



THE IMPACT OF FLEXIBLE WORK ARRANGEMENTS ON JOB PERFORMANCE: THE MEDIATING ROLE OF WORK LIFE BALANCE: AN EXPLORATORY STUDY OF A SAMPLE OF EMPLOYEES AT THE NORTH REFINERIES COMPANY

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Abstract. The study aimed to measure the effect of flexible work arrangements, its dimensions of spatial flexibility and temporal flexibility, on job performance, its dimensions of task performance and contextual performance, with the intermediary variable of work life balance, between the employees of the North Refineries Company in Iraq. The study used descriptive-analytical approach to attain the goal. The study subjects consisted of all employees of the company with a random representative sample of 238 male and female employees being selected. The main tool for collecting data from the participants was an electronic questionnaire.

The data was analysed and the hypotheses tested through two statistical software packages: SPSS used to describe the study sample and to conduct a descriptive and diagnostic analysis of the study variables and SmartPLS 4 used to model a structural equation using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach.

The study had several findings, the most significant of which was finding support for full and exclusive mediation of the relationship between spatial flexibility and job performance by the variable work life balance. This means that remote work does not automatically mean increased productivity efficiency unless there is a clear family/personal stability to the remote work first.

Based on the findings, the study suggests to the North Refineries Company that they should adopt gender sensitive flexibility policies taking into consideration the social needs of female employees and progressively implement a flexible-hours policy rather than rigid attendance monitoring policies. It also suggests that remote-work policies should not be adopted for the sake of productivity alone but should be used as an organisational tool to minimise job burnout and make people healthier and happier in their work.

Key words: Flexible Work Arrangements, Spatial Flexibility, Temporal Flexibility, Work Life Balance, Job Performance, North Refineries Company, Baiji.

Introduction

After COVID-19 pandemic, employment of Flexible Work Arrangements (FWA) has transformed into a strategy adopted by many businesses to optimize operations and the health of their staff. Flexible work arrangements give workers the freedom to decide how, when and where they work and are seen as a solution to a number of operational issues including a shortage of facilities in the workplace and the need to adapt to new and changing business patterns due to technological advances. The digitalization of workplaces and flexible work systems are also aided by rapid technological development, which allows companies to monitor the workforce flexibly with different digital solutions and HR tools.

While flexible working opportunities can be of many benefits, there are also barriers to its implementation, especially in human resource management. Employees will be able to plan their own work schedule, pace, and be self-directed in their work productivity and adjust to work environment changes without guidance from supervisor. For organizations looking to enhance their human resource management strategies, it is crucial to grasp the influences on employee performance within a flexible work design, and that is why it has become especially critical.

Work life balance is one of the important factors affecting the performance of employees in flexible work systems. Past studies have suggested that improving work life balance can lead to higher employee job satisfaction, motivation, and productivity. There is more flexibility in the determination of work schedules, allowing workers to adjust work activities to their own needs and thereby decreasing their stress level and increasing quality of work. But not every study had a positive effect on work performance correlation with flexible work arrangements.

Analyzing these relationships is more complex in the case of the strategic sectors, such as the oil sector, where field and industrial activities have special sensitivity and hazard. The purpose of this study is to propose application of this conceptual model on the North Refineries Company in Iraq, one of the most important pillars of the country's industry and economy, with high operational pressures and continuous problems in human & technical manpower management. The refinery's interest in implementing flexible working rules or mechanisms needs a clear statistical understanding of the link between the flexibility of oil-sector workers' work life and better performance in this case, by studying the mediating role of work life balance as well as an awareness of the effect that demographic differences, such as age and gender, have on perceptions and beliefs.

Study Methodology

Problem Statement

As job performance is the crucial indicator of the degree of success the North Refineries Company has in achieving its operational and production goals in a complex working environment, the question of how to sustain high job performance levels is a major challenge. As a result, with the rapid growth of digital and technological technologies that have changed work systems around the world, and the creation of modern work systems like hybrid and flexible work systems, while they have significant advantages, they are a challenge to companies, especially oil companies, especially in terms of worker job performance. This demands a sophisticated approach of how to make this flexibility work as a competitive edge for the company. In this context, an important issue is whether the implementation of Flexible Work Arrangements is an appropriate leverage point in addressing the technical and challenging work

environment of the refinery industry, and whether it is a way of increasing the efficiency of the organization, or it is an additional load on the organization.

The complexity is exacerbated by the ambiguity of the process by which work life balance is a mediator in the process of transforming these flexible practices into performance behaviors that stand out. This is especially important because the majority of traditional management models in this industry are based on a rigid time management system, and don't pay sufficient attention to the relationship between the working and private life of employees. Likewise, the absence of a quantitative evidence base around the effect of implementing flexible working and how this can improve performance and work life balance is a clear problem.

The North Refineries Company's specific nature and work requirements (shift systems, compressed working hours etc.) generate an applied gap that makes it difficult for management to understand how to balance the operational demands with employee wellbeing to enable sustainable performance. This necessitates the present study of exploring these interrelated relationships in an environment where there is a lack of specialization in the study of these relationships.

Based on the foregoing, the research problem can be formulated through the following main question:

What is the impact of flexible work arrangements on employees' job performance through work life balance as a mediating variable?

The following sub-questions emerge from the main research question:

1. What is the level of the study sample's perception of the dimensions of flexible work arrangements in the company under study?
2. What is the level of the study sample's perception of the dimensions of work life balance in the company under study?
3. What is the level of the study sample's perception of the dimensions of job performance in the company under study?
4. What is the nature of the impact relationship between flexible work arrangements and job performance in the company under study?
5. How does work life balance, as a mediating variable, contribute to explaining and directing the relationship between the perception of flexible work arrangements and the enhancement of job performance in the company under study?

Scientific and Practical Significance

This study will help in enriching the body of knowledge as it will provide insight on the highly important variables in a field of human resource management, namely flexible work arrangements, work life balance, and job performance especially given the recent technological and technical developments. The present study also builds upon the past studies and attempts to fill the gaps of knowledge about the nature of the relationships between the study variables.

In terms of the practical dimension, the present study is a step towards examining the nature of the relationship between flexible working arrangements and job performance as mediated by work life balance. The results of the present study can give company's decision makers more suggestions and improvements to increase the quality of the performance and the working condition of all its employees and personnel.

Study Variables

1. **Flexible Work Arrangements:** This variable was measured as an independent variable through the following dimensions: **spatial flexibility and temporal flexibility**, based on the study by (Firdausi & Indiyati, 2025:804).
2. **Work Life Balance:** This variable was measured as a unidimensional mediating variable based on the study by (Ernanda & Fazlurrahman, 2023:496), the study by Jabbar & Ali, 2025:9, and the study by (Firdausi & Indiyati, 2025:804).
3. **Job Performance:** This variable was measured as a dependent variable through the following dimensions: **task performance and contextual performance**, based on the study by (Pradipta & Martdianty, 2023:335) and the study by Sekhar, C., & Patwardhan, 2021:6.

Study Model

Based on the study variables and the hypothesized relationships among the dimensions, the hypothetical study model can be constructed as follows.

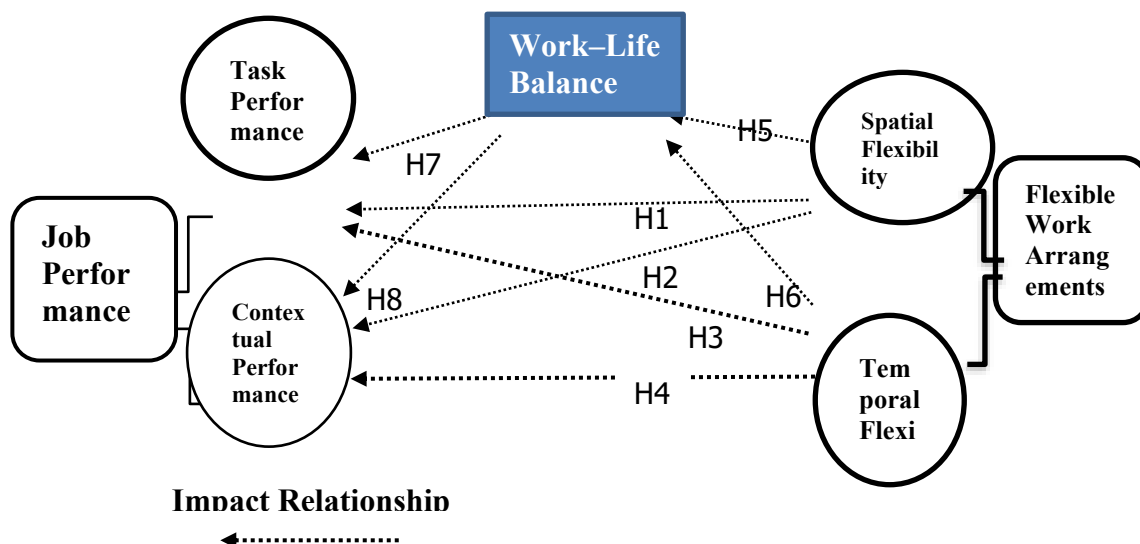


Figure 1. Hypothetical Study Model.

Study Hypotheses

Based on the hypothetical study model, the following main hypotheses can be formulated:

H1: There is a significant effect of spatial flexibility on task performance in the company under study.

H2: There is a significant effect of spatial flexibility on contextual performance in the company under study.

H3: There is a significant effect of temporal flexibility on task performance in the company under study.

H4: There is a significant effect of temporal flexibility on contextual performance in the company under study.

H5: There is a significant effect of spatial flexibility on work life balance in the company under study.

H6: There is a significant effect of temporal flexibility on work life balance in the company under study.

H7: There is a significant effect of work life balance on task performance in the company under study.

H8: There is a significant effect of work life balance on contextual performance in the company under study.

Study Population & Sample

The study population was the employees of the North Refineries Company (NRC), Baiji. Because of the lack of precise data on the number of employees in the company, 200 employees were randomly selected from the company's different administrative and organizational levels. Questionnaires that had been validated and deemed appropriate for the study setting were used. These were sent via an electronic link on Google and to each participant by means of the company's HR Department email address, which was studied.

Study Methodology

The study used descriptive-analytical approach not only in describing the phenomenon and the variables studied, namely flexible work arrangements, work life balance and job performance, but also to analyze the relationship between the variables which was used quantitative data obtained from the primary measurement instruments used in the survey and to determine the nature of the relationship between these variables.

Eighth: Statistical Analysis Methods

Descriptive analysis was done using the Statistical Package for the Social Sciences (SPSS) processing program. In addition to this, Structural Equation Modeling using Partial Least Squares (PLS-SEM) method was also applied using SmartPLS program for testing the study hypotheses as when it is applied to study with complex model, it is capable of doing it quite well.

Section Two: Theoretical Framework

First: Concept of Flexible Work Arrangements

Flexible, non-standard or alternative work arrangements are simply a group of options provided by employers to their staffs (Abdeen, 2021: 93). They provide staff the option to work outside of the traditional scope of work performance and may be flexible working hours, flexible workplaces, etc. It sharply differs from the conventional working system, where the employees are expected to work and be on the job site of their organizations every day Austin-Egole, & Nwokorie, 2020:51.

It is important to emphasize that work flexibility facilitates the execution of work, tasks and duties but it is not necessarily an adaptation of working hours. Thus it is possible to say that the flexibility of the working programmes is a goal that the employee can achieve or reach without any negative impact on the quality of Thiers work (Shagvaliyeva, & Yazdanifard, 2014:20). Recent research suggests that flexible working can help firms improve the competitiveness among the number of workers

and the amount of work or customers served and thus extend the length of time the firm operates as opposed to standard working models [Abid, & Barech, 2017:453](#).

Flexible work arrangements, in a related context, are the ability of the employee to alter the regular work schedule and workplace. Examples of these arrangements are flexible working hours, compressed working hours, job sharing, extended leave, and remote working. Arrangements can be used alone or in an integrated form ([Shanker et al., 2022:2](#)). Based on this, a flexible work arrangement is a work system that enables workers to decide and determine the time and place for them to complete their work, duties and tasks ([Ernanda, & Fazlurrahman, 2023:494](#)). Also, flexible work arrangements are considered as the options that enable the employees to do their work outside the time and place of their traditional working day [Sekhar, & Patwardhan, 2023:3](#).

It is also important to note that flexible work arrangements offer employees multiple choices, including working remotely, having flexible working hours or work compressed into a shorter week, to better tailor their work to fit personal needs. Flexible work arrangements can also help to enhance employee satisfaction by giving workers a sense of control over their work schedules, which can lead to feelings of empowerment and trust from their employers. Furthermore, flexibility can attract and retain talent because it offers better opportunities for a work-life balance which is attractive to individuals ([Firdausi & Indiyati, 2025:802](#)).

The notion of flexible working practices has grown in recent years to become a method adopted by multiple organisations to enhance the effectiveness of their operations and the welfare of their staff. Flexible working arrangements offer flexibility for employees when it comes to where and when they work, and therefore have been seen as a way to solve several problems that businesses face, including limited facilities in the workplace and the changing nature of business patterns due to technological advances [Harjanti, & Rossitika, 2025:2](#).

Types of Flexible Work Arrangements

1. **Temporal Flexibility:** Temporal flexibility, or flexible working hours, is also known as staggered working hours, whereby employees enjoy full freedom to organize their daily work schedules in a manner that suits their needs ([Nawaz, & Ghayas, 2025:800](#)). Accordingly, temporal flexibility refers to a form of flexibility that allows employees to adjust their working hours according to their daily needs in terms of the beginning and end of the working day. In other words, temporal flexibility is an arrangement that allows employees to choose when to start or finish their work ([Çivilidağ and Durmaz, 2024:2](#)).

Administrative literature suggests that flexible-time arrangements are more appropriate and applicable to higher organizational positions, professional employees, and other employees as those in the service and manufacturing sectors are less likely to have access to flexible-time than other industries, [Austin-Egole & Nwokorie, 2020:52](#). However, flexible working hours provide a wide range of opportunities to improve work-life balance as they prove to be effective in facilitating employees to balance their work and family commitments effectively [Jabbar & Ali, 2025:7](#). This includes different modes like control of arrival and departure time, remote working and self-control of working schedules. They are mainly used to improve performance outcomes, especially of those who are more senior in their jobs [Parry 2025:18](#).

2. Spatial Flexibility:

The literature on HRM suggests that spatial work flexibility largely depends on how work and activities are managed outside the established physical work boundaries of a company's workplaces, but still contribute to the attainment of both organizational and individual goals Subramaniam, & Ali, 2013:887. This organizational structure is reflected in the fact that employees complete their core work activities from home, shared work spaces or from other locations away from the office. Such applications are remote work, branch offices, or satellite work centers such as Çivilidağ and Durmaz (2024:3). Spatial work flexibility is also about establishing an adaptive work environment that goes beyond the confines of the conventional office, enabling employees to work from various places and using different spatial alternatives (Parveen & Rizq, 2024:36). In a related sense, spatial work flexibility indicates the ability of employees to select the location where they would like to work, and it offers a high degree of flexibility in terms of location. This implies that working conditions vary according to the nature of the task, such as being able to work from different workplaces, Ray and Pana-Cryan, 2021:3.

Spatial flexibility is also important because it can involve employees' decision making that impacts performance in the workplace (Riasnugrahani, & Batara, 2025:6). Some research has shown that spatial flexibility in general can help to decrease intra-organisation conflict, and give employees more autonomy in decision making without outside influences (Bir, 2026:3). There is however, a significant gap between the advantages experienced and the advantages perceived for spatial flexibility. For instance, numerous people working remotely have reported that they have been working hard. Furthermore, limited working space at home can limit productivity and creativity because it does not provide a sense of teamwork and collaborative work (Tuti 2024:298).

Concept of Work Life Balance

In recent years, the concept of work life balance has been the focus of numerous studies and discussions because of its significance and applicability to all employees, irrespective of marital status and family size, as well as the number of children Shagvaliyeva & Yazdanifard, 2014:33. Work life balance is the proportionate time one spends on work compared to the time they spend with family and on their hobbies Otuya, & Andeyo, 2020:249. Work life balance can be explained as a balance of the demands of work and an individual's personal life. It was coined in 1986, but common language usage of the term did not expand much during the following many years (Roopavathi, and Kishore, 2021:22).

Work life balance is also the satisfaction and good performance in the work place and at home with little conflict in roles. Thus, work life balance is wide and includes appropriate work/ life balance. In short, it's about the balance between work duties, children's duties and leisure time. In this world where things change rapidly and are unpredictable, however, maintaining work-life balance is viewed as a challenge, Shanker (2022:18).

It should be noted that the notion of work life balance has grown far beyond its wider context of personal responsibilities and obligations to family and children to encompass obligations towards friends, neighbours and other groups outside the workplace, Jabbar & Ali, 2025:6. So it is necessary to achieve work life balance, harmony and balance between work and family responsibilities (Firdausi & Indiyati,

2025:801). Work life balance is, in essence, the ability of a person to harmonise and synchronise the temporal, psychological and behavioural demands of paid work with other equally important demands and commitments in the personal life of the individual, such as those within the family context, recreational and social activities, at the same time (Yahaya, 2026:143).

An interesting thing to note is that people with work life imbalance are more likely to suffer from stress, burnout and have a negative health impact. The balance between work and life is a significant factor in job satisfaction, organizational commitment, and employee engagement. Companies that focus on work life balance programs have a greater likelihood of hiring and keeping the best employees. Having a healthy work life balance helps to maximize one's productivity, creative thinking and job performance (Shah & Gawande, 2024:130). Companies that offer work life balance positively affect their employees' performance and productivity, as well as their relationships with co-workers; on the other hand, companies that do not offer work life balance can negatively affect their employees' performance and productivity, and their relationships with their co-workers (Hariri et al., 2024:707).

Concept of Job Performance

Job performance is a set of behaviours, which can be assessed, measured, monitored and evaluated and which are agreed by the organization as being suitable for the job. Thus, the only way of judging the level of an individual's performance is the actual ability to attain the objectives set by the organisation (Austin-Egole & Nwokorie, 2020:52). Job performance is defined as the ability to perform job activities or job duties effectively, efficiently and with high quality, each employee contributing to the achievement of the organization's goals (Roopavathi, & Kishore, 2021:33).

This idea aligns with the one offered by (Çalışkan & Köroğlu, 2022:182) who have suggested that job performance is a collection of employee behaviors that can be assessed, measured and monitored, according to the organization's objectives. In other words, it is the degree of commitment to fulfilling the duties within the institutional rules and regulations and is a representation of the expected behaviors that enable the attainment of organizational goals.

It is important to note that job performance is a function of how well the employee does his/her job to accomplish his/her goals. It is the effectiveness of a person in performing duties to ensure the organization's objectives are met. Therefore, employee performance is measured by the quality and quantity of work that is performed within the scope of responsibility given to the employee (Tan et al., 2025:137). In a broader sense, employees' performance is considered the total expected value an employee brings to the organization in relation to several behavioral events that an employee has to execute within a set period of time (Ernanda & Fazlurrahman, 2023:33).

Performance is not just about doing the job, but about the output and the results, as well as the quality and quantity of the work completed, in the context of the employee's job responsibilities. Performance is also a record of results obtained on the various jobs performed over a certain period of time. It is a tangible and measurable aspect which directly influences the organizational performance and success of the organization (Austin-Egole et al., 2020:53). Besides, job performance involves effective behaviours, activities and tasks that are performed by employees, which is also an important measure of growth at individual and organisational level (Saidin et al., 2024).

Dimensions of Job Performance

1- Task Performance

Task performance is the effectiveness and efficiency with which an employee carries out the duties and responsibilities formally described in the job description (Olakunle, 2026:420; Tan et al., 2024:138). It is assessed in terms of the quality and quantity of the work produced and the technical skill of the individual in fulfilling the operational aims. It involves activities like planning, organizing and prioritizing (Austin-Egole et al., 2020:53).

One of the dimensions of job performance is task performance and it is the measurement of direct technical performance of work activities and work duties formally specified. These activities directly help in the conversion of inputs into outputs or the delivery of the necessary services of the organization (Saidin, & Solihah: 2024:305).

Task performance emphasizes how well the skills needed to accomplish a task have been mastered and the extent of the attainment of task goals. This dimension is about the quality of the work carried out by staff and their role. Task performance is also defined as "the ability of employees to do activities that are formally recognized as part of their jobs; activities that contribute to the technical core of the organization directly, by implementing a part of its technological process, or indirectly by supplying it with materials or services" Viswesvaran, & Ones, 2000:218.

Task performance is defined as the performance of activities that are consistent with the role an employee has been defined by in the organization. It is a reflection of the level of behaviour in terms of competence, discipline and following of acceptable procedures. It not only involves completion of tasks, but also involves meeting the expectations of quality, timeliness, and consistency in the operations within the operational standards (Adisa & Adebayo, 2023:421).

2- Contextual Performance

Contextual performance is behavior that is positive and voluntary, and which occurs outside the formal context of the job. These behaviors are not part of the employee's formal job description, but they are important for sustaining the social and psychological structure of the organization and for efficiency of the work process (Saidin, & Solihah, 2024:305). They are the willingness to help out the colleagues without being requested, being enthusiastic and committed towards work and willing to go the extra mile to make things happen in time, defending and protecting the organization's objectives and following the informal rules of the organization, Sekhar & Patwardhan, 2021:1221.

Contextual performance focuses on the contextual relationships between organizational members, the organizational climate, the organizational environment, the organization's social network, and the psychological climate that can facilitate task performance. This is an example of contextual performance. Also referred to as organizational citizenship behavior, this dimension is defined as voluntary activities that support the organization's functioning that are not part of the job Viswesvaran, & Ones, 2000:218.

Contextual performance, which is the behavior of employees when equality in diversity practices, has a positive impact on the employee's personal and organizational life, because it can improve the positive perception of employees towards the diversity of the workforce and foster positive behaviors towards the

Field Framework of the Study

Description and Diagnosis of the Study Sample

A random sample consisting of **238 respondents** was selected using the random sampling method. An electronic questionnaire was distributed to the sample to ensure the validity of the responses. The demographic characteristics of the sample are presented in the following table.

Table 1. Demographic Characteristics of the Study Sample.

Distribution of the Sample by Gender		
Category	Frequency	Percentage (%)
Male	154	64.7%
Female	84	35.3%
Distribution of the Sample by Age Group		
25-30	64	26.9%
31-35	123	51.7%
36-40	35	14.7%
41-45	14	5.9%
46 and above	2	0.8%
Distribution of the Sample by Educational Level		
Secondary School	15	6.3%
Intermediate School	13	5.5%
Diploma	37	15.5%
Bachelor's Degree	143	60.1%
Postgraduate Degree	30	12.6%
Distribution of the Sample by Years of Experience		
Less than 5 years	1	0.4%
5-10	106	44.5%
11-15	102	42.9%
16-20	23	9.7%
21 years and above	6	2.5%

Source: SPSS Outputs

The above table shows the demographic and occupational data for the study participants who were employees of North Refineries Company (N = 238). The data analysis highlights that the majority of the respondents were male (64.7%), which is appropriate considering the nature of the field and operational environment of the oil sector. As far as age is concerned, the age group 31 35 represented the highest percentage of the respondents (51.7%) and it is a group of young employees.

In terms of educational attainment, the analysis showed that the majority of the respondents were young employees with Bachelor's degree (60.1%). When looking at work experience, the largest percentage was those with 5 to 10 years of experience

(44.5%). These indicators in total show that the respondents have a high academic awareness and a large amount of practical experience, which indicate that the sample is of a good quality and is suitable for the study population, and that the answers of the respondents for the subsequent inferential analysis were reliable.

Description and Diagnosis of the Study Variables

Based on the arithmetic mean and standard deviation of the respondents' responses, this section shows the level of perceptions of the dimensions measured by a 5-point Likert scale as part of the study sample. The results are presented in the following table:

Table 2. Description and Diagnosis of the Dimensions of the Study Variables.

Variable	Dimension	Arithmetic Mean	Standard Deviation
Flexible Work	Spatial Flexibility	3.85	.698
Arrangements	Temporal Flexibility	3.47	.810
	Work Life Balance	3.55	.787
Job	Task Performance	3.24	.608
Performance	Contextual Performance	2.57	.614

Source: SPSS Outputs

The results of the statistical analysis showed that the perception of the dimensions of Flexible Work Arrangements, which were perceived by the study sample, was high with an overall mean of (3.66). In the sub-dimensions level, Spatial Flexibility had the highest level of perception and the highest priority, with the arithmetic mean (3.85), compared with Temporal Flexibility.

The Work Life Balance variable was the next with the mean score being (3.55) showing that the study subjects have high awareness of the Work Life Balance of North Refineries Company employees. The dependent variable, Job Performance, was overall moderate at a mean (2.91). A high level of difference was noticed at the sub-dimensions level, with the Task Performance sub-dimension having a moderate level of stability and a mean of (3.24), while the Contextual Performance subdimension of the study, which includes the subdimensions of Voluntary Behavior and Organizational Citizenship Behavior, decreased noticeably, and recorded the lowest mean in the study at (2.57).

The results of the present study show that the employees in the studied sample in the North Refineries Company have a high perception of the concept of Task Performance which is related to formal duties and tasks. They have not yet developed the awareness of some aspects of contextual performance they need. The reason for this could be due to the lack of employee incentives to make voluntary efforts to improve contextual performance.

Reliability and Convergent Validity

The psychometric properties of the study instrument are as presented in the table below. Quality of the measurement model was determined by checking the following: Composite Reliability (CR) and Convergent Validity. The findings show that the model has good measurement quality and meets statistical requirements for Partial Least

Squares Structural Equation Modeling (PLS-SEM) as reflected in the following table:

Table 3. Psychometric Properties of the Study Instrument.

Dimensions	Item	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance
Flexible Work Arrangements	X1	0.850	0.799	0.870	0.626
	Spatial Flexibility	X2			
		X3			
		X4	0.790	0.863	0.614
		X6			
	Temporal Flexibility	X7			
Work Life Balance		X8	0.796	0.867	0.620
		X10			
		x12			
		x15	0.870	0.906	0.661
		x16			
		x20			
Job Performance		x21	0.927	0.945	0.774
	Task Performance	x22			
		x23			
		x24	0.927	0.945	0.774
		x25			
	Contextual Performance	x26			
		x27			
		x28			
		x29			
		X30			

Source: Prepared by the researcher based on the outputs of SmartPLS

4.

Psychometric properties of reflective measurement model were analyzed by checking validity of indicators and internal consistency of all latent variables. The outer loading coefficients of all the multiple indicators recorded above the globally accepted threshold of (0.70) with the exception of indicator (X25) which gave a loading of (0.697). This value is close to the acceptance threshold and thus it was retained in the item list because it was very close to the criterion and it positively contributed to the overall reliability values of the items with which it was associated for the respective variable. Meanwhile, items (X5, X9, X11, X13, X14, X17, X18, and X19) were deleted because their loading values were below (0.70).

As far as internal consistency is concerned, the Cronbach's Alpha and Composite Reliability of all the variables were more than the critical value of (0.70). Convergent validity was also achieved since Average Variance Extracted (AVE) for all dimensions was found to be above the recommended criterion of (0.50). Overall it can be concluded that the measurement model has a very high stability and statistical validity so that it can be continued to the structural model analysis and testing of direct,

causal, and mediating hypotheses among the variables. The result of the study measurement model is shown in the following figure.

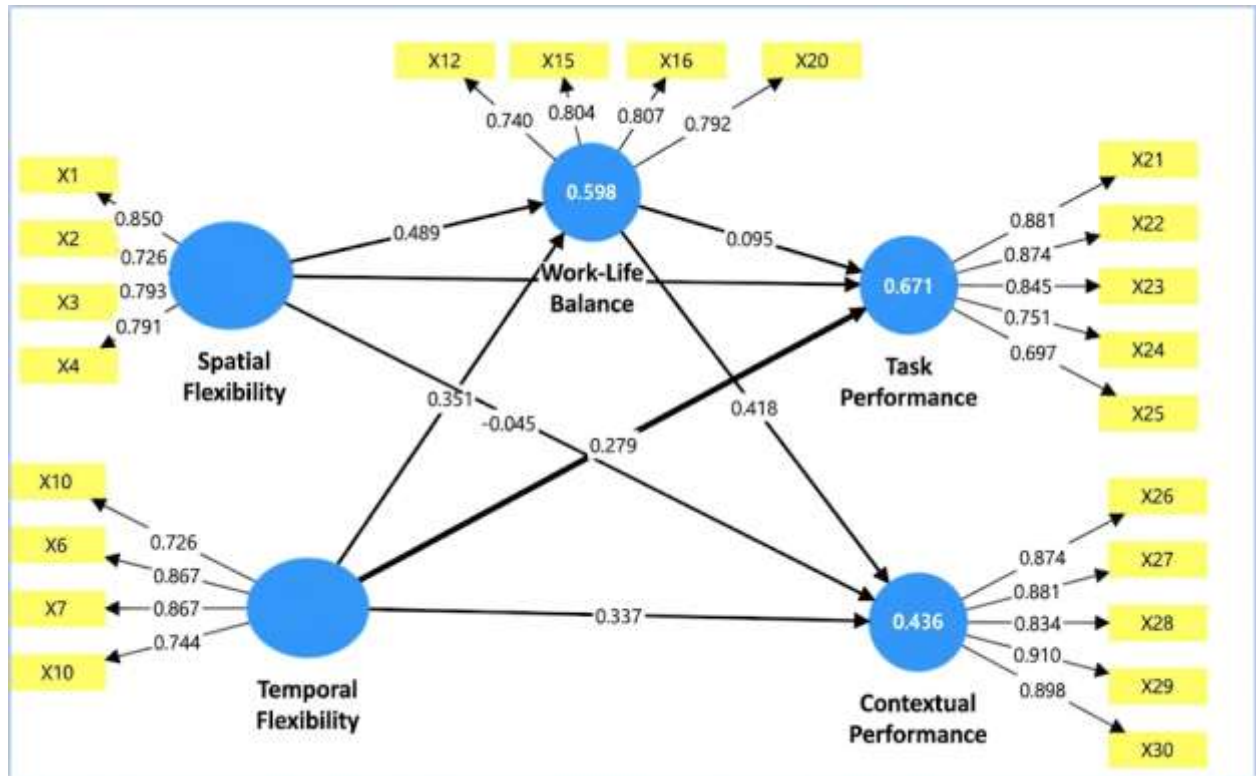


Figure 2. The Measurement Model of the Study.

Discriminant Validity

To ensure the independence of the variables and their distinctiveness from one another, the **Heterotrait Monotrait Ratio (HTMT)** criterion was employed. This criterion is considered one of the most recent and accurate approaches in structural equation modeling compared with traditional methods (Henseler et al., 2015:118). The results are presented in the following table:

Table 4. Discriminant Validity.

Variable	Dimension	Spatial Flexibility	Temporal Flexibility	Work Life Balance	Task Performance	Contextual Performance
Flexible Work Arrangements	Spatial Flexibility					
	Temporal Flexibility	0.849				
Work Life Balance		0.903	0.850			
Job Performance	Task Performance	0.799	0.832	0.929		
	Contextual Performance	0.569	0.679	0.718	0.823	

Source: Prepared by the researcher based on the outputs of SmartPLS

4.

To determine that the dimensions of the study were independent and to ensure that there was no structural overlap between the dimensions, the criterion used was one of the most recent and strict in the literature on structural equation modeling: the Heterotrait Monotrait Ratio (HTMT), as defined by Henseler et al. (2015:118). As seen in the table above, all the HTMT values were below the considered limit globally (0.85). Some relationships recorded values closer to or greater than the (0.90) threshold, namely between Work Life Balance and the following structural stability indicators: Spatial Flexibility (0.903) and Task Performance (0.929) which may be acceptable and justifiable in operational and industrial settings like the oil refining industry, for the close psychometric and functional relationships that could be established between flexible work arrangements, enhanced employee task performance and structural stability levels (Hair et al., 2021:8). In general, these indicators have met the criteria for sufficient and reliable discriminant validity for the next step in evaluating the structure model and testing the hypotheses.

The fifth step is to test the Direct-Effect Hypotheses.

The purpose of this section of the analysis is to test the hypothesized direct-effect paths in the study and to determine how much the independent variable (Flexible Work Arrangements) impacts the dependent variable (Job Performance) and the mediating variable (Work Life Balance), and how much the mediating variable impacts the dependent variable. The results of the tests are shown in the following table:

Table 5. Testing the Direct-Effect Hypotheses.

	Direct Path	Path Coefficient	(T Statistics)	(P Values)	Result
H1	Spatial Flexibility → Task Performance	0.095	0.966	0.334	Not Supported
H2	Spatial Flexibility → Contextual Performance	-0.045	0.296	0.767	Not Supported
H3	Temporal Flexibility → Task Performance	0.279	2.967	0.003	Supported
H4	Temporal Flexibility → Contextual Performance	0.337	2.696	0.007	Supported
H5	Spatial Flexibility → Work Life Balance	0.489	5.803	0.000	Supported
H6	Temporal Flexibility → Work Life Balance	0.351	3.732	0.000	Supported
H7	Work Life Balance → Task Performance	0.523	4.926	0.000	Supported
H8	Work Life Balance → Contextual Performance	0.418	3.150	0.002	Supported

Source: Prepared by the researcher based on the outputs of SmartPLS

4.

Path analysis results obtained by using Bootstrapping algorithm indicated that Work Life Balance had a strong, positive and statistically significant effect on Task

Performance with values equal to ($\beta = 0.418$, $t = 3.150$, $p = 0.002$). This is a finding that personal and family stability of the employees could lead to improve their contextual behaviors and productivity in the North Refineries Company.

Similarly, in the same context, the study variables (Work Life Balance & the dimensions of Job Performance) were found to have a positive, direct and statistically significant relationship with Temporal Flexibility at a significant level of ($p < 0.01$). This could be because it helps staff to plan and control their working time better.

Conversely, Spatial Flexibility identified a particular difference in its impact. It exerted a strong and positive effect on Work Life Balance, with ($\beta = 0.489$, $t = 5.803$, $p < 0.001$). It didn't have a statistically significant direct effect on Task Performance, though ($p = 0.334$), nor on Contextual Performance ($p = 0.767$). This discovery indicates that remote or non-conventional work-location opportunities are not necessarily effective in boosting the productivity of workers in the oil-refining industry directly. Instead, the possible advantages of spatial flexibility might be contingent on their role in establishing a more balanced and stable work/life environment, and this in turn could be linked to staff performance.

Testing the Indirect-Effect Hypotheses

This section investigates the hypothesized indirect paths from the independent variable (Flexible Work Arrangements) to the dependent variable (Job Performance) of the study and analyzes whether the independent variable had an indirect effect on the dependent variable through the mediation of the variable (Work Life Balance). The test results are shown in the table below:

Table 6. Testing the Indirect-Effect Hypotheses.

Hypothesis	Path	Beta	t-value	t-value	Decision
H9	Spatial Flexibility → Work Life Balance → Task Performance	0.256	4.382	0.000	Supported
H10	Spatial Flexibility → Work Life Balance → Contextual Performance	0.204	2.923	0.003	Supported
H11	Temporal Flexibility → Work Life Balance → Task Performance	0.184	2.766	0.006	Supported
H12	Temporal Flexibility → Work Life Balance → Contextual Performance	0.147	2.292	0.022	Supported

Source: Prepared by the researcher based on the outputs of SmartPLS

4.

The indirect effects between the study variables were investigated to confirm the mediating role of Work Life Balance in the relationship between Flexible Work Arrangements specifically Spatial Flexibility and Temporal Flexibility and the outcomes Job Performance in terms of Task Performance and Contextual Performance. The results showed the following:

The statistical result reported in the table above shows that all four indirect effects were statistically significant at ($p < 0.05$) level. Specifically, it was found that Spatial Flexibility was found to positively mediate between Task Performance (H9) and Work Life Balance ($\beta = 0.256$, $t = 4.382$, $p < 0.001$) and also between Contextual Performance (H10) and Spatial Flexibility ($\beta = 0.204$, $t = 2.923$, $p = 0.003$), thus supporting H9 and H10.

Similarly, the statistically significant mediating role of Work Life Balance was verified in the relationship between the two variables Temporal Flexibility and both Task Performance ($p = 0.006$) and Contextual Performance ($p = 0.022$), thereby supporting hypotheses H11 and H12.

The figure below shows the significance levels of the relationships between the study dimensions.

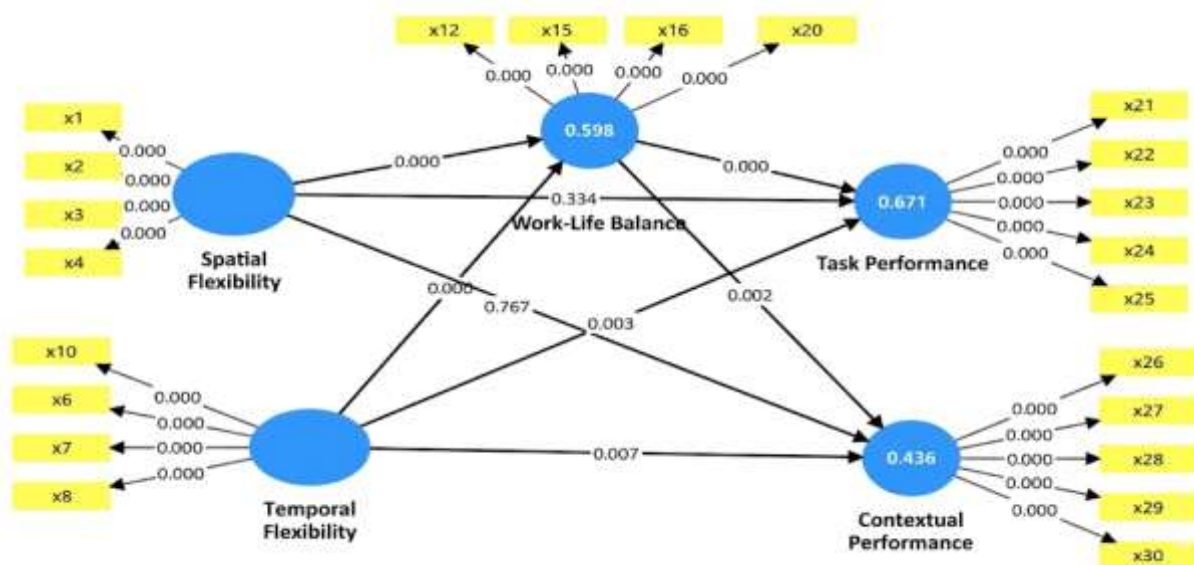


Figure 3. Significance Levels Among the Study Dimensions.

Conclusions

1. The statistical results showed that there was no direct effect of Spatial Flexibility (remote work) on Task Performance and Contextual Performance, and that it only had direct effect if it first achieved Work Life Balance as an intervening variable, in full.
2. It was concluded that the Temporal Flexibility (flexibility in working hours) is positively, directly, and significantly correlated to Work Life Balance and the dimensions of Job Performance at the same time.
3. The results indicated that the employees' personal and family-wise state (high in balance) are correlated with high scores in the category of Contextual Performance ($\beta = 0.418$), suggesting that balance fosters positive acts such as helping colleagues and supporting team spirit in North Refineries Company.
4. The study findings show that Work Life Balance is an indispensable explanatory mechanism and a foundational factor in the organizational model of North Refineries Company and that flexibility options are not able to change to productive efficiency without achieving personal and family stability of the employees first.

5. The research found no direct impact of SF on task performance and of SF on voluntary behaviors for employees in the oil industry. It, on the other hand, is only and exclusively mediated by Work Life Balance.
6. Finally, it is concluded that Temporal Flexibility (flexibility in working hours) has a dual strategic advantage in the operational work environment, positively and directly impacting the improvement of the employees' balance and enhancing the employees' Job Performance for both dimensions (Task Performance and Contextual Performance).
7. The conclusions showed that the positive effect of Work Life Balance (WLB) on the psychological and social stability of the employees is a strong psychological motivation for employees, in addition to making it easier for them to perform their formal work duties, it was also noted that the employees' motivation to provide voluntary efforts and supportive behaviors toward their fellow workers (Contextual Performance) was highly positive.

Recommendations

1. Reflectivity, the study recommends that the management of North Refineries Company does not consider remote work policies for administrators, engineers or system designers only as a way to boost output. Instead, these policies should be intentionally created as a means to a healthier work environment and a more stable family life for workers.
2. The study suggests that the company's management should gradually move from the strict attendance system, which is based on fixed working hours for arriving and leaving, to a flexible working hours system.
3. The study suggests the adoption of work life balance and psychological stability as part of the criteria of periodic Human Resources surveys by the company's management.
4. It is important to revise the present labour law and make it relevant to the current technological advancements, particularly in the context of reducing the official working hours and evaluating that as a competitive advantage in attracting qualified workers.
5. In addition to psychological and professional support, to help employees set boundaries between work and leisure life, workshops should be offered to employees about time management and the use of virtual collaboration tools.
6. Employers should consider implementing flexible working for their employees and shift away from traditional working arrangements (such as shift systems, working on weekends, calculating annual hours of work), and instead implement flexible working arrangements with positive impact on the organization and employer.
7. Childcare facilities and nurseries should be installed next to the workplace to allow the ease of childcare, as this can substantially assist employees in caring for their children and alleviate the stress felt by parents.

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