supervisors plays an important role in creating a supportive work environment. Not only does this support help to get the job done more effectively, but it also increases employees' emotional comfort, which in turn has an impact on creating a balance between work and personal life demands. Flexible work arrangements also contribute significantly to improving work-life balance. Flexible work arrangements, both in terms of time, place, and work methods, provide space for employees to adjust work to personal needs without reducing productivity.

E. SUGGESTION

Companies are advised to continue developing flexible work policies, such as remote work options or adaptive work time arrangements, so that employees can still carry out their work productively

without sacrificing aspects of their personal lives. In addition, it is important for management to create a supportive work culture, both through supervisory support and harmonious relationships between coworkers. Training for leaders related to empathy and effective communication can also strengthen the role of social support in the work environment.

This research can be an initial reference for future studies that want to examine work-life balance in the context of the modern world of work. It is recommended for future researchers to consider other additional factors such as job stress, job satisfaction, or digital overload as mediating or moderating variables. In addition, expanding the object of research to different sectors or regions can enrich the results and expand the generalizability of the findings.

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