



The Effect of Flexible Working Arrangements on Work Engagement: The Mediating Role of Work–Home Integration

Meyta Sari^{1*}, Keumala Hayati²

Management Department, Faculty of Economics and Business, Lampung University^{1,2}

*Corresponding author: keumala.hayati@feb.unila.ac.id |

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Abstract

Purpose: This study aims to examine the effect of Flexible Working Arrangements (FWA) on Work Engagement and investigate the mediating role of Work–Home Integration (WHI) among creative industry employees in Lampung Province.

Research Methodology: This study employed a quantitative approach using a survey method. Data were collected from 100 creative industry employees working in organizations that implement flexible working arrangements. Respondents were selected through purposive sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.

Results: The findings reveal that FWA has a positive and significant effect on Work Engagement and Work–Home Integration. WHI also positively influences Work Engagement. Furthermore, WHI significantly mediates the relationship between FWA and Work Engagement, indicating that employees who successfully integrate work and personal life experience higher levels of engagement under flexible work arrangements.

Conclusions: Flexible working arrangements contribute directly and indirectly to employee work engagement. The effectiveness of FWA is strengthened when employees are able to maintain positive work–home integration, allowing them to balance work responsibilities and personal life more effectively.

Limitations: This study was limited to creative industry employees in Lampung Province and used a cross-sectional design with a relatively small sample size. Therefore, the findings may not be fully generalizable to other industries or geographical contexts.

Contributions: This study extends Job Demands–Resources Theory by highlighting Work–Home Integration as an important mediating mechanism linking flexible work arrangements and work engagement. The findings also provide practical insights for organizations in designing flexible work policies that support employee well-being and engagement.

Keywords: Creative Industry, Flexible Working Arrangement, PLS-SEM, Work Engagement, Work–Home Integration

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1. Introduction

The development of digital technology and changes in work patterns following the COVID-19 pandemic have encouraged organizations to adopt more flexible, adaptive, and employee-focused

work systems [\(Chua et al., 2023\)](#). One form of this adjustment is Flexible Working Arrangements (FWA), which provide employees with flexibility in determining aspects of their work, particularly the time, place, and work patterns [\(Singh, 2023\)](#). FWAs are seen as an organizational response to changes in the modern work environment because they can provide greater autonomy to employees while helping organizations adapt to the dynamics of technology-based work and high job mobility [\(Albion, 2004; Baltes, Briggs, Huff, Wright, & Neuman, 1999; Kossek, Gettings, & Misra, 2021\)](#).

In the Indonesian context, the issue of work flexibility becomes increasingly relevant when linked to variations in the population's working hours. Data from the Central Statistics Agency (*Badan Pusat Statistik/BPS*) shows that Indonesians aged 15 and over who worked in the past week are spread across different work-hour groups, including those with long work hours and those with shorter-than-normal working hours. This situation indicates that working time arrangements in Indonesia are not entirely uniform, requiring organizations to consider work models that are more adaptive to job needs and employee circumstances [\(Central, 2023\)](#). In management studies, flexible work is also understood as a strategy that can help employees manage the demands of work and personal life, although its effectiveness depends heavily on how the organization designs and implements it [\(Gunawan, & Franksiska, 2020; William, & Singh, 2024\)](#).

FWA are becoming increasingly important in technology-based work sectors, digital communications, and content production, including the digital creative media industry [\(Shifrin & Michel, 2022\)](#). In Lampung Province, the presence of media companies, digital agencies, and creative content platforms demonstrates that creative work increasingly requires work patterns that are responsive to changes in time, location, and audience needs. The project-based nature of digital creative work, its dynamic deadlines, and the use of communication technology make work flexibility a crucial need, especially for younger employees who tend to value autonomy, work-life balance, and the opportunity to work more flexibly [\(Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023; Furqon, & Herani, 2023\)](#).

Theoretically, FWAs can benefit employees because flexible work time and location allow individuals to align work demands with personal and family needs [\(Jiang, Pan, Luo, Guo, & Kou, 2023\)](#). Previous studies have shown that work flexibility can increase job satisfaction, reduce stress associated with specific job demands, and support performance when accompanied by adequate work control [\(De, & Kelliher, 2011; Fonner, & Roloff, 2010\)](#). However, work flexibility does not always automatically produce positive impacts. When the boundaries between work and home life blur, employees can struggle to separate work and family roles, potentially leading to conflict, distraction, and psychological exhaustion [\(Golden, Veiga, & Simsek, 2006; Hair, 2014; Kelly, Moen, & Tranby, 2011\)](#).

One important outcome to consider in implementing FWA is work engagement. Work Engagement (WE) is a positive psychological state characterized by vigor, dedication, and absorption in work. Employees with high engagement tend to exhibit strong energy, positive emotional involvement, and full concentration in completing their [\(Schaufeli, 2017; Schaufeli, & Bakker, 2004\)](#). From the Job Demands-Resources Theory perspective, engagement can increase when employees obtain job resources that help them cope with work demands. Work flexibility can be positioned as a job resource because it provides greater autonomy and control over how employees organize their work [\(Bakker & Demerouti, 2017\)](#).

However, the relationship between FWA and WE needs to be explained through more specific mechanisms. One relevant mechanism is Work-Home Integration (WHI), which is how individuals manage the relationship between work and home roles in their daily lives. WHI is not only related to work-family conflict but also reflects how work and home life experiences can influence each other, both positively and negatively [\(Noja, Kubicek, Plohl, & Tement, 2023\)](#). FWA can support positive WHI when employees can manage their time, space, and energy more balanced. Conversely, FWA can lead to negative WHI when work continues to intrude into the home sphere, resulting in unclear role boundaries and increased psychological distress [\(Golden et al., 2006; Hair, 2014\)](#).

Empirical findings on FWA have yielded mixed results. Several studies have shown that FWA can improve performance, satisfaction, and positive work outcomes by giving employees greater freedom to manage their work ([C ivilidağ & Durmaz, 2024](#)). Research on telecommuting also suggests that flexible work can provide certain psychological benefits, including increased job satisfaction and reduced distractions from unnecessary work interactions, especially when remote work is managed appropriately. However, these benefits can be diminished if flexibility increases technological demands, extends work hours, or creates new pressures in managing work-life boundaries ([Fonner & Roloff, 2010](#)).

In the Indonesian context, studies on FWA, work-life balance, and work engagement are also emerging. [Anaya and Desiana \(2023\)](#) demonstrated that work-from-home practices among employees with children are associated with work engagement through the role of work-life balance and work stress. [\(Gunawan & Franksiska, 2020\)](#) also identified work-life balance as a crucial mechanism in the relationship between FWA and employee performance. Furthermore, research on millennials indicates that FWA is related to work-life balance, while studies on female workers in the new normal era emphasize the importance of work-life balance in addressing changing work patterns ([Furqon and Herani, 2023](#); [Milleniva, Ingarianti, & Syakarofath, 2023](#)). These findings demonstrate that work flexibility is highly relevant for Indonesian workers, yet most studies still prioritize work-life balance, work stress, or performance.

A limitation of previous research is the limited number of studies that specifically explain how Flexible Work Arrangements (FWA) can improve Work Engagement (WE) through Work-Home Integration (WHI). Most previous studies have focused on the influence of FWA on performance, job satisfaction, work-life balance, or employee well-being. However, the role of FWA as a mediating mechanism in the relationship between work flexibility and engagement has been underexplored. However, WHI is crucial for explaining whether FWA truly help employees integrate work and home roles healthily, or whether they blur boundaries and reduce the quality of work engagement ([Kelly et al., 2011](#); [Laelawati, Tinggi, Ekonomi, & Huda, 2025](#)).

Based on this gap, this study aims to analyze the influence of FWA on work engagement, with WHI as a mediating variable, among employees in the digital creative media industry in Bandar Lampung. This research offers a theoretical contribution by broadening the understanding of WHI as a psychological and social mechanism linking flexible work environments to engagement. In addition, this study also provides practical contributions for digital creative media organizations in designing flexible work policies that are not only oriented towards efficiency and productivity, but also pay attention to the quality of work-home integration and employee engagement in work ([Bakker and Demerouti, 2017](#); [Kossek et al., 2021](#); [Schaufeli and Bakker, 2004](#)).

2. Literature Review and Hypothesis/es Development

2.1 The Effect of Flexible Working Arrangements on Work Engagement

Flexible Work Arrangements (FWA), within the framework of Job Demands-Resources Theory, are considered a form of job resource that can support improvements in employees' psychological well-being at work. Job resources encompass aspects of the job that help individuals achieve work goals, reduce job demands, and foster motivation and personal growth. In the modern work context, work flexibility has long been understood as a crucial element in job design that can enhance employee effectiveness and work experience, particularly in jobs that demand high levels of creativity and autonomy ([Bakker & Demerouti, 2017](#)).

FWAs provide employees with greater independence in managing their time, place, and work methods, thereby increasing control over their work and supporting the psychological need for autonomy. In the creative industries, this flexibility becomes increasingly relevant due to the characteristics of work that is based on ideas, innovation, and a non-linear work rhythm. These

conditions allow employees to work according to their optimal productivity patterns, which can ultimately increase work (Albion, 2004; De, & Kelliher, 2011).

Empirically, previous studies show various factors that influence work engagement (Azka, Erlina, & Hayati, 2025; Attamimi, Hayati, & Karim, 2022). Various studies have shown that FWA is positively related to work engagement through increased flexible work experiences and better management of work demands. Work flexibility has been shown to improve work well-being, reduce stress due to time and location demands, and strengthen employee engagement in work. Furthermore, work flexibility can also increase job satisfaction and work-life balance, ultimately contributing to increased engagement (William & Singh, 2024). However, other findings suggest that FWA does not always have a direct positive impact. Under certain conditions, work flexibility can blur the boundaries between work and personal life, increasing the risk of psychological exhaustion and decreasing work engagement (Golden, Veiga, & Simsek, 2006; Hair, 2014). Furthermore, flexible work arrangements, such as teleworking, can also lead to social isolation, potentially reducing employee engagement with the organization (Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023).

Based on the theoretical and empirical explanations, it can be concluded that the effect of FWA on work engagement is positive but context-dependent, depending on how the organization and the individual manage flexibility. Therefore, the hypothesis proposed in this study is as follows:

H₁: Flexible Working Arrangements have a positive effect on work engagement

2.2 The Influence of Flexible Working Arrangements on Work-Home Integration

Within the Job Demands-Resources (JD-R) Theory framework, an individual's well-being and work behavior are influenced by the balance between job demands and job resources. Job resources encompass aspects of the job that help individuals achieve work goals, reduce stress, and support personal development and growth (Bakker, 2011; Bakker, & Demerouti, 2017). In this context, FWA is a job resource because it enables employees to manage their time, place, and work patterns, thereby strengthening their ability to manage work demands.

FWA is expected to support WHI, an individual's ability to integrate work and personal life roles harmoniously. Flexibility in work arrangements allows employees to align work with personal and family needs, thereby minimizing role conflict and increasing positive work-home (Albion, 2004). In creative industries and project-based work, a strong WHI is key to employee productivity while maintaining psychological and social balance between work and home (Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023; Furqon, & Herani, 2023).

Empirically, several studies have shown that FWA positively contributes to WHI by increasing control over work, reducing time pressure, and increasing job satisfaction. Noja, Kubicek, Plohl, and Tement (2023) found that flexible work arrangements help improve the integration of work and home roles, ultimately impacting employee well-being. Albion (2004) also emphasized that organizational support in the form of flexibility and individual-organizational value congruence helps create better role integration, particularly in jobs that demand high levels of creativity and autonomy.

However, the relationship between FWA and WHI is contextual. If work flexibility is poorly managed, the boundaries between work and personal life can blur, increasing the risk of stress, role conflict, and negative WHI (William & Singh, 2024). It suggests that FWA's effectiveness in improving WHI depends heavily on how organizations design and implement work arrangements, as well as on individuals' ability to optimally use flexibility.

Based on the theoretical basis of the JD-R and these empirical findings, FWA, as a job resource, has the potential to improve Work-Home Integration when employees use it appropriately to balance the demands of work and personal life. Therefore, the second hypothesis in this study is formulated as follows:

H₂: Flexible Working Arrangements have a positive effect on Work-Home Integration

2.3 The Effect of Work–Home Integration on Work Engagement

Work Engagement (WE) is a positive psychological state characterized by vigor, dedication, and absorption in work, reflecting an individual's level of energy, emotional involvement, and full focus on their work ([Schaufeli, 2017](#)[Schaufeli, & Bakker, 2004](#)). Within the framework of Job Demands-Resources Theory, work engagement is strongly influenced by the availability of resources that help individuals manage job demands and maintain psychological balance at work ([Bakker & Demerouti, 2017](#)).

In this study, Work–Home Integration (WHI) refers to an individual's ability to manage and balance work and personal life roles. Good integration between these two domains allows individuals to have a more stable psychological state, enabling them to allocate energy and attention optimally to work. In this context, WHI can be understood as an important mechanism influencing the quality of the work experience, particularly in highly demanding jobs such as those in the creative industries ([Furqon, & Herani, 2023](#)[Noja, Kubicek, Plohl, & Tement, 2023](#)).

Empirically, work-life balance has been linked to increased employee well-being, satisfaction, and engagement. When individuals effectively manage the boundaries between work and home life, they tend to experience more positive psychological states and lower stress levels, making it easier to engage in their work fully ([Milleniva, Ingarianti, & Syakarofath, 2023](#)). Conversely, an imbalance in work-home integration can increase psychological distress and reduce the focus and energy needed to maintain work engagement.

In a flexible work context, an effective WHI can be a crucial factor in strengthening work engagement because individuals can more adaptively align work demands with personal needs. It aligns with findings that well-managed work-life relationships can enhance work engagement by increasing well-being and reducing role conflict ([Noja et al., 2023](#)). Furthermore, organizational support and an appropriate work environment also play a role in creating conditions that enable employees to maintain high levels of work engagement.

However, if work-life integration is poorly managed, role boundaries can blur, leading to burnout and decreased work engagement. This situation suggests that the quality of the WHI plays a crucial role in determining whether an individual's psychological resources are maintained or depleted during the work process ([Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023](#)).

Based on these theoretical and empirical explanations, WHI can be seen as a crucial factor influencing the availability of an individual's psychological resources at work, ultimately leading to increased work engagement. Thus, the third hypothesis in this study is formulated as follows:

H₃: Work–Home Integration positively affects work engagement.

2.4 The Mediating Role of Work–Home Integration

To explain the relationship among FWA, WHI, and WE, this study draws on the integration of Job Demands-Resources Theory (JD-R) and the work–family interface perspective as its theoretical foundation. JD-R emphasizes that job resources play a crucial role in enhancing employee motivation and engagement through motivational processes that drive optimal performance ([Bakker & Demerouti, 2017](#)). In this context, work flexibility is a job resource that can increase employees' control over their work and support a balance between work and personal life demands ([Kossek, Gettings, & Misra, 2021](#)).

FWA, as a job resource, provides individuals with flexibility in managing the time, place, and method of work, helping them balance work and home life demands. This flexibility not only helps reduce work stress but also creates conditions that enable employees to more effectively integrate work and personal life roles ([De, & Kelliher, 2011](#)[William, & Singh, 2024](#)). In the creative industries, this flexibility is particularly important given the dynamic, project-based nature of work and the high degree of autonomy it demands ([Furqon & Herani, 2023](#)).

In this study, the WHI is conceptualized as a psychosocial mechanism that bridges FWA's influence on work engagement. The WHI reflects the extent to which individuals can harmoniously manage the relationship between work and personal life. When individuals effectively utilize work flexibility, this creates a better work-life balance, resulting in increased psychological well-being and work engagement (Noja, Kubicek, Plohl, & Tement, 2023).

Empirically, a good integration of work and personal life can create a more stable psychological state, allowing individuals to have sufficient energy and resources to engage fully in their work. It aligns with findings that work-life balance contributes to increased work engagement and reduced job stress. Conversely, an imbalance in the WHI can lead to blurred role boundaries, potentially reducing employee focus and engagement at work (Milleniva, Ingarianti, & Syakarofath, 2023).

From a JD-R perspective, WHI can be understood as the result of optimizing job resources, such as FWA, to help individuals manage job demands. When work flexibility is used effectively, individuals can reduce role conflict and improve psychological balance, ultimately driving increased work engagement through motivational pathways. Organizational support and appropriate work arrangements are also important factors in ensuring that work flexibility positively impacts work engagement (Kosseck et al., 2021).

Conversely, if work flexibility is poorly managed, it can lead to increased stress due to blurred boundaries between work and personal life, ultimately reducing the quality of WHI. This condition can reduce an individual's psychological resources and negatively impact work engagement. Thus, WHI plays a crucial role in determining whether FWA will strengthen or weaken work engagement (Kosseck et al., 2021).

Based on the integration of JD-R theory and the work-family interface perspective, WHI is conceptualized as a mediating variable that links FWA to work engagement. FWA, as a job resource, contributes to improving an individual's ability to manage the integration of work and personal life, which in turn impacts work engagement. Thus, the fourth hypothesis in this study is formulated as follows:

H₄: Work–Home Integration (WHI) mediates the effect of Flexible Working Arrangement (FWA) on work engagement.

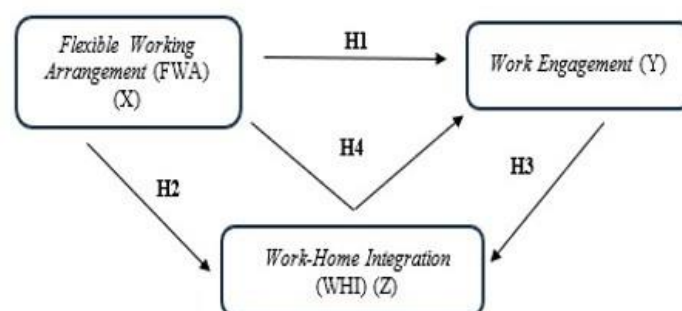


Figure 1. Research Model

Figure 1 shows this research's conceptual model illustrates the relationship between FWA, WHI, and Work Engagement. FWA as an independent variable (*X*) is suspected to have a direct effect on work engagement (*Y*) through hypothesis *H₁*. In addition, FWA influences WHI (*Z*) through hypothesis *H₂*, and WHI, in turn, influences work engagement through hypothesis *H₃*. WHI also acts as a mediator in the relationship between FWA and work engagement, as represented by *H₄*. This model is consistent with the Job Demands-Resources theoretical framework and the concept of work–home integration as

a mechanism that bridges the effect of work flexibility on work engagement . This model emphasizes that the effectiveness of FWA in improving work engagement is highly dependent on the extent to which employees can utilize flexibility to manage the integration of work roles and personal life

3. Research Methodology

3.1 Population and Sample

The population of this study consisted of employees in the creative industry sector in Lampung Province, specifically those working for companies that have implemented FWA. The sample was selected using a non-probability purposive sampling approach, which selects respondents based on specific criteria aligned with the research objectives ([Sekaran, 2016](#)[Subhaktiyasa, 2024](#)). This approach was chosen to ensure respondents had relevant experience with FWA implementation and work-home integration, thereby ensuring that the data obtained accurately reflected the phenomenon under study. The inclusion criteria for respondents in this study were as follows: working for a company in the creative industry sector in Lampung Province that implements FWA, thus providing respondents with experience with work flexibility; and having a minimum tenure of six months, to ensure respondents have sufficient understanding and experience regarding work dynamics and work-home integration ([Marliana, 2024](#)).

3.2 Respondent Characteristics

The sample size for this study was 100 respondents. The distribution of samples by workplace shows that female participation is slightly higher than that of males. Based on birth year, most respondents were from the younger generation, ranging from 1998 to 2004; the largest groups were born in 1998 and 2000. From an educational perspective, the majority of respondents were Bachelor graduates (69), followed by high school graduates (17), and Diploma graduates (14), indicating that most respondents have a higher educational background. Meanwhile, based on marital status, the majority of respondents were unmarried, as many as 74 people, while respondents who were married numbered 26 people. This sampling approach and demographic characteristics are consistent with quantitative research practices in human resource management and flexible work studies, which emphasize the importance of appropriate respondent representation for internal validity and limited generalizability of findings to the target population ([Sekaran, 2016](#)[Subhaktiyasa, 2024](#) [Sugjono, 2017](#)).

3.3 Measurement of Variables

The FWA measurement, with 11 items, is based on . WE is measured using three main dimensions: vigor, dedication, and absorption, developed by [\(Schaufeli & Bakker, 2004\)](#). WHI is measured using three indicators, as described by [\(Noja, Kubicek, Plohl, & Tement, 2023\)](#), that reflect the levels of integration, flexibility, and connectedness between work and personal life activities.

3.4 Data Analysis Method

This study used Partial Least Squares-based Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. This method was chosen for its ability to analyze relationships among latent variables simultaneously, including direct and indirect (mediational) relationships, as well as its flexibility in handling complex research models with relatively small sample sizes . In the context of management and organizational behavior research, PLS-SEM is also widely used to test predictive models involving psychological constructs such as work engagement and WHI ([Sarstedt & Liu, 2024](#)).

4. Results and Discussions

4.1 Results

4.1.1 Validity and Reliability Test

The outer model assessment in data analysis using SmartPLS was conducted using two main criteria: discriminant validity and composite reliability. Discriminant validity is used to evaluate the extent to which the construct measured by the instrument is truly distinct from other constructs, thus ensuring that each latent variable has unique characteristics. Meanwhile, composite reliability is used to test the instrument's internal consistency in representing the measured construct stably and accurately ([Hair, 2014](#); [Sarstedt, & Liu, 2024](#)).

Table 1. Validity and Reliability Test

Variable	Indicators	Convergent Validity (SLF>0,6)	Convergent Validity (AVE>0,5)	Composite Reliability (CA>0,6)	Composite Reliability (CR>0,7)
Flexible Working Arrangement	FWA2	0.858	0,748	0,916	0,916
	FWA3	0.852			
	FWA4	0.861			
	FWA8	0.870			
	FWA9	0.882			
Work Engagement	WE3	0.894	0,769	0.900	0,930
	WE6	0.885			
	WE7	0.880			
	WE8	0.847			
Work Home Integration	WHI3	0.759	0,651	0,946	0,916
	WHI5	0.764			
	WHI6	0.728			
	WHI7	0.850			
	WHI8	0.829			
	WHI9	0.706			
	WHI11	0.855			
	WHI12	0.836			
	WHI14	0.864			
	WHI15	0.866			
	WHI16	0.800			

Source: Processed Data (2026)

Table 1 shows results of the outer model test indicated that the composite reliability values for all constructs exceeded the minimum required value; thus, the research instrument was generally deemed reliable in measuring the FWA, WE, and WHI constructs ([Sekaran, 2016](#)). However, during the convergent validity evaluation stage, several indicators still had factor loadings below the recommended minimum of 0.50. Indicators that did not meet these criteria included FWA1, FWA7, FWA10, WE1, WE6, WE9, WHI1, WHI4, and WHI13, thus failing to meet the convergent validity standards required in the measurement model analysis. It indicates that several items do not fully represent the constructs being measured optimally, requiring further evaluation in the development of the research instrument ([Marliana, 2024](#)).

4.1.2 Hypothesis Testing

Table 2. Hypothesis Testing

	Hypothesis	Original Sample (O)	T-Statistic	P Value	Category
H_1	Flexible Working Arrangement à Work Engagement	0.863	27.793	0.000	Supported
H_2	Flexible Working Arrangement à Work Home Integration	0.600	0.278	0.000	Supported
H_3	Work Home Integration à Work Engagement	0.104	2.408	0,000	Supported
H_4	Flexible Working Arrangement à Work Home Integration à Work Engagement	0.518	9.147	0,000	Supported

Source: Processed Data (2026)

Table 2 shows that all relationships in this research model are significant and empirically supported. The first hypothesis (H_1), which states that FWA influence WE, has a coefficient of 0.863, a T-statistic of 27.793, and a p-value of 0.000, indicating a positive and significant effect, and the hypothesis is accepted. The second hypothesis (H_2), which indicates that FWA influence WHI, has a coefficient of 0.600, a T-statistic of 0.278, and a p-value of 0.000, and is therefore also supported.

Furthermore, the third hypothesis (H_3), which examines the effect of WHI on WE, yields a coefficient of 0.104, a T-statistic of 2.408, and a p-value of 0.000, indicating a positive and significant effect, and the hypothesis is accepted. Finally, the fourth hypothesis (H_4), which tests the mediating role of WHI in the relationship between FWA and WE, shows a coefficient of 0.518, a T-statistic of 9.147, and a p-value of 0.000, indicating a significant mediation effect, and supporting the hypothesis. Overall, all hypotheses in this study are statistically proven.

4.1.3 R-Square and F-Square Tests

The coefficient of determination (R-Square) measures the extent to which exogenous (independent) variables explain endogenous (dependent) variables in a research model. The R-Square value is also used to assess the predictive power of a structural model, with general categories being <0.30 (weak), 0.30–0.60 (moderate), and >0.60 (strong) (Hair, 2014; Sarstedt, & Liu, 2024). Based on the test results, the FWA variable had an R-Square value of 0.360, which is considered moderate. In contrast, the WE variable had an R-Square value of 0.863, which is considered strong. It indicates that the research model has strong explanatory power, particularly for the WE variable.

Furthermore, the F-Square (f^2) test was used to measure the contribution or effect size of each independent variable on the dependent variable in the structural model. Based on the guidelines of (Hair, 2014), an f^2 value of 0.02 indicates a small effect, 0.15 a medium effect, and 0.35 a large effect. The test results show that FWA has a large effect on WE ($f^2 = 3.480$) and a large effect on WHI ($f^2 = 0.564$). Meanwhile, WHI has a small effect on WE ($f^2 = 0.050$). These findings indicate that FWA is the most dominant variable in this research model.

4.2 Discussion

4.2.1 The Effect of Flexible Working Arrangements on Work Engagement

The results of this study indicate that FWA have a positive effect on work engagement among creative industry employees in Lampung. It indicates that the more effectively an organization implements work flexibility, the higher the level of employee engagement in their work. Therefore, the first hypothesis (H_1) in this study is supported by empirical evidence.

Conceptually, employees who have flexibility in their work schedules, locations, and methods tend to have higher levels of energy, enthusiasm, and focus. It occurs because work flexibility provides employees with the autonomy to adjust their work rhythm to their personal needs and job demands. In the context of the creative industry, flexibility is a crucial factor because work is dynamic, idea-based, and requires room for creativity and innovation in the work process [\(Kosseck, Gettings, & Misra, 2021\)](#).

The results of this study align with the Job Demands-Resources Theory developed by Bakker and Demerouti, which positions work flexibility as a job resource that can increase work motivation and employee engagement. Job resources help employees reduce work pressure and increase their psychological capacity to achieve work goals, thereby contributing to greater work engagement [\(Bakker & Demerouti, 2017\)](#). In this context, work flexibility enables employees to more effectively manage work demands without compromising their psychological well-being.

Furthermore, work engagement, comprising the dimensions of vigor, dedication, and absorption, reflects a state of high engagement. The implementation of FWA enables employees to have more stable energy (vigor), a stronger emotional attachment to work (dedication), and the ability to focus and immerse themselves in work (absorption) [\(Schaufeli, 2017\)](#). With flexible work arrangements, employees can adjust their work hours to their optimal conditions, thereby supporting higher work engagement and quality.

The results of this study are also consistent with those of [\(Albion, 2004\)](#), who found that work flexibility is positively related to employee work attitudes and engagement with the organization. Employees who are given flexibility tend to feel more trusted and valued by the organization, thereby increasing their sense of responsibility and commitment to their work and the organization.

Furthermore, this study supports the findings of [\(Noja, Kubicek, Plohl, & Tement, 2023\)](#), who showed that FWA can increase work engagement by improving work well-being and employees' ability to manage the integration between work and personal life. In the context of the creative industry in Lampung, flexible work arrangements help reduce work pressure and increase comfort, ultimately leading to higher work engagement. These findings also align with studies by [\(Furqon & Herani, 2023\)](#), which confirm that work flexibility can improve work-life balance and organizational non-financial performance.

However, this study also indicates that FWA needs to be appropriately managed by organizations. Flexible work arrangements that lack clear boundaries can blur the separation between work and personal life, potentially leading to burnout and decreased work engagement. This condition aligns with the findings of [\(Golden, Veiga, & Simsek, 2006\)](#) [\(Laelawati, Tinggi, Ekonomi, & Huda, 2025\)](#) showed that flexible work can have negative impacts if not accompanied by effective work management and clear role boundaries.

Therefore, organizations need to implement flexible work policies that maintain work-family balance, such as setting clear working hours, distributing workloads proportionally, and fostering effective communication. With proper management, flexible work policies can be an effective strategy for increasing work engagement among creative industry employees in Lampung. Overall, this study demonstrates that flexible work policies play a significant role in increasing work engagement. The more optimally flexible work practices are implemented, the higher employees' enthusiasm, dedication, and work focus.

4.2.2 The Effect of Flexible Working Arrangements on Work-Home Integration

The results of this study indicate that FWA have a positive effect on WHI among creative industry employees in Lampung. It indicates that the better the organization implements work flexibility, the better employees' ability to integrate work and personal life roles harmoniously. Therefore, the second hypothesis (H_2) is supported.

Conceptually, implementing FWA provides employees with the flexibility to organize their time, location, and work patterns to meet both work and personal needs. This flexibility helps employees manage the demands of work and home life more effectively, especially in the context of the creative industry, which is dynamic, project-based, and requires a high level of creativity and adaptability ([Kossek, Gettings, & Misra, 2021](#)). In these circumstances, FWA acts as a job resource that supports better integration between work and personal life.

Based on the concept of WHI, the WHI reflects the extent to which individuals can adaptively manage the boundaries, connectedness, and interactions between work and personal life. ([Kossek et al., 2021](#)) explain that this integration encompasses time management, location flexibility, and the psychological aspects of managing work and family roles. In the context of this study, FWA allows employees to organize their work hours more flexibly, work from a wider variety of locations, and have greater control over work activities, resulting in a more balanced and adaptive work-home integration.

The results of this study also support those of [Laelawati, Tinggi, Ekonomi, and Huda \(2025\)](#), who found that FWA can help employees reduce role conflict between work and personal life. Employees with good work flexibility tend to be better able to manage family responsibilities, social activities, and work simultaneously without experiencing excessive stress. Furthermore, [Fernández-Fernández, Martínez-Navalón, Gelashvili, and Román \(2023\)](#) also emphasized that flexible work can improve the quality of work-personal life integration by reducing work stress and improving employee psychological well-being.

However, this study also indicates that implementing FWA must be managed appropriately to avoid negative impacts on WHI. Flexible work without clear boundaries can blur the distinction between work and personal life, making it difficult for employees to distinguish between work and rest time. This situation has the potential to increase stress and role conflict ([Golden et al., 2006](#)). Furthermore, highly technology-based work connectivity can also cause employees to remain connected to work outside of work hours, ultimately disrupting work-life balance ([Fonner & Roloff, 2010](#)).

Therefore, companies need to establish clear work boundaries and build a healthy work culture so that work flexibility can positively impact WHI. Arrangements such as clear working hours, communication expectations, and proportional workload distribution are crucial for maintaining a balance between work and personal life for employees.

Overall, this study's results demonstrate that FWA have a significant impact on WHI among creative industry employees in Lampung. The more effectively an organization implements work flexibility, the better employees' ability to integrate work and personal life harmoniously. These findings reinforce the view that FWA can serve as a job resource that supports healthier role integration between work and personal life ([Bakker & Demerouti, 2017](#)).

4.2.3 The Effect of Work-Home Integration on Work Engagement

Based on the results of the hypothesis testing, it was found that WHI has a positive and significant effect on work engagement among creative industry employees in Lampung. These results indicate that the third hypothesis (H_3) is accepted. It means that the better an employee's ability to integrate work and personal life, the higher their level of work engagement.

The results of this study indicate that WHI is an important factor in shaping employee psychological conditions that support work engagement. Employees who can maintain a harmonious integration between work and personal life tend to have greater emotional stability, enabling them to work with greater focus, energy, and dedication. Conversely, when work and personal life integration is not well-functioning, employees are at risk of experiencing role conflict, psychological stress, and work burnout, which ultimately lowers their level of work engagement ([Greenhaus & Beutell, 1985](#)).

Work-Home Integration is not only about time management but also about an individual's ability to manage psychological, emotional, and behavioral boundaries between work and personal life. According to [\(Kossek, Gettings, & Misra, 2021\)](#), individuals who can effectively manage the boundaries between work and personal life will have better psychological well-being and be better able to maintain optimal work performance. This condition allows employees to maintain positive energy, mental stability, and readiness to carry out work tasks sustainably.

In the context of the creative industry in Lampung, WHI is crucial given the flexible, dynamic, and technology-based nature of work. Employees often stay connected to work through digital devices even outside of formal working hours. It aligns with findings that the use of technology in flexible work can widen the boundaries between work and personal life, potentially increasing stress if not managed effectively ([Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023](#)[Fonner, & Roloff, 2010](#)). However, when individuals manage this integration effectively, work flexibility can increase work satisfaction and engagement.

The results of this study indicate that a good WHI contributes to increased vigor, dedication, and absorption. Employees become more energetic at work, show greater mental resilience, and respond more positively to work demands. Furthermore, WHI also increases emotional engagement with work, leading employees to feel more enthusiastic, proud, and committed. Furthermore, WHI also helps improve the ability to focus and fully engage in work without being distracted by role conflict between work and personal life. These three aspects are key characteristics of work engagement ([Schaufeli, & Bakker, 2004](#)[Schaufeli, 2017](#)).

The findings of this study align with the Job Demands-Resources Theory (JD-R), which explains that work engagement is influenced by the availability of job resources and personal resources that help individuals cope with work demands [\(Bakker & Demerouti, 2017\)](#). In this context, WHI can be understood as a psychological resource that helps reduce role conflict and improve work-life balance, thus providing individuals with greater energy and motivation to engage in work.

Furthermore, the results of this study also support the theory of [\(Milleniva, Ingarianti, & Syakarofath, 2023\)](#), which explains that balance between work and personal life can improve an individual's psychological well-being and reduce role conflict. When individuals manage these two domains harmoniously, they work more comfortably and productively and experience higher levels of work engagement.

The results of this study also align with those of who found that good integration of work and personal life can reduce job stress and increase employee engagement. Furthermore, [\(Noja, Kubicek, Plohl, & Tement, 2023\)](#) demonstrated that a positive WHI contributes to increased well-being and engagement by enabling individuals to balance work and personal life roles. [\(Schaufeli & Bakker, 2004\)](#) also emphasized that work engagement is strongly influenced by the availability of work and personal resources that support individuals in dealing with work demands.

Based on this description, it can be concluded that WHI plays a significant role in improving work engagement among creative industry employees in Lampung. The better employees' ability to harmoniously integrate work and personal life, the higher their levels of enthusiasm, dedication, and work engagement. Therefore, companies need to address employee work-life balance through flexible work policies, organizational support, and a work environment that helps employees manage the demands of work and personal life in a balanced manner.

4.2.4 Mediating Effects of Work–Home Integration on the Effect of Flexible Working Arrangements on Work Engagement

Based on the results of hypothesis testing, WHI was proven to mediate the effect of FWA on work engagement among creative industry employees in Lampung. It indicates that the influence of FWA on work engagement is not only direct

but also through WHI as a mediating mechanism, thus empirically supporting the fourth hypothesis (H_4).

FWA provides employees with flexibility in scheduling their time, location, and work patterns to suit their job requirements and personal circumstances. This flexibility helps employees reduce work pressure, manage their time more effectively, and increase their work satisfaction, which in turn supports the creation of positive WHI. These conditions enable employees to maintain high levels of energy, focus, and work engagement ([Noja, Kubicek, Plohl, & Tement, 2023](#)).

WHI serves as a psychological mechanism explaining how FWA influences work engagement. The positive impact of FWA will be greater if employees can maintain a harmonious balance between work and personal life. In other words, the success of FWA in increasing work engagement depends heavily on employees' ability to create an effective WHI ([Kossek, Gettings, & Misra, 2021](#)).

In the creative industries, work tends to be dynamic, project-based, and reliant on digital technology. Flexible work systems allow employees to adjust their work hours and locations as needed, thereby increasing control, comfort, and motivation. However, if the boundaries between work and personal life are poorly managed, work flexibility can cause stress and reduce work engagement, making WHI a determining factor in the effectiveness of FWA ([Kossek et al., 2021](#)).

Research shows that employees who can effectively integrate work and personal life are more likely to experience the benefits of FWA. They can manage their work time, reduce role conflict, and maintain a stable psychological state, which results in increased vigor, dedication, and absorption in their work ([Schaufeli, & Bakker, 2004](#)[Noja et al., 2023](#)).

These findings align with Job Demands-Resources Theory ([Bakker, 2011](#)[Bakker, & Demerouti, 2017](#)), which posits that job resources, such as work flexibility, can increase work engagement when individuals effectively manage job demands. WHI acts as a psychological resource that helps employees reduce role conflict and maintain energy, focus, and motivation at work.

Furthermore, this study supports previous findings that work-life balance improves psychological well-being, reduces stress, and strengthens work engagement ([Fernández-Fernández, Martínez-Navalón, Gelashvili, & Román, 2023](#)). A positive WHI enables employees to utilize FWA optimally, thus positively impacting motivation, productivity, and work engagement.

However, implementing FWA must be accompanied by clear work boundary settings. Poorly managed work flexibility can cause work to dominate personal life, increasing stress and burnout and decreasing work engagement ([Fonner & Roloff, 2010](#)). Therefore, companies need to ensure that FWA is implemented with policies that support work-family balance, organizational support, and an adequate work environment.

Therefore, WHI plays a crucial mediating role in FWA's influence on work engagement. The better the employees' ability to create WHI, the greater the positive influence of FWA on employee morale, dedication, and work engagement. These findings confirm that the success of FWAs is not only determined by the level of flexibility provided by the company, but also by employees' ability to create positive and sustainable work-home integration ([Noja et al., 2023](#)).

5. Conclusions

5.1 Conclusions

Based on the research results, it can be concluded that Flexible Working Arrangements (FWA) have a positive influence on work engagement and Work-Home Integration (WHI) among creative industry employees in Lampung Province. Furthermore, WHI positively influences work engagement and has been shown to mediate the effect of FWA on work engagement. These findings indicate that work flexibility not only directly increases employee engagement but also operates through mechanisms of

work-life integration. Overall, this study's results confirm that the effectiveness of implementing a flexible work system depends heavily on employees' ability to manage and integrate their work and personal lives in a balanced manner. When a strong WHI supports work flexibility, employees tend to have higher levels of energy, dedication, and engagement in their work, particularly in the dynamic, technology-driven context of the creative industry.

This research strengthens the development of Job Demands-Resources Theory, particularly in explaining the role of work flexibility as a job resource that not only directly affects work engagement but also operates through mechanisms of work-life integration. Furthermore, this study clarifies the role of WHI as a crucial mediating variable in explaining how job resources are translated into increased employee work engagement.

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Author Contributions

MS contributed to conceptualization, data collection, investigation, formal analysis, methodology, and writing the original draft. KH contributed to supervision, research design, validation, interpretation of findings, and writing review and editing. All authors read and approved the final version of the manuscript and agreed to be accountable for all aspects of the work.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this paper. The authors have no financial, professional, or personal relationships that could have influenced the research, analysis, interpretation of data, or the writing of this manuscript. All authors have approved the final version of the manuscript and agree to its submission for publication.

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