

Correlation Flexibility Scheduling toward Employee Well-being: The Mediating Role Work-Life Balance

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Abstract: Purpose of this research empirical study is to examine the direct relationship between flexible work schedules and employee well-being. Additionally, it explores the mediating role of work-life balance, with the study conducted in the sales sector. This research adopts a quantitative approach, utilizing field data collected via a questionnaire from 147 participants selected through purposive sampling. In the data analysis phase, validity and reliability tests, multiple linear regression, and Sobel's test were conducted to analyze the mediating role of work-life balance. The study found that flexible work schedule management has a significant positive effect on employee well-being. Meanwhile, work-life balance has a significant positive effect on employee well-being. flexibility scheduling management has a significant impact on work-life balance. The mediation analysis indicates that work-life balance mediates the relationship between flexibility scheduling management and employee well-being. The implications of this study emphasize the importance of designing policies for structured flexibility in work schedule arrangements that consider workload levels, organizational support, and time control.

Keywords: Flexibility Scheduling, Work-Life Balance, Employee Well-being

Abstrak: Tujuan riset empiris ini adalah untuk mengkaji hubungan secara langsung pengaturan jadwal kerja yang fleksibel terhadap kesejahteraan karyawan. Selain itu, mengeksplorasi peran mediasi keseimbangan kehidupan kerja, yang mana riset ini dilaksanakan pada bidang penjualan. Riset ini memilih pendekatan kuantitatif, data yang dipakai adalah data lapangan yang dihimpun melalui kuesioner sebanyak 147 sampel dengan pendekatan purposive sampling. Pada kajian pengolahan informasi dilakukan uji validitas, reliabilitas, regresi linier berganda dan sobel analisis untuk menganalisis fungsi mediasi variabel keseimbangan kehidupan kerja. Riset ini menghasilkan pengelolaan jadwal kerja yang fleksibel berpengaruh positif signifikan terhadap kesejahteraan karyawan. Sedangkan keseimbangan kehidupan kerja berpengaruh positif signifikan terhadap kesejahteraan karyawan. Pengelolaan jadwal kerja fleksibel berdampak signifikan terhadap keseimbangan kehidupan kerja. Pada uji peran mediasi menunjukkan jika keseimbangan kehidupan kerja memediasi keterkaitan antara pengelolaan jadwal kerja yang fleksibel kepada kesejahteraan karyawan. Konsekuensi pada penelitian ini lebih menekankan signifikansi dalam merancang kebijakan dalam fleksibilitas pengaturan jadwal kerja yang terstruktur di mana mempertimbangkan tingkat beban kerja, dukungan organisasi dan kontrol waktu

Kata Kunci: Pengaturan Jadwal Kerja Fleksibel, Keseimbangan Kehidupan Kerja, Kesejahteraan Karyawan

INTRODUCTION

In the wake of the 2019 pandemic, there have been significant shifts in work trends, notably teleworking, hybrid work models, and remote work systems. Changes in work systems have not only occurred in formal sectors such as education or public services but also in the retail sector, which has adopted adaptive work systems to ensure the continuity of business operations. Consequently, effective integration is necessary to develop approaches to improve employee well-being and maintain their health (Peters S, 2022). The response has yielded results to the emergence of a new paradigm by transforming conventional work systems into flexible, adaptive ones that

prioritize well-being (M. Reza, 2021). This strategy was subsequently adopted by HRM through the implementation of flexibility scheduling (Pant, S, 2026).

Application of flexible work arrangements systems considered to provide employees with the opportunity to control their work schedules, situation that has the potential to minimize work-family conflict. Consequently, this would determine the well-being and job satisfaction of employees (Baptiste et al., 2008; Edeh, 2025). Support for this view (Ali, Khan Azmat, 2025), who note Flexible working policies have an impact on employee well-being reduce work-related stress. However, the implementation of shift work systems in the retail sector does not always make a positive contribution to a healthy work-life balance. This is because an adaptive shift work system it could blur the line separating work and personal or private life, posing a risk of undermining work-life balance (Avgoustaki, 2025) and employee welfare (Menezes & Kelliher, 2016). Therefore, corporate policymakers must be able to manage shift work systems by considering time control, workload, and organizational support. On the other hand, flexible work hours have varying effects on organizations or individuals, whether directly or indirectly (Baptiste et al., 2008). This is because discrepancies management of work and life undermines the findings; this is due to differences between informal practices and the formal policies implemented by the organization (Menezes & Kelliher, 2016). The retail sector itself has distinctive characteristics, where schedules are based on shift work that requires adaptation to work schedules. Work systems that use shift work are among the factors that influence life-work balance and personal Well-being and health (Bezuidenhout et al., 2026; Izzati et al., 2024; Manu et al., 2026; Shaaban, 2026)

In the retail sector, rotating work schedules often lead to conflicts for employees themselves, particularly regarding the work-life balance. Changes in work systems often lead to conflicts balancing work and family (Russell et al., 2009). This situation further exacerbated by the emergence of job-related stress and exhaustion caused irregular break times (Chen et al, 2023; P. Lin et al., 2015; T. Lin, 2025). Consequently, these cumulative effects lead to a decline in employee well-being (Allen, 2013; Bakker & Demerouti, 2007). However, if shift scheduling is managed in a structured, consistent, and predictable manner, it can have positive effects, helping to minimize role conflict improve life-work balance (Kelly et al., 2014). A transparent scheduling process allows employees to effectively plan their personal activities, which can minimize conflicts improve the balance between work and personal life (Kelly et al., 2014). In this situation, well-managed flexibility not only reduces work-related stress and also has the potential to increase employees' overall life quality. Currently, several studies have identified work-life balance as a predictive variable affecting employee welfare (Sheldon et al., 2010; Xiao Q, Liang X, Liu L, Klarin A, 2023) research explaining whether life-work balance can serve the mediation variable remains limited. Gap in literature creates an opportunity for empirical testing. In understand mechanisms of flexibility schedule management, it is very important to analyze various impacts. Several earlier research has shown that flexibility working schedule management can have positive effects by increasing job satisfaction, reducing role conflict, and improving employees' quality of life, in turn increasing well-being (Bezuidenhout et al., 2026; Izzati et al., 2024; Manu et al., 2026; Shaaban, 2026). However, on the other hand, poor management of work flexibility systems can have negative impacts through stress related to work and blur the boundaries from private life and working life, which disrupts employee well-being (Avgoustaki, 2025).

Work-life balance helps you connecting variable those creates new models by offering more flexible policies, which in turn can improve employees' well-being. Work-life balance can alter the mechanisms that determine positive or negative impacts, thereby compelling decision-makers to

design flexible work systems. Several previous studies have emphasized that the psychological experience of flexibility working hours plays a dominant in enhancing employees' well-being (Boccoli et al., 2024). This situation indicates that subjective aspects can be a factor in determining the effectiveness of policies regarding work flexibility. Therefore, this study provides a new empirical context in the retail sector, characterized by a dynamic work system and its interaction with the level of service provided to consumers

METHOD

Correlation between Flexibility Scheduling and Employee Well-Being.

Employee well-being issues frequently occur in companies that implement shift working systems (Bezuidenhout et al., 2026; Izzati et al., 2024; Manu et al., 2026; Shaaban, 2026). Several empirical studies indicate that flexibility scheduling can enhance employee well-being by reducing stress levels (Ferdous et al., 2023; Shifrin, N. V., & Michel, 2022a). In practical field applications, flexibility scheduling consistently improves employee well-being. Evidenced by earlier research indicating that unstructured work schedule management can increase cognitive demands and trigger work-life conflicts (Barbieri et al., 2025). Workers facing high job demands without proper organizational management are likely to possible increased stress, fatigue, and a decline in quality of life. Furthermore, (Palumbo & Flamini, 2022) explain that, overall, this will lead to a decline in employee well-being. Therefore, organizations must pay attention to the design of flexibility scheduling policies that not only provide flexibility but also ensure clear boundaries, fair distribution of workloads, and consistent managerial support within the organization.

H1: It is believed that flexibility scheduling plays a key part in determining employee well-being.

Correlation Between Work-Life Balancing and Well-being of Employees

This consistent with demanding job requirements, which are very difficult to separate from employees' personal lives. The balance in work and personal life is often cited is one of the factors influencing employee well-being, particularly in the retail sector (Arora, 2022; Ferdous et al., 2023). Several previous studies have empirically demonstrated significantly effect on an employee psychological well-being and job satisfaction (Zhang & Rehman, 2024). According to a study (Demerouti, 2025) balance work and life balance plays motivational role maintaining employee well-being. Emphasizing the importance for employees of maintaining a healthy work-life (Berglund et al, 2021)

H2: It is believed balance between work and personal life plays a key part in in improving employee well-being

Correlation Between flexibility scheduling and Work-Life Balance

Conceptually, flexibility Shifting allows the employees to adjust their work schedule to accommodate the achievement of life-work balance. As explained in research conducted by (Yadav, 2026), the implementation of flexibility scheduling can influence organizational performance, and work-life balance becomes increasingly significant. When organizations implement a more flexible working system, they provide with employees the freedom manage your work patterns by adapting to the individual needs of each worker. Consequently, this makes work-life balance strategic component supporting employee well-being. Thus, work-life balance is viewed as a way to optimize employee wellness (Arora, 2022; Ferdous et al., 2023). This situation will affect work-life balance and have maximize satisfaction and a good quality of life, particularly to workers who have families (Jamunarani H. S, 2025). However, implementation of flexibility in the workplace does not

always impact positive on employee well-being. This is evidenced by several previous studies which explain that unstructured work schedules can increase cognitive demands and trigger conflicts between job and life (Barbieri et al., 2025). The ambiguity of the lines between work and private life time often leads employees to work longer hours than necessary. A high workload can undermine work-life balance

H3: It is believed flexibility scheduling is one of the key factors in achieving work-life balance

Mediating Relationship from Work-Life Balance and Flexibility Scheduling and Employee Well-Being

Adaptive work management systems, including flexibility scheduling, a significant role in enhancing work-life balance, the finding frequently support research (Ferdous et al., 2023; Jamunarani H. S, 2025; Nana et al., 2024). Better work-life balance increases employee satisfaction (Zhang & Rehman, 2024). In theoretical studies on work-life balance, not limited to the role of a dependent variable but can serve mediating variable in the relationship between flexibility scheduling and wellbeing of employees (Nana et al., 2024). This implies that, indirectly, flexibility scheduling can improve employee well-being by promoting work-life balance. Effective management of work schedule flexibility can improve work and life balances, that in turn can maximize the well-being of employees (Jamunarani H. S, 2025). Employee who sustainable work-life balancing more likely to have lower stress levels and stronger organizational commitment. However, effective of work and life balance it depends on the extent to which policies regarding flexibility work scheduling are implemented.

H4: It is believed work-life balance is suspected to act mediator in the relationship and flexibility work schedule management with employee well-being

This study is quantitative study using explanatory design, that aims to examine relationship between variables. Focuses the study on testing the impact of variable X1 (flexibility scheduling) with employee well-being through the mediation role of life-work balance. Data was obtained directly from questionnaires distributed to 147 sales associates of working the retail sector in Semarang. The participants were assessed using an instrument designed using a Likert scale. Prior to conducting the assessment in the subsequent testing, validity and reliability tests were first performed to ensure that each question item could assess the research construct accurately and consistently. Sampling technique apply the purposive sampling method, with the being criteria that participants were currently working in the retail sector and were on a rotating work schedule. The researcher selected participants by determining specific criteria aligned with the research objectives. Data processing in research uses SEM-PLS software.

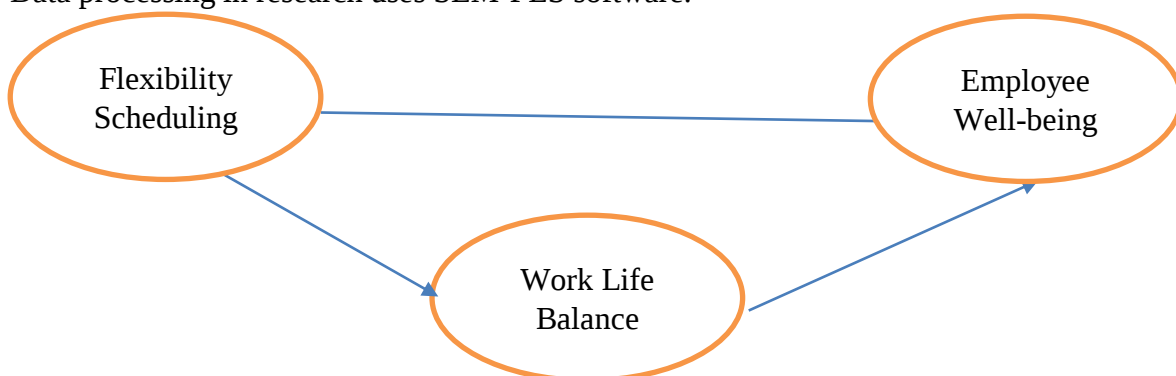


Figure 1. Model Conceptual Framework

RESULT AND DISCUSSION

Table 1. Demographic Analysis

Variable	Frequency	%	Variable	Frequency	%
Gender			Education Background		
Woman	104	71%	High School / Vocational High School	79	54%
Man	43	29%	Associate	21	14%
Total	147	100%	Bachelor	47	32%
Age			Master	0	0%
< 20 years old	1	1%	total	147	100%
20 s/d 24 years old	27	18%	Work Experience		
25 s/d 29 years old	67	46%	< 2 years old	26	18%
30 s/d 34 years old	22	15%	3 s/d 5 years old	70	48%
35 s/d 39 years old	20	14%	6 s/d 9 years old	39	27%
40 s/d 44 years old	8	5%	> 10 years old	12	8%
45 s/d 49 years old	2	1%	total	147	100%
> 50 years old	0	0%			
Total	147	100%			
Marital Status					
Not married yet	80	54%			
Married	67	46%			
Separate	0	0%			
total	147	100%			

Reference: Primary data processed in 2026.

When viewed demographically by gender, the participants were predominantly female (71%) compared to male (29%). The age distribution of the participants showed that 67 participants (45%) who those in the 25–29 age range, following up by the 20–24 age range with 27 participants (18%), the 30–34 age group with 22 participants (15%), and the 35–39 age group with 20 participants (14%). There were 8 participants (5%) aged 40 to 44, 2 participants (1%) aged 45 to 48, and finally 1 participant (1%) under 20 years old. From these findings, the majority of participants in study are still classified as young adults. The age range in this study is dominated by the millennial generation, where millennial employees tend to prioritize high work schedule flexibility, often valuing job satisfaction and flexibility over compensation (Sunaryo.S et al, 2022). However, it can be summary that the results of study are more applicable for decision-makers in formulating policies regarding workforce management, particularly for the millennial generation. Regarding participants' educational background, 54% (79 respondents) had a high school (SMA/SMK) education as their highest level, 47 participants (32%) held a bachelor's degree (S1), while 14% (21 participants) had an associate degree (D3). According to an empiric study conducted by (Kossek et al., 2023), employee with lower educational attainment often have limited access to autonomous work schedule flexibility. When viewed based on marital status, the number of people who completed the questionnaire was dominated by those who were unmarried, namely 80 participants (54%), while 67 participants (46%) were married. When viewed from the results of marital status, the difference is very small, although the unmarried status is more dominant. However, decision-makers should consider that employees who are married have high demands regarding the work-family interface. Thus, it can be concluded that they are more sensitive to policies related to flexible

work schedule arrangements (Brega et al., 2026). Conversely, for unmarried employees, flexible work schedules are often associated with career development rather than contributions to family responsibilities. Finally, regarding demographic characteristics based on work experience, 48% or 70 participants had 3–5 years of work experience, while 39 participants (27%) had 6–9 years, 26 participants (18%) had less than 2 years, and 12 participants (8%) had more than 10 years. Work experience remains relatively limited, which aligns with the age distribution still dominated by the millennial generation. This relates to the fact that individuals with limited work experience may possess adaptive traits toward flexibility schedule but are more vulnerable the uncertainties of ambiguous work conditions. This can impact work and life and well-being employee (Pensar & Rousi, 2023).

Outer Model Analysis

Outer model in the PLS-SEM analysis aims to establish the validity of each indicator through convergent and discriminant validation, as well the reliability through composite reliability and Cronbach's Alpha.

a. Validity Test.

a.1 Convergent Validity.

The measurement of convergent validity aims to determine scope of the indicators developed assess constructs that are intercorrelated within a model. The criterion for testing convergent validity is an eksternal loading value of ≥ 0.70 , while values between 0.50 and 0.60 are considered sufficiently good. Outer loadings below 0.40 should be eliminated because they are considered too weak to represent the research variables. Further criteria include an AVE of ≥ 0.50 and a Cronbach's alpha (CR) of ≥ 0.70 .

Table 2. Convergent Validity

Indicator	Flexibility Scheduling	Work Life Balance	Employee Wellbeing
FCS 1.1	0.767		
FCS 1.2	0.791		
FCS 1.3	0.730		
FCS 1.4	0.740		
FCS 1.5	0.710		
FCS 1.6	0.756		
FCS 1.7	0.713		
FCS 1.8	0.740		
FCS 1.9	0.719		
FCS 1.10	0.733		
FCS 1.11	0.718		
FCS 1.12	0.733		
WLB 2.1		0.779	
WLB 2.2		0.814	
WLB 2.3		0.776	
WLB 2.4		0.795	
WLB 2.5		0.778	
WLB 2.6		0.777	
WLB 2.7		0.740	
WLB 2.8		0.809	

Indicator	Flexibility Scheduling	Work Life Balance	Employee Wellbeing
WLB 2.9		0.765	
EWB 3.1			0.752
EWB 3.2			0.768
EWB 3.3			0.792
EWB 3.4			0.759
EWB 3.5			0.828
EWB 3.6			0.745
EWB 3.7			0.729
EWB 3.8			0.773
EWB 3.9			0.765
EWB 3.10			0.747
EWB 3.11			0.743

As we know, the outcome the convergent validity test showed loadings factor great than 0.70 for each indicator across the three variables: schedule flexibility, work-life balance, employees well-being. It can also be concluded that all the indicators identified are correlated with one another within the research model.

Discriminant Validity

Measuring discriminant validity determines whether a construct differs from other constructs in the research model, which means that a variable's indicators should be more effective at explaining that variable than they are at explaining other variables. Discriminant validity can be assessed by ensuring that the cross-loadings for each indicator are higher than the loadings for other constructs. Additionally, it can be determined by ensuring that the HTMT is smaller than < 0.85

Table 3. Cros Loading

Indicator	Employee Wellbeing	Flexibility Scheduling	Work Life Balance
EWB 3.1	0,752	0,362	0,373
EWB 3.2	0,768	0,361	0,472
EWB 3.3	0,792	0,393	0,429
EWB 3.4	0,759	0,386	0,384
EWB 3.5	0,828	0,434	0,519
EWB 3.6	0,745	0,388	0,359
EWB 3.7	0,729	0,322	0,391
EWB 3.8	0,773	0,361	0,409
EWB 3.9	0,765	0,421	0,465
EWB 3.10	0,747	0,363	0,427
EWB 3.11	0,743	0,422	0,459
FCS 1.1	0,484	0,767	0,457
FCS 1.2	0,385	0,791	0,398
FCS 1.3	0,393	0,730	0,393
FCS 1.4	0,351	0,740	0,414
FCS 1.5	0,310	0,710	0,341
FCS 1.6	0,361	0,756	0,379
FCS 1.7	0,324	0,713	0,392
FCS 1.8	0,448	0,740	0,415

FCS 1.9	0,354	0,719	0,378
FCS 1.10	0,316	0,733	0,443
FCS 1.11	0,393	0,718	0,472
FCS 1.12	0,278	0,733	0,369
WLB 2.1	0,483	0,455	0,779
WLB 2.2	0,496	0,409	0,814
WLB 2.3	0,381	0,413	0,776
WLB 2.4	0,453	0,420	0,795
WLB 2.5	0,441	0,394	0,778
WLB 2.6	0,408	0,474	0,777
WLB 2.7	0,427	0,489	0,740
WLB 2.8	0,437	0,405	0,809
WLB 2.9	0,414	0,410	0,765

Table 4. HTMT

Variable	HTMT
Flexibility Scheduling – Employees Well-being	0.534
Work Life Balance – Employees Well-being	0.601
Work Life Balance – Flexibility Scheduling	0.592

As shown in Tables 3 and 4, discriminant validity testing could be assessed based Cross-Loading values and HTMT. Test Cross-Loading values for each variable are greater than those for the other variables. Furthermore, the HTMT values are less than 0.85. Therefore, it can be concluded that each indicator represents a distinct construct within the research model.

Reliability Test

The purpose of reliability measurement is to evaluate the extent to which these parameters indicator within each structure produce consistent measurement values that are free from random error.

Cronbach's Alpha (α)

The purpose is to evaluate the extent to which all of the indicators within a single structure are correlated with one another. The criteria are a Cronbach's Alpha (α) of ≥ 0.70 , a reliability coefficient (ρ_A) of ≥ 0.70 , and a composite reliability (CR) of ≥ 0.70 .

Table 5. Value Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability (ρ_a)	Composite Reliability (ρ_c)
Employee Wellbeing	0.929	0.931	0.939
Flexibility Scheduling	0.924	0.926	0.935
Work Life Balance	0.920	0.921	0.934

Outcomes of the reliability test presented to show Cronbach's Alpha values for the variable employee well-being, schedule flexibility, work-life balance are greater than 0.70 ($CR \geq 0.70$). This indicates that the instrument used in the study is free from measurement error and is consistent and stable.

Inner Model Analysis

R^2 (Coefficient of Determination) and Adjusted R^2

In the Smart PLS model, the objective is to determine the extent to which the endogenous variable (employee well-being) can be described at the same time by the exogenous variables (flexible schedules and work-life balance). The more R^2 (Coefficient of Determination) value,

stronger the explanatory power of the model. Meanwhile, adjusted R^2 value is intended to correct for the limitations of R^2 .

Table 6. R^2 -Coefficient of Determination

Variable	R-Square Value	Adjusted R-Square Value
Employee's Wellbeing	0.369	0.363
Work Life Balance	0.304	0.301

Table 1.6 above displays that value the R-Square employee well-being variable 0.369 and value Adjusted R-Square 0.363. This means scheduling flexibility and work-life balance together account for 36.9% of the variation in employee well-being, while 63.1% is the explanation by other variables within the research model. Furthermore, the R-Square value for balance between work and life is 0.304 and the Adjusted R-Square value is 0.301. This implies that scheduling flexibility explains 30.4% of work-life balance, while 69.6% Inspired from by other variables beyond the scope of the research model.

Effect Size (f^2)

Purpose of the f^2 test is to show the scope partial effect of each predictor variable on the dependent variable (Y).

Table 7. Effect Size (f^2)

Variable	f-square
Flexibility Scheduling -- Employee Well-Being	0.085
Flexibility Scheduling -- Work Life Balance	0.437
Work Life Balance -- Employee Well-Being	0.184

Table which shows how the effect size of scheduling flexibility employee well-being has an F-square value of 0.085, which indicates that scheduling flexibility has a weak impact employee well-being. The impact's size of scheduling flexibility on life-work balance has value F-square of 0.437, indicating that scheduling flexibility has a strong impact on work-life balance. Finally, balance between work and life has an f-square value of 0.184 regarding employee well-being, which indicates that balance from work and life has a moderate impact on employee well-being.

Q-Square or Goodness of Fit Model.

Purpose models goodness-of-fit is to assess relevance prediction. If the Q-square value is more than 0, this shows that the research model has predictive validity.

Table 8. Q-Square (Goodness of Ft Model)

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Wellbeing	2332	1839,15	0.211
Work Life Balance	1908	1568,988	0.178

Table 8 shows that the predictive relevance (Q-square) for employee well-being is 0.211 and for work-life balance is 0.178. Therefore, it can be concluded that the Q-square values obtained are greater than 0. It can be summed up as follows this research model has fairly good predictive relevance.

Hypothesis Significance

Table 9. Uji Hypothesis

Variable	Original Sample	Mean	STDEV	O/STDEV	P-Value
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Flexibility Scheduling -- Employee Wellbeing	0.278	0.284	0.065	4.264	0.000
Flexibility Scheduling -- Work Life Balance	0.552	0.556	0.053	10.312	0.000
Work Life Balance -- Employee Wellbeing	0.408	0.409	0.067	6.075	0.000

Table 9 the hypothesis test described above is explained as follows: Impact flexibility scheduling with employee well-being shows positive original sample value (path coefficient) of 0.278. It can be concluded that as flexibility scheduling increases, employee well-being also increases. From the bootstrapping results, a T-statistic of 4.264 > the critical T-value of 1.96 and a P-value of 0.000 < α 0.05 were obtained. This indicates that flexibility scheduling has a significantly positive effect on employee well-being. Study in line with previous research (Shifrin, N. V., & Michel, 2022b), which explains that flexibility scheduling is one of the indicators impacting employee well-being by reducing stress levels and improving physical health as well as employee satisfaction. Organizations that implement flexibility scheduling can directly improve employee well-being (Booker, 2019; Shifrin, N. V., & Michel, 2022b) explain, flexibility scheduling can reduce work-related stress, thereby positively impacting employee well-being. Impact of flexibility scheduling on balance between work and life yielded a positive value of 0.552 in the original sample. It can be concluded that as flexibility scheduling increases, work-life balance also improves. From the bootstrapping results, a T-statistic of 10.312 > the critical T-value of 1.96 and a P-value of 0.000 < α 0.05 were obtained. This indicates that flexibility scheduling has a significant positive effect on Work-Life Balance. This study aligns with previous research (Alanazi, S.S.R., Ul Hadi, 2024), which explains that on balance between work and life can be improved through Flexibility Scheduling. This is because Flexibility Scheduling helps manage work demands more effectively; furthermore, it enables women to be able to participate in the job market and allows for a more effective balance between responsibilities and work. Furthermore, a study was conducted by (Al., 2025) indicates that flexibility scheduling impacts on balance between work and life. The connection between flexibility scheduling and balance between work life has been shown to exacerbate conflicts between work and individual life if not accompanied by effective workload management (Barbieri et al., 2025). Impact balancing between work-life with employee well-being yielded positive value 0.408 in the original sample. It can be summarized that as balance between work and life improves, employee well-being also increases. The bootstrapping results yielded T-statistic of 6.075 > the critical T-value of 1.96 and P-value of 0.000 < α = 0.05. This indicates that balance between work and life has significant positive effect on well-being of employees. This aligns with the research conducted (Staniec et al., 2023). The relationship between balance between work and life and well-being of employees is a key issue in organizational management. With flexible work hours, employees can adjust their schedules to accommodate personal activities, needs, and family obligations. This enhances work-life balance and reduces conflicts between work and family life (Arora, 2022; Erden Bayazit, 2019). Thus, balance between work and life plays a role in improving overall well-being. In a study conducted (Bhuyan. Sree Kumar, 2025), it was argued that balance between work life and the well-being of employees can reduce work-related stress and burnout among employees, which are components the well-being of employees (Muhammad, 2023)

Mediation Test

Table 10. Mediation Test

Variable	Original sample	Mean	STDEV)	O/STDEV	P values
Flexibility Scheduling -- Work Life Balance – Employee Wellbeing	0.225	0.227	0.04	5.61	0.000

Mediating role of balance between work and life in the mediation test shows value for the original sample is 0.225. It can be summary that balance between work and life has a direct / positive impact. Meanwhile, the results of the bootstrapping Test show a T-statistic of 5.610 > T-table 1.96 and a p-value of 0.000 < 0.05, so it can be concluded that balance between work and life significantly mediates the effect of scheduling flexibility on well-being of employees. Work schedule flexibility can provide opportunities for employees to manage their personal life needs by adjusting their work schedules within the organization. Consequently, this can enhance employee satisfaction (Jamunarani H. S, 2025). Additionally, flexible work schedule management plays a role in reducing the level of conflict between personal life and work demands, as employees have provide employees with the opportunity to adapt their work environment and job responsibilities time to their personal lives (Bellini et al., 2025).

This situation can indirectly reinforce work-life balance as a key component in enhancing well-being employees (Ferdous et al., 2023). In several previous studies, balance from work and life has often been positioned mediating variable that explains the relationship between adaptive working time management and well-being of employees. A study in the higher education sector explains that work-life balance can bridge the gap between flexible work schedules and employee well-being (Nana et al., 2024). Furthermore, a supportive organizational culture that provides flexible work systems can enhance work-life balance (Stankevičienė et al., 2021), in turn improving employee welfare. It can be concluded that flexibility scheduling has significant potential to improve work-life balance. However, its implementation requires careful management to avoid negative effects. The results of this study conclude that work-life balance has not yet been able to serve as a mediator of the correlation between flexible work schedule management and employee well-being. This may reinforce the utility of other variables such as organizational support, organizational culture, and positive leadership

CONCLUSION

First flexibility scheduling significantly and positive implication on well-being of employees. Implications of this finding underscore that adaptive work schedule management should be able to enhance employee well-being. The research implies that, to maintain well-being of employees, companies need to design work schedule management that is transparent, consistent, and prioritizes the interests of employees. Second: Work-life balance significantly and positive impact on well-being of employees, while flexibility scheduling the retail sector, which adopts a shift work system, it is essential to implement and manage flexible scheduling alongside clear work boundaries to prevent family conflicts that could lead to a decline in employee well-being. Third: Work-life balance serves as a mediating variable in the correlation between flexibility scheduling and well-being of employees. These findings imply that companies need to implement specific policies regarding the management of work-life balance in the workplace. This, in turn, will foster employee well-being within the organizational environment

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