

The Impact of Flexible Working Hourse and Social Support on Employee Performance

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Abstract

Purpose: This study aims to analyze and describe the role of work-time flexibility and social support on employee performance, taking into account the role of work-life balance at Roemani Muhammadiyah Hospital, Semarang.

Methodology/Approach: This study employed a quantitative method with a causal associative design, conducted at Roemani Muhammadiyah Hospital, Semarang. A sample of 87 employees was selected using a convenience sampling technique from a population of 667 employees. Primary data was collected through a questionnaire using Google Forms. Data analysis was conducted using validity and reliability tests, as well as path analysis using SmartPLS 4.0 software to examine explicit and implicit correlations among variables.

Results/Findings: The results explicit and implicit correlations among variables. However, both strongly affect equilibrium between work and personal life, which ultimately produces a notable beneficial effect on job outcomes. This confirms the function of work-life balance as mediating variable in improving employee performance at Roemani Muhammadiyah Hospital, Semarang.

Conclusions: Findings reveal that flexibility in working hours and social support fail to exert a meaningful influence on worker outcomes; however, both meaningfully determine work-life integration, which in turn positively influences employee performance.

Limitations: The scope of this research was restricted by the use of questionnaire data, which could potentially contain respondent subjectivity bias, and was conducted only at one hospital, making the results less generalizable to other organizational contexts.

Contribution: This research provides a reference for hospital leadership in designing initiatives that promote work-life harmony and improve employee performance.

Keywords: *Employee Performance, Flexibility, Social Support, Work-Life Balance*

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1. Introduction

The era of globalization has brought about significant changes in work patterns in various sectors, including the healthcare sector. Hospitals, as healthcare institutions, are required to operate around the clock, thus facing complex challenges in managing human resources and their management. In Semarang alone, the number of hospitals continues to grow in line with the growing population and the community's need for healthcare services. According to data from the Semarang City Health Office (2023), there are approximately 30 hospitals serving the community, including Dr. Kariadi General Hospital, Telogorejo Hospital, and Elizabeth Hospital. Despite the increase in the number of healthcare facilities, the availability of healthcare personnel, beds, and medical equipment remains a major

constraint. This situation has given rise to intense competition among hospitals, particularly private hospitals, which strive to provide fast, comfortable services and modern facilities to attract patients. While government hospitals like Dr. Kariadi General Hospital remain the primary referral hospital, private hospitals are required to innovate and focus on service quality to remain competitive.

In this competitive environment, one of the main challenges is workforce management. Hospital management needs to ensure that quality services are maintained without neglecting operational efficiency and employee well-being. This is crucial because employee well-being is closely correlated with the quality of service provided to patients. Roemani Muhammadiyah Hospital Semarang, as a private hospital based on Islamic values, faces the same challenge. The hospital is committed to providing high-quality, affordable services to all levels of society, upholding humanistic, ethical, and religious values. To realize this commitment, human resource management is crucial. Management is required not only to design policies but also to ensure their effective implementation at every level, from recruitment and training to competency development and ongoing performance evaluation. Furthermore, Roemani Hospital needs to create a conducive work environment, encourage effective communication, and provide adequate motivation and welfare to enable employees to perform optimally.

In today's digital era, the integration of technology into healthcare services also demands management readiness to adapt. Telemedicine and digital health platforms present new opportunities and challenges. Hospitals are not only required to adopt technology but also to maintain employee morale and productivity through flexible policies, social support, and wellness programs. One strategy that can be implemented is flexible working arrangements. Research shows that flexible working hours can increase employee creativity, responsibility, and job satisfaction (Oktarina et al., 2025; Yuliandany et al., 2023). Hairudin & Oktaria (2022) also found that flexible working hours provide employees with autonomy in managing their schedules, which results in increased organizational commitment and work productivity.

In addition to flexibility, organizational social support is also a crucial factor influencing performance. Syam (2025) emphasized that social support is a fundamental need for maintaining psychological stability and reducing stress. Research by Oktarendah & Putri (2023) corroborates these findings, stating that adequate organizational support encourages high commitment and optimal performance. This support can take the form of recognition for achievement, opportunities for self-development, or emotional support. These two factors, work flexibility and social support, constitute essential elements for maintaining balanced work-life conditions. Ashari (2022) states that enables personnel to harmonize professional and domestic commitments, thereby increasing motivation and job satisfaction.

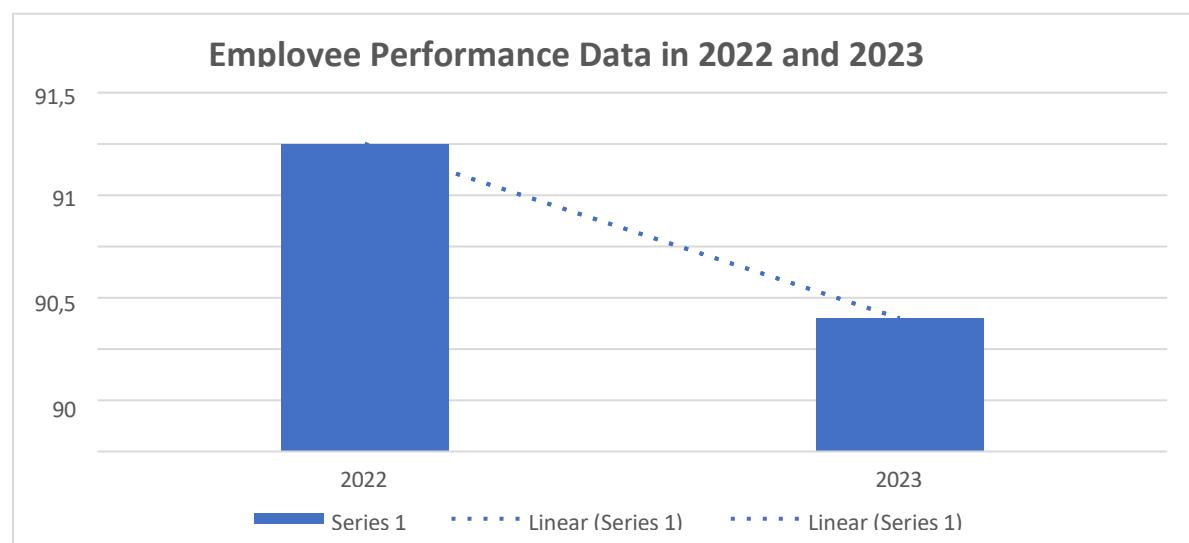


Figure 1. Employee Performance Data in 2022 and 2023
Source: Internal Data from Roemani Muhammadiyah Hospital, Semarang

However, the reality at Roemani Muhammadiyah Hospital indicates serious challenges. Internal data reveals a decline in employee performance from an average score of 91 in 2022 to 89.2 in 2023. This decline indicates problems in employee management, including shift systems, compensation, and a supportive work environment. Hartanto (2020) emphasized that inappropriate shift management has the potential to trigger stress, burnout, and a decline in the quality of healthcare services. This condition also results in increased employee turnover. Internal data from Roemani Hospital shows that the number of employee departures increased from 32 in 2020 to 48 in 2021. Although this decreased in 2022 and 2023, the number of departures increased again in 2024, with 34 employees resigning. The high turnover rate indicates a retention problem that could disrupt the hospital's operational continuity.

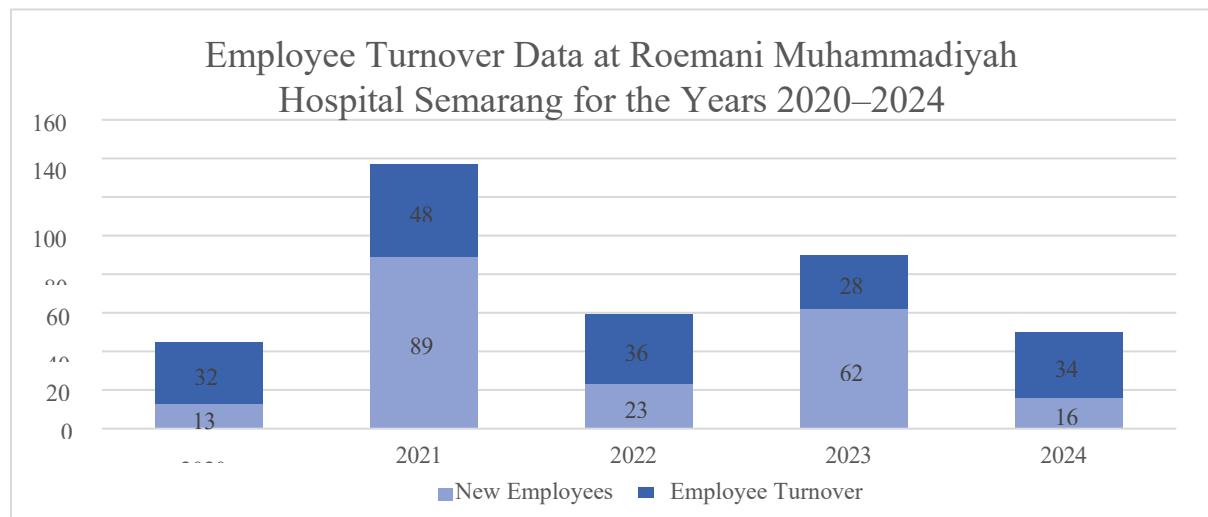


Figure 2. Employee Turnover Data at Roemani Muhammadiyah Hospital Semarang for the Years 2020–2024

Source: Internal Data from Roemani Muhammadiyah Hospital, Semarang

Based on previous research, internal data from Roemani Muhammadiyah Hospital Semarang show that the employee turnover rate has fluctuated over time. In 2020, there were 32 employees who left the organization, and this number increased to 48 in 2021. However, in 2022 and 2023, the number of employees leaving decreased to 36 and 28, respectively. Nevertheless, in 2024, employee turnover surpassed the total of those who remained of new hires, reaching 34 individuals. This phenomenon indicates a challenge in retaining employees, which may be influenced by various factors, including social support and work-life balance.

This phenomenon is important to study because, although numerous studies have demonstrated the impact of job adaptability, interpersonal support, and work-life integration on performance outcomes, there remains a research gap in the context of Indonesian hospitals. Most studies have been conducted in the banking, government, or non-healthcare private sector. For example, Pohan & Yosepha (2025) found that flexible working hours significantly impacted performance in banking, with job satisfaction acting as a mediator. However, research by Oktarina et al. (2025) showed that work flexibility had no significant effect on BPJS Ketenagakerjaan employees. Meanwhile, Syam (2025) confirmed the beneficial effect of social support on government job outcomes, but Darmanto & Ariyanti (2021) found that social support was not always significant. Regarding work-life balance, Yuwono et al. (2023) and Herlambang & Murniningsih (2019) showed different results, where equilibrium between work and life may yield beneficial or adverse effect depending on the context and intervening variables.

The research object provides an ideal context for studying the relationship between work-time flexibility, organizational social support, and work-life integration toward job effectiveness. With various departments and job types, ranging from medical personnel to administrative staff, the hospital offers a broad scope for analyzing how the implementation of work-life integration can influence employee turnover rates and overall performance. Through this approach, it is expected that Roemani

Hospital can enhance employee well-being and improve the quality of patient care. This research gap shows that the relationship between work flexibility, social support, work-life balance, and employee performance is inconsistent. Few studies have explored the role of work-life balance as a mediating variable in the hospital sector, particularly in Indonesia. Yet, hospitals differ from other sectors in that they involve shift work, 24-hour service demands, and high levels of psychological stress.

Based on the research gaps outlined above, further research is needed to examine the relationship between work time flexibility and organizational social support on employee performance, taking into account the role of work-life balance as an intervening variable. This study, conducted at Roemani Muhammadiyah Hospital in Semarang, aims to provide strong empirical evidence regarding the mechanisms by which these variables influence employee performance. The results are expected to not only provide applicable recommendations for hospital management in improving employee productivity and well-being, but also enrich the human resource management literature, particularly in the context of the Indonesian healthcare sector. Therefore, this study opens up opportunities for further studies on the role of work-life integration serving as a mediator among flexibility, support, and performance

This research seeks to examine and explain employee performance at Roemani Muhammadiyah Hospital Semarang, particularly the influence of social support and work-time flexibility on employee performance, both directly and through work-life balance. In addition, this research examines how work-time flexibility and social support affect equilibrium between work and personal life, and the degree to which it enhances employee performance at Roemani Muhammadiyah Hospital Semarang.

2. Literature Review and Hypothesis Development

2.1 Boundary Theory

Boundary theory explains the way individuals handle, construct, and negotiate boundaries between work and family roles. Witriaryani et al. (2022) proposed this theory as both a critique and a complement to the theory of work-family interference. The essence of this theory is that an individual's life is divided into two domains: work and family, separated by physical, temporal, and psychological boundaries. As border-crossers, individuals must be able to manage their involvement in both domains by negotiating these boundaries. Key concepts in this theory include domains, borders as dividing lines, border-keepers, who maintain interests in each domain, and border-crossers, who cross both domains. Furthermore, there is a permeable aspect, namely the extent to which elements of one domain can enter another, and border-blending, namely the unification of boundaries that allows for a balance between the two.

In an organizational context, Boundary Theory emphasizes that work-time flexibility and social support play a crucial function in supporting individuals to handle the boundaries between work and family. Flexibility and support enable boundary-crossers to achieve work-life balance with minimal conflict, thereby enhancing performance. Therefore, this theory serves as a relevant conceptual framework for understanding the dynamics of employees' dual roles and explains why organizational strategies that encourage flexibility and social support can positively impact work-life balance and productivity.

2.2 The Impact of Flexible Working Hours on Work-Life Balance

Employees generally face a work routine that tends to be the same every day. In the modern era, with the introduction of flexible working hours, the demands for achieving work-life balance are increasing. This is crucial to prevent employee burnout, which can lower work morale. However, working with more flexible hours also has the potential to create stress, whether financial, physical, social, or psychological, which ultimately impacts job satisfaction. According to the *Work-Family Border Theory*, flexibility in managing work boundaries allows workers to maintain a healthier alignment between job and private lives. This theoretical perspective is supported by empirical findings, Pohan & Yosepha (2025) found that the dimensions of flexible work arrangements (available flexibility, preference for flexibility, and use of flexibility) significantly influenced balance between work and personal life, and Chung & Van der Lippe (2020) reported that implementing flexible work arrangements improves the degree of harmony between work and personal life. Based on this theoretical and empirical foundation,

it can be assumed that flexible working hours are positively related to work-life balance. Therefore, the researchers hypothesis the following:

H1: Flexible working hours have a significant effect on work-life balance.

2.3 The Influence of Social Support on Work-Life Balance

As in the previous section, researchers found several previous literature demonstrating a significant relationship between social support and work-life balance. These include studies by Attamimi et al. (2022), Fardianto & Muzakki (2021), Manggaharti & Noviati (2019), and Aura et al. (2024). Their results indicated a positive and significant relationship between social support and work-life balance in employees. Fardianto & Muzakki (2021) examined the influence of social support on work-life balance from two sources: family and the work environment, with support from superiors/supervisors having the greatest influence. Meanwhile, research by Aura et al. (2024) revealed a strong correlation between social support from family and work-life balance. Furthermore, research by Uddin et al. (2020) also examined this relationship by specifically highlighting the influence of work-life balance policies implemented in companies. This study also revealed the importance of various forms of social support, such as social support from coworkers and superiors, as well as social support from the family and work environment, on employees' work-life balance. From the preceding discussion, the following hypothesis is proposed:

H2: There is a positive influence between social support and work-life balance.

2.4 The Influence of Work-Life Balance on Employee Performance

Referring to the studies undertaken by Witriaryani et al. (2022) work-life balance refers to contentment and effective functioning across work and home, with minimal role interference. A low level of conflict leads to job satisfaction. Therefore, if an individual's work-life balance is good, it will positively influence their job satisfaction. This is similar to the statement by Pangaila et al. (2022), who explained that an employee will be highly satisfied with their work and family life if there is a positive response in their work environment. Based on these findings, the researchers hypothesize the following:

H3: Work-Life Balance exerts a substantial impact on job contentment.

2.5 The Effect of Work Time Flexibility on Employee Performance

Based on previous research, researchers found several previous literatures that demonstrated a meaningful correlation between schedule flexibility and staff output, as shown by research from Malayuja et al. (2022), Pohan & Yosepha (2025) and Puspita & Sihita (2023). Their results indicated a constructive and notable association between job time flexibility and employee performance. Malayuja et al. (2022) examined the effect of work time flexibility on staff productivity, emphasizing time, scheduling, and location flexibility, which had the greatest influence on staff productivity. In contrast, studies by Pohan & Yosepha (2025) revealed a robust correlation between schedule flexibility and staff effectiveness. Furthermore, research by Puspita & Sihita (2023) also examined this relationship by specifically highlighting the impact of work time flexibility implemented in the company. This study also reveals the importance of various forms of work time flexibility, including flexible and unbound working hours, which impact employee performance levels. From the preceding arguments, the subsequent hypothesis can be formulated::

H4: Work Time Flexibility has a significant impact on employee performance.

2.6 The Influence of Social Support on Employee Performance

Based on previous research, researchers found several pieces of literature that demonstrated a meaningful linkage between interpersonal support and staff effectiveness, such as research conducted by Darmanto & Ariyanti (2021) and Jayanti et al. (2022). Their results indicated a positive and significant relationship between social support and staff productivity. Darmanto & Ariyanti (2021) analyzed the impact of social backing on staff performance. Forms of social support, such as emotional support in the form of attention, trust, empathy, and concern for employees, can make employees feel cared for, trusted, and cared for, which has the greatest effect on staff effectiveness. However, research carried out by Jayanti et al. (2022) revealed that individuals need social support, whether from superiors, coworkers, or family, which influences employee performance. This study also explained the

importance of various forms of social support, which can influence employee performance levels. Based on the statements above, the following hypothesis can be drawn:

H5: Social support has a significant effect on employee performance.

2.7 The Effect of Flexible Working Hours on Employee Performance Through Work-Life Balance

Based on previous research, researchers found several previous literature demonstrating a significant relationship between flexible working hours and employee performance through work-life balance. This is evident in research conducted by Efendi et al. (2018), which demonstrated that the greater the implementation of flexible work systems in a company, the greater the ability to improve employee work-life balance, thereby improving employee performance. Abdullah et al. (2021) also demonstrated in their research that work-life balance mediates the relationship between work flexibility and employee performance. Meanwhile, Shalahuddin & Ikhram (2024) found that work flexibility has a significant indirect effect on employee performance, with work-life balance as a mediating variable. Freedom to determine work location and time improves employee work-life balance and significantly impacts employee performance. Based on the above statements, the following hypothesis can be drawn:

H6: Flexible working hours exert a substantial influence on staff performance mediated by work-life balance.

2.8 The Influence of Social Support on Employee Performance through Work-Life Balance

Based on previous research, researchers found several pieces of literature demonstrating a meaningful correlation between interpersonal support and employee performance through work-life balance, such as a study conducted by Saifullah (2020), that revealed a constructive and notable connection between social assistance and work-life harmony, with an effective contribution of 42%. Although the primary focus of this research examined the linkage between social backing and work-life harmony, the results support the assumption that work-life harmony may serve as an intermediary between social backing and staff productivity. Attamimi et al. (2022) also reported a positive and significant effect of social support on work-life balance, which has implications for employee performance and productivity. Other research, such as that conducted by Badrianto & Ekhsan (2021), stated that work-life equilibrium substantially impacts staff productivity, while social support plays a role in shaping this work-life balance, thus indirectly supporting the work-life balance mediation model. Based on the statements above, the following hypothesis can be drawn:

H7: Social support has a significant effect on employee performance through work-life balance.

3. Research Methodology

This research employs a causal-associative design utilizing a quantitative methodology. dependent variable (Sugiyono, 2023). The predictors examined in this study consist of occupational health and safety and the work environment. Meanwhile, the outcome variable is employee performance and work stress as intervening variables. This study used primary data collected by administering survey forms to employees of Roemani Muhammadiyah Hospital, Semarang. The population in this study was Roemani Muhammadiyah Hospital, Semarang, with 667 employees as subjects. The sampling technique used convenience sampling. Based on the results of applying the Slovin formula, the final sample totaled 87 participants.

3.1 Operational Variables and Variable Measurement

The operational definition in this research defines variables operationally through indicators that can be systematically measured (Manubawa et al., 2025). The independent variables consist of work time flexibility (X1) and social support (X2). Work time flexibility is measured through three indicators: time flexibility (the ability to modify work duration), timing flexibility (the ability to choose a work schedule), and place flexibility (the ability to choose a workplace) (Wibowo & Kusdiyanto, 2024). Social support is measured based on four dimensions according to Hairudin & Oktaria (2022): emotional support (expression of empathy and concern), informative support (providing information, advice, and direction), instrumental support (providing assistance in the form of facilities, equipment, or time), and reward support (positive expressions, encouragement, and appreciation).

The study's dependent factor represents employee performance (Y), which refers to indicators according to Oktarendah & Putri (2023), including work quality, quantity of output, timeliness, effective use of resources, and independence in completing tasks. The intervening variable is work-life balance (Z), which is measured using the McDonald and Bradley (2017) indicators in Syam (2025), including time balance (division between work, self, and family), engagement balance (psychological commitment in dividing family and career roles), and satisfaction balance (the level of individual satisfaction in balancing work, family, and personal life). Thus, all variables can be clearly operationalized to support the testing of the research hypotheses. All variables in this study were measured using a 5-point Likert scale. A score of 1 represents strongly disagree (STS), a score of 2 represents disagree (TS), a score of 3 represents somewhat disagree (KS), a score of 4 represents agree (S), and a score of 5 represents strongly agree (SS).

3.2 Analysis Techniques

This study used path analysis with the help of the SmartPLS 4.0 application, as there was a mediating variable (work-life balance) that needed to be tested. Prior to hypothesis testing, the research questionnaire was first tested for data quality through validity and reliability tests. Validity testing was performed by examining the AVE score calculated for every latent construct > 0.50 indicates a valid instrument. Reliability testing used Reliability was tested using Cronbach's Alpha and Composite Reliability, with thresholds above 0.60. > 0.70 indicate the instrument's reliability. From the data presented in Table 1, it is observed that Cronbach's Alpha value for the work time flexibility variable is >0.70 , at 0.913. The construct of social support records a value >0.70 , at 0.881. The work-life balance variable has a value >0.70 , at 0.881. The performance variable also has a value >0.70 , at 0.901. All research variables are reliable and can therefore be used for further testing.

Next, the data were analyzed in two phases, beginning with measurement model evaluation included tests of internal validity tests included convergent, discriminant, and reliability analyses to assess the research instrument. Second, an examination of the inner structural model included an R-square test to measure the model's predictive power and a Q-square test to assess predictive relevance. Hypothesis testing was conducted using the bootstrapping method with 200 resampling times. The criteria for accepting a hypothesis are determined based on significance testing used t-statistics and p-values, accepting hypotheses below 0.05.

4. Results and Discussion

Participants in this study consisted of employed staff at Roemani Muhammadiyah Hospital in Semarang. The questionnaire was distributed using Google Forms to a total of 85 respondents. Table 2 displays respondents' profiles; by gender, 67 were female (77%) and 20 male respondents (23%). The respondents' ages included 10 (11%) aged 18–27, 41 (47%) aged 28–37, 25 (29%) aged 38–47, and 11 (13%) aged 48–57. Based on their educational attainment, 18 (21%) possessed a secondary or vocational education level, none had a diploma (D1), 69 (79%) had a diploma (D3)/ undergraduate qualification, with no respondents holding a master's degree or doctoral degree. Based on length of service, 2 people (2%) worked for less than 1 year, 3 people (3%) worked for 1–2 years, 9 people (10%) worked for 3–4 years, and 73 people (84%) worked for more than 4 years.

Table 1. Respondent Demographics

Demographic Information	Criteria	Amount	Percentage
Gender	Female	67	77%
	Male	20	23%
Respondent's Age	18 – 27	10	11%
	28 - 37	41	47%
	38 - 47	25	29%
	48 -57	11	13%
Highest Education	High School / Vocational School	18	21%
		0	0%

	D1 D3/S1 Master's/Doctoral Degree	69 0	79% 0%
Years of Employment	< 1 Year 1 – 2 Years 3 – 4 Years > 4 Years	2 3 9 73	2% 3% 10% 84%

Source: Primary data processed 2025

4.1 Outer Model Evaluation

4.1.1 Cronbach's Alpha

Table 2. Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Keterangan
Flexible Working Hours	0,963	Valid
Social Support	0,896	Valid
Work-Life Balance	0,881	Valid
Performance	0,907	Valid

Source: primary data processed 2025

As reflected in Table 1, it can be inferred that Cronbach's Alpha value for the work time flexibility variable is >0.70, at 0.913. The social support construct exhibits a value >0.70, at 0.881. The work-life balance variable has a value >0.70, at 0.881. The performance variable also has a value >0.70, at 0.901. All research variables are reliable and can therefore be used for further testing.

4.2 Inner Model Evaluation

4.2.1 Coefficient Determination (R^2)

Table 3. Coefficient of Determination

Variable	R Square (R^2)	R Square Adjusted
Work Life Balance(Z)	0,505	0,403
Employee performance (Y)	0,424	0,493

Source: Primary data processed 2025

Tabel R-Square digunakan untuk melihat besarnya pengaruh variabel fleksibilitas waktu kerja dan dukungan sosial terhadap work life balance dengan nilai sebesar 0,520 dan dinyatakan memiliki nilai moderate. Kemudian R-Square digunakan untuk melihat pengaruh variabel fleksibilitas waktu kerja dan dukungan sosial terhadap kinerja dengan nilai sebesar 0,448 dan dinyatakan memiliki nilai medarate.

4.2.2 F-Square

Table 4. F-Square List

Variable	Work Life Balance	Employee
Flexible Working Hours	0,161	0,003
Social Support	0,553	0,028
Work-Life Balance		0,219

Source: Primary data processed 2025

Table 4 shows that the influence of flexible scheduling on work-life balance is 0.161, indicating a moderate relationship. Furthermore, the impact of social assistance on work-life balance is 0.553, categorizing it as a strong relationship. Meanwhile, the influence of flexible time arrangements on performance is only 0.003, indicating a weak relationship. Furthermore, the effect of social support on

performance is 0.028, also in the weak category. The relationship between work-life balance and performance is 0.219, indicating falls into the moderate category. Thus, it can be seen that the variable with the strongest contribution to work-life balance is social support, while its effect on performance is relatively weaker compared to its effect on work-life balance.

4.2.3 Hypothesis Testing

Table 5. Hypothesis Test Results

Path	Path Koefisien	T Statistic	P Values	Description
Work Time Flexibility (X1) → Performance (Y)	0,047	0,443	0,329	Rejected
Social Support (X2) → Performance (Y)	0,169	1,288	0,099	Rejected
Work Time Flexibility (X1) → Work Life Balance (Z)	0,299	3,201	0,001	Accepted
Social Support (X2) → Work Life Balance (Z)	0,554	6,058	0,000	Accepted
Work Life Balance (Z) → Performance (Y)	0,505	4,358	0,000	Accepted
Work Time Flexibility (X1) → Work Life Balance (Z)	0,151	2,426	0,008	Accepted
Work Time Flexibility (X1) → Work Life Balance (Z)	0,280	3,988	0,000	Accepted

Source: Primary data processed 2025

Based on the test results, Hypotheses 1 and 2 were rejected because neither flexible working hours nor social support were shown exhibited a statistically significant direct effect on performance. However, Hypotheses 3 and 4 showed that flexible working hours and social support produced a favorable and significant impact on work-life balance, and further analysis confirmed its positive effect on performance. Furthermore, Hypotheses 6 and 7 were also accepted, where flexible working hours and social support were shown to have a yielded a favorable and statistically significant mediating effect on performance through the mediation of work-life balance. both contribute meaningfully to enhancing performance through work-life balance mediation.

4.3 Discussion

4.3.1 Working Time Flexibility on Employee Performance

The findings reveal that flexible working hours have no a substantial influence on employee performance. This is demonstrated by the hypothesis test, with a t-statistic of 0.443, which is smaller than the t-table (1.967), an effect value of 0.047, and a p-value of 0.329, which is greater than 0.05. Therefore, the hypothesis regarding the positive effect of flexible working hours on employee performance is rejected. A negative, albeit insignificant, effect was found. This rejection of the hypothesis may be due to several factors, including the specific characteristics of the work environment at Roemani Muhammadiyah Hospital in Semarang, which may limit the effectiveness of flexible working hours in improving performance. For example, work in a hospital is highly structured and requires close attendance and coordination, making flexible working hours less likely to directly impact employee performance. Furthermore, other factors such as performance measurement methods, organizational culture, or levels of social support may also influence the results, making the hypothesis statistically unsupported, even though it should theoretically be accepted.

This result is different from Pohan & Yosepha (2025) research in "The Impact of Flexible Working Hours on the Motivation, Satisfaction, and Performance of Employees at the MPR-RI Secretariat General" which shows a significant influence of flexibility of working hours influencing performance indirectly via job satisfaction mediation , which may indicate differences in industrial context and the mediating variables used.

4.3.2 Social Support for Employee Performance

The analysis findings show that social support has no significant effect on performance, as evident from the hypothesis test results, with a t-statistic of 1.288, which is smaller than the t-table (1.967), an effect recorded a coefficient of 0.169 and p = 0.099 (> 0.05), thus, the hypothesis regarding the positive

influence of social support on employee performance is rejected; a negative, albeit insignificant, effect was found.

This rejection of the hypothesis could be due to several factors. First, the social support available in the Roemani Muhammadiyah Hospital Semarang work environment may not be optimal or may not be perceived as sufficient by employees, resulting in a minimal impact on their performance. Second, the highly stressful nature of work and the high level of stress in the healthcare sector may make social support less effective in directly influencing performance. Third, the possibility of other mediating or moderating variables, such as self-efficacy or job stress, that have not been accounted for, could obscure the direct relationship between social support and performance.

These results align with research by Findriyani & Parmin (2021) in "Self-Efficacy as a Mediator of the Effect of Dual Role Conflict and Social Support on Employee Performance (Case Study at PT. Kailo Sumber Kasih)" also found that social support had no significant effect on employee performance, indicating that this relationship may be complex and influenced by other variables across different contexts.

4.3.3 Flexibility of Working Hours for Work-Life Balance

The analysis results show that work time flexibility exerts a strong and significant impact on work-life balance. This is because the t-statistic hypothesis test results are exceeds the critical t-value (1.967), which is 3.201, with an effect size of 0.299 and a p-value <0.05 of 0.001. Therefore, work time flexibility positively influences work-life balance. The findings align with prior studies by Wibowo & Kusdiyanto (2024) entitled "The Effect of Workload and Work Flexibility on Employee Work-Life Balance (A Study of MSME Industrial Employees in Surakarta City)," suggesting that flexibility positively and significantly affects work-life balance. Furthermore, Oktarina et al. (2025), entitled "The Effect of Work Flexibility on Job Satisfaction with Work-Life Balance as a Mediator," concludes that flexible work hours yield positive and significant effects on work-life balance.

4.3.4 Social Support for Work-Life Balance

The analysis results show that flexible working hours have a statistically significant effect on work-life balance. This is because the t-statistic hypothesis test results exceed the t-critical value (1.967), which is 6.058, with an effect size of 0.554 and a p-value <0.05 of 0.000. Therefore, social support exerts a beneficial impact upon work-life balance. This finding confirms that flexible schedules grant employees the opportunity to adjust their work schedules according to personal and family needs, thereby creating a balance between professional demands and daily life. This result aligns with the Work-Family Border theory, which states that the more flexible the boundary between professional and personal domains, the stronger the possibility for individuals to achieve harmony in both domains.

Furthermore, assistance received from supervisors and colleagues strengthens the positive effect of flexibility, as it fosters a supportive and stigma-free work environment. The implication is that implementing flexible working hours can enhance employees' psychological well-being, reduce stress, and promote greater loyalty and productivity within the organization. These results align with research by Chasanah (2025), entitled "The Role of Social Support on Work-Life Balance in Working Women." This study states that social support, whether from family, coworkers or within the organization, exerts a favorable and significant influence in helping working women maintain work-life balance.

4.3.5 Work-Life Balance on Employee Performance

The findings demonstrate that work-life balance exerts a significant effect on performance. This is because the t-statistic hypothesis test results exceed the critical t-value (1.967), meaning 4.358, with an effect size of 0.505 and a p-value <0.05 of 0.000. Therefore, work-life balance exerts beneficial and significant effect on employee performance. Theoretically, employees who are able to balance work demands with personal life tend to experience lower stress, higher job satisfaction, and greater energy to perform tasks effectively. This finding is consistent with the *job demands-resources model*, which highlights work-life balance as a personal resource that enhances motivation and productivity. Thus, organizations that support work-life balance are indirectly investing in improved performance and the long-term sustainability of their workforce.

These results align with research by Hasugian et al. (2023) entitled "The Relationship Between Work-Life Balance and Employee Performance at PT Kurnia Ciptamoda Gemilang," which states that work-life balance has a positive and significant relationship with employee performance at PT Kurnia Ciptamoda Gemilang. Badrianto & Ekhsan (2021) entitled "The Effect of Work-Life Balance on Employee Performance Mediated by Organizational Commitment," states that a positive relationship between work-life balance and employee performance is directly proportional.

4.3.6 The Influence of Work-Life Balance Mediating Working Time Flexibility on Employee Performance

The findings confirm that work-life balance meaningfully affects employee performance. This is because the t-statistic hypothesis test results are greater than the t-table (1.967), which is 2.426, with an effect size of 0.151 with $p = 0.008 (<0.05)$, indicating flexible working hours positively influence performance via work-life balance. This finding confirms that work time flexibility positively influences employee performance indirectly through the improvement of work-life balance. When employees experience equilibrium between career and private spheres, employees become more motivated, less stressed, and able to allocate their energy more effectively to their tasks.

Therefore, organizations that implement flexible working arrangements are essentially building a strong foundation to support employee productivity and long-term performance. These results align with the research of Shalahuddin & Ikhram (2024) entitled "The Effect of Work Flexibility and Work Motivation on Employee Performance with Work-Life Balance as a Mediating Variable During the COVID-19 Pandemic," which asserts that flexible work arrangements indirectly and significantly influence performance, with work-life balance as a mediating variable.

4.3.7 The Influence of Work-Life Balance on Social Support Mediating Employee Performance

The results confirm a strong effect of work-life balance on performance. This is because the t-statistic hypothesis test results exceed the t-critical threshold (1.967), which is 3.988, with an effect size of 0.280 and a p -value <0.05 of 0.000. Therefore, social support demonstrates a favorable and significant influence on performance via work-life balance. This finding suggests that social support contributes positively to enhancing employee outcomes as mediated by work-life balance. When employees perceive adequate social support from supervisors and colleagues, they are better able to sustain balance between professional demands and personal life.

Such conditions not only reduce stress levels but also foster motivation, job satisfaction, and effectiveness in task execution. Therefore, social support can be considered a crucial factor in strengthening work-life balance, ultimately leading to improved employee performance. These results correspond with the findings of Attamimi et al. (2022), who also documented a favorable and statistically significant impact of social support on work-life balance, which has implications for employee performance and productivity. Other research, such as that carried out by Badrianto & Ekhsan (2021), states that work-life balance significantly influences employee performance, while social support plays a role in shaping this work-life balance, thus indirectly supporting the work-life balance mediation model.

5. Conclusions and Suggestions

5.1 Conclusions

This study examined the influence of flexible time arrangements and social backing toward employee performance, with work-life balance as an intervening variable at Roemani Muhammadiyah Hospital, Semarang. The results showed that flexible working hours and social support did not have a significant direct effect on employee performance. However, both were shown to significantly influence work-life balance, which in turn had a significant positive effect on employee performance. Furthermore, flexible working hours and social support also had a significant indirect effect on performance through work-life balance. These findings confirm that work-life balance plays a significant role as a mediating variable in improving employee performance at Roemani Muhammadiyah Hospital, Semarang.

5.2 Suggestions

There are several important implications that can be applied to human resource management in hospitals and similar organizations. First, hospital management is advised to improve the provision of social support to employees, either through communication training, strengthening organizational support policies, or developing adequate welfare programs. This will strengthen the role of social support as a key supporter in achieving work-life balance, which ultimately can improve overall employee performance. Second, although flexible working hours do not directly have a significant impact on employee performance, the implementation of flexible work policies still needs to be encouraged because they can improve work-life balance. Thus, organizations or companies need to develop work systems that can support flexible working hours, for example through adaptive shift arrangements and the use of technology to monitor productivity. Third, the research results confirm that work-life balance is the most important mediator in improving employee performance, so organizations should focus on strategies that can strengthen the balance between professional duties and personal life of employees, such as holding workshops on stress management and supportive leave policies.

Theoretically, this study enriches the literature on the relationship between social support, work flexibility, and performance in the Indonesian healthcare sector, and emphasizes the importance of work-life balance as a mediating variable. In the future, this research can be developed by adding other moderating variables such as job satisfaction or organizational trust to make the analysis model more comprehensive. The sample size should also be increased and more diverse data collection methods adopted to make the results more generalizable and valid for various hospital organizations in Indonesia and elsewhere. By implementing strategies focused on improving social support and work-life balance, hospital management can sustainably improve employee productivity and well-being, thus positively impacting service quality and patient satisfaction.

Limitations and Further Studies

There are several limitations to this study. First, the study used questionnaire data that could potentially contain subjective bias from respondents, so the results obtained may not fully represent the actual conditions in the field. Therefore, future research could consider interview methods or direct observation to obtain a more comprehensive picture. Second, this study was only conducted on one research object, namely Roemani Muhammadiyah Hospital in Semarang, so the results cannot necessarily be generalized to other hospitals or organizations. Future research is recommended to expand the scope of the research object with a larger number of respondents to make the results more representative and comparable across institutions.

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