

The Impact of Flexible Work and Social Support on Employees' Work-Life Balance

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ABSTRACT

Purpose: This study seeks to understand how work flexibility and social support can help employees effectively balance professional demands and personal life.

Research Method: This study uses a descriptive quantitative approach. Data collection techniques include observation, interviews, documentation, and distribution of questionnaires to all employees. Data analysis is performed using multiple linear regression to test relationships among variables, with partial (t-tests) and simultaneous (F-tests) tests used for hypothesis testing.

Results and Discussion: The results show that Flexible Work and Social Support have a positive and significant effect on Work-Life Balance, both partially and simultaneously. This confirms that work flexibility and adequate social support can reduce work stress, improve emotional well-being, and strengthen employees' attachment to the organization.

Implications: This study emphasizes the importance of implementing flexible work policies and a supportive work culture as human resource management strategies to improve job satisfaction and organizational sustainability.

Keywords: work-life balance; flexible work; social support.

Introduction

Work-life balance is an important phenomenon that has attracted much attention from researchers because it reflects an individual's ability to manage the demands of work and personal life harmoniously. The implementation of flexible work is believed to be an effective strategy for increasing employee satisfaction, as employees given the freedom to arrange their working hours will feel more valued and be more engaged with their work. According to Indra & Rialmi, (2022) work-life balance contributes to individuals' security as workers and harmony in family life. Work-life balance is a condition in which a person balances work responsibilities and personal life without being burdened by either (Ramadhan *et al.*, 2024). In practice, flexible work allows employees to adjust their working hours to their personal needs, such as attending family events or completing household responsibilities, thereby improving performance and a sense of responsibility. In addition to work flexibility, social support is an important factor that influences work-life balance. Support from family, coworkers, and superiors in the form of empathy, understanding, or practical assistance can help individuals cope with the pressures of work and personal life (Nurhabiba, 2020). However, if flexible work and social support are not managed effectively, they can actually create imbalances that negatively impact employee well-being (Rosyadi, 2021). Therefore, understanding the interaction between these two factors is important so that

organizations can design effective and humane work policies that not only increase productivity but also create a sustainable work culture (Saputro, 2024).

Previous studies show that flexible work and social support are significant factors influencing work-life balance. Flexible work reflects a paradigm shift in the modern world of work, where employees are given the freedom to determine their location, hours, and work methods as long as targets are met (Alfina & Najwa, 2024). Several studies reinforce the idea that flexible work arrangements have a significant impact on employee well-being and satisfaction. Triyanto *et al.*, (2024) found that flexible work has a positive effect on work-life balance and organizational commitment, especially among Millennials and Gen Z in Indonesia. Similarly, Wijayati & Pusparini (2024) explain that a deep understanding of flexible work can help organizations identify effective strategies to create a balanced and productive work environment. On the other hand, social support plays a central role in creating emotional and psychological balance in the workplace. Nurhabiba (2020) emphasizes that social support from family, coworkers, and superiors can reduce work pressure and strengthen a sense of connection. Monintja & Trang (2024) found that family support can reduce emotional burden, while Sofyan & Elmi, (2024) show the synergistic effect of flexible work and social support on improving work-life balance. The global study Health on Demand 2023 also supports these findings, showing that 26% of Indonesian employees experience stress due to a lack of work-life balance. However, Afriyani *et al.*, (2024) caution that access to social support is often limited due to a competitive work culture and high workloads.

Although various studies have confirmed the importance of flexible work and social support for work-life balance, there are still empirical and theoretical gaps that have not been fully addressed. Most previous studies have focused on large organizations and the formal sector, while studies of companies with medium-sized work systems, such as PT. Bintang Omega Surya is still very limited. Research by Triyanto *et al.*, (2024) and Wijayati & Pusparini, (2024) does show that flexible work arrangements can improve work-life balance. However, it has not tested the extent to which the effectiveness of such policies is influenced by social support in a highly target-oriented work environment. Thus, the simultaneous relationship between flexible work and social support in the context of Indonesia's collectivist work culture has not been explored empirically. In addition, there is a theoretical gap in understanding the mechanism by which these two variables interact to affect employee well-being. Previous studies tend to highlight the direct effect of flexible work on life balance, without considering the role of social support as a variable that can strengthen or even weaken this relationship. In fact, in the context of modern work that demands high flexibility, social support can be a determining factor in maintaining employee psychological stability and productivity (Afriyani *et al.*, 2024; Monintja & Trang, 2024). This empirical limitation indicates the need for more contextual and integrative research to understand how these two factors contribute to work-life balance, particularly in companies with highly efficiency-demanding work dynamics such as PT. Bintang Omega Surya.

The novelty of this study lies in its integrative approach, which combines the simultaneous influence of flexible work and social support on work-life balance in the empirical context of PT. Bintang Omega Surya is a company with work characteristics that require high target achievement and extensive overtime outside regular working hours. Unlike previous studies that focus only on the direct relationship between work flexibility and life balance, this study broadens theoretical understanding by positioning social support as a factor that strengthens employee well-being under the pressure of a dynamic work environment. By combining these two key variables, this study seeks to fill an empirical gap in the human resource management literature in Indonesia, specifically regarding how the

interaction between flexible work policies and social support can create sustainable work-life balance. The main objective of this study is to analyze and explain the influence of flexible work and social support on PTs' work-life balance. Bintang Omega Surya employees, as well as to provide strategic recommendations for companies in creating a more adaptive, productive, and humane work environment that ultimately contributes to increased job satisfaction, loyalty, and overall employee well-being.

Literature Review and Hypothesis Development

Work Life Balance

Work-life balance (WLB) is an individual's ability to manage the demands of work and personal life in a balanced manner, without creating conflicts that hinder the well-being of both. According to Susanto *et al.*, (2022), this balance reflects a condition in which a person can adjust their professional and personal roles so that both aspects reinforce rather than conflict with each other. In the context of a highly competitive modern workplace, WLB is an important element in maintaining employee productivity and mental health. Puspitasari, (2020) emphasizes that the balance between work time and personal time is not only about the number of hours spent, but also about the quality of the individual's experience in both areas. When someone feels satisfied with their professional achievements and can fulfill their family responsibilities, they will have a greater sense of control and emotional stability. Dudija *et al.*, (2023) add that flexibility in work arrangements is an important prerequisite for achieving WLB, especially in the digital sector, which demands results-based performance and rapid adaptation to change. This shows that WLB is not only a concept of personal well-being, but also an organizational strategy to maintain the long-term effectiveness of the workforce.

Recent studies confirm that both organizational and personal factors influence WLB. Jessica *et al.*, (2023) show that a supportive work environment and stress management are major factors in balancing work and personal life. Family-oriented support from supervisors is an important mediator of increased job satisfaction and reduced psychological pressure in the workplace (Susanto *et al.*, 2022). Meanwhile, Waworuntu *et al.*, (2022) found, through a systematic review, that millennials and Gen Z prioritize WLB in determining their commitment and performance. The younger generation tends to reject a work culture that demands excessive time without regard for personal needs. Furthermore, a study by Pensar & Rousi, (2023) highlights how remote work systems and flexible time can support employee autonomy in managing their work-life balance. However, flexibility can also blur the line between work and personal time if not regulated with discipline. Thus, organizations are required to create policies that affirm healthy boundaries between work and personal life, for example, through clear working hour policies and support for mental health.

Work-life balance is not only related to individual well-being but also directly impacts organizational productivity and performance. Research by Dwitanti *et al.*, (2025) shows that good work-life balance reduces work stress and significantly improves employee performance. Similar findings were reported by Jessica *et al.*, (2023), who showed that work-life balance positively affects employee satisfaction and retention, mainly when work stress is well managed. Waworuntu *et al.*, (2022) emphasize that WLB is not merely a welfare issue, but a strategic dimension that impacts organizational sustainability. When companies focus on their employees' work-life balance, they tend to see higher loyalty, greater collaboration, and greater creativity. Additionally, a study by Susanto *et al.*, (2022)

highlights the role of family-supportive supervisor behavior in improving team performance and strengthening organizational commitment. In this context, WLB serves as a bridge between the individual and organizational dimensions, with employees' personal well-being serving as the foundation for corporate success.

Flexible Work

Flexible work is defined as a set of work arrangements that give employees flexibility over the dimensions of time, location, and work manner, as long as organizational goals are met, so that control over the rhythm of work lies more with the individual than with a formal schedule. This definition, which emphasizes employee autonomy over work time and place, is evident in recent studies of vocational behavior, which emphasize the psychological experience of "control" as the core of flexibility (Boccoli *et al.*, 2024). Digital transformation expands the meaning of flexibility by moving some activities to virtual spaces and normalizing remote work; the technology–organization–environment framework shows how technological readiness and organizational policies together shape work outcomes in the "new normal" (Ng *et al.*, 2022). In the Indonesian context, the practice of flexibility is not only a response to the pandemic but also a talent management strategy in the digital economy sector, where output-based work structures and synchronous-asynchronous work orchestration have become the new norm (Miqdarsah & Indradewa, 2024). In line with this, work flexibility has also become a strategic tool for attracting and retaining quality talent, as companies that can offer adaptive work patterns are considered more competitive in attracting the modern professional generation (Murfat *et al.*, 2025). The human resource strategy literature also captures a macro trend: a flexible work culture is positioned as a new architecture for more adaptive, sustainability-oriented work relationships, ranging from flexible working hours to hybrid locations and arrangements (Yadav & Bagri, 2025). Thus, flexible work shifts from a discourse of "facilities" to an organizational capability for managing uncertainty and complexity.

Substantively, flexible work has several key dimensions: temporal flexibility (e.g., flextime, compressed workweek), locational flexibility (remote work, hybrid), and task/process discretion (freedom to organize the sequence and methods of work). At the mechanism level, flexibility increases the sense of autonomy and the perception of procedural justice, which, in turn, strengthens work-life balance and job satisfaction; this effect is documented when the digital work environment facilitates a more independent and integrated workflow (Miqdarsah & Indradewa, 2024). However, the literature also emphasizes ambivalence: the normalization of remote work opens up opportunities for "boundary permeability" between the work and non-work domains, thus requiring boundary management literacy and workload regulation (Ng *et al.*, 2022). At the affective and behavioral level, cross-sector research shows that employee commitment plays a key role as a bridge between flexible arrangements and prosocial and productive work behaviors (Gašić *et al.*, 2024). In other words, flexibility is not an independent variable that automatically produces benefits; without organizational support and healthy team norms, the risks of always-on, social isolation, and work intensification can arise alongside the advantages of flexibility (Ng *et al.*, 2022). In the realm of employee experience, recent qualitative findings emphasize the importance of control over time, location, and social role as psychological experiences that determine whether flexibility is accepted as a resource or as an additional demand (Boccoli *et al.*, 2024).

From a governance perspective, effective flexible work design depends on clear eligibility criteria, outcome-based performance standards, and leadership support to maintain boundaries and

work health. Studies in public organizations show that flexible arrangements can even expand cross-unit/agency work networks when bureaucracies adopt more fluid connectivity practices (Asropi *et al.*, 2022), while quantitative evidence in sustainability-oriented organizations confirms that the influence of flexibility on work behavior is primarily mediated by employee commitment and a trusting team climate (Gašić *et al.*, 2024). Practically speaking, global trends are encouraging organizations to build work ecosystems that combine flexibility, fairness, and accountability—ranging from adaptive working-hour policies to digital infrastructure that supports collaboration—as part of their partnership and sustainability agenda (Yadav & Bagri, 2025). In Indonesia, empirical evidence shows that orchestrating a “digital workplace” aligned with flexibility can increase employee satisfaction and loyalty (Miqdarsah & Indradewa, 2024), although the organization's capacity to manage side effects—such as blurred work-time boundaries—remains crucial (Ng *et al.*, 2022). At the level of everyday experience, employee narratives confirm that the quality of flexibility is measured by the ability of such arrangements to provide genuine autonomy without sacrificing social connections and role identity (Boccoli *et al.*, 2024).

Social Support

Social support is defined as the psychological and social resources individuals obtain through interaction with others that provide emotional, informational, and instrumental assistance when facing life's pressures or demands. According to Jolly *et al.*, (2021), social support in the workplace serves as an adaptive mechanism that enhances emotional well-being while mitigating the adverse effects of work stress. In modern organizations, social support comes not only from personal relationships but also from institutionalized structures in the work environment, such as coworkers, superiors, and organizational cultures that emphasize empathy and collaboration. Kurtuluş *et al.*, (2023) emphasize that social support has a dual role: first, as a buffer against psychological exhaustion; and second, as a reinforcer of subjective well-being, contributing to individual life satisfaction. In organizations, mutually supportive social relationships create a sense of connectedness and psychological security, which are the basis for stable work performance and motivation. Furthermore, Patterer *et al.*, (2023) explain that the daily acceptance and provision of social support in the workplace are important parts of the social dynamics that foster mutual trust and responsibility among employees. Hartanto (2024) also emphasizes that a comprehensive approach to employee health and happiness—including the dimension of social support—plays an important role in shaping a sustainable and welfare-oriented work environment. Structured support, in the form of organizational policies that promote employees' emotional, social, and physical well-being, can create synergy between productivity and job satisfaction.

Social support can be divided into four primary forms—emotional, informational, instrumental, and appraisal support—according to Jolly *et al.*, (2021). Emotional support includes empathy, attention, and moral encouragement provided by others, while informational support takes the form of advice, guidance, or feedback that helps individuals overcome problems rationally. Instrumental support is concrete, such as assistance with time, energy, or financial resources. In contrast, evaluative support involves recognizing and appreciating a person's existence within a social group. Garmendia *et al.*, (2023) emphasize that social support mechanisms increase perceptions of self-efficacy and reduce emotional pressure, ultimately strengthening job satisfaction and reducing the risk of emotional exhaustion. In the context of globalization and the digitalization of work, social support is now primarily facilitated through digital networks and online communication systems, enabling social connectivity across geographical boundaries (Okojie *et al.*, 2024). This expands the classic definition of social support

to a socio-technological phenomenon that depends not only on physical proximity but also on the quality of communication between individuals. On the other hand, Maharani & Ramli, (2024) highlight the importance of family-supportive supervisor behavior as a form of social support that supervisors provide to employees, balancing work and family responsibilities. Such supportive behavior from supervisors can foster an inclusive organizational climate, encourage loyalty, and sustain work engagement.

In the contemporary organizational framework, social support is recognized as an important factor in maintaining the sustainability of work relationships and employees' psychological well-being. A study by van Engen & Gartzia, (2024) shows that combining a participatory leadership style with social support can create a more harmonious work environment and foster strong organizational commitment. Social support not only mitigates work stress but also increases trust and team cohesion. Research by Jung *et al.*, (2025) indicates that social support practices in the workplace—including simple acts such as listening to coworkers, offering encouragement, or helping with tasks—positively affect job satisfaction and a sense of meaning in work. In many organizations, social support serves as social capital, strengthening collaborative networks and fostering an empathy-based work culture. From a psychological perspective, Kurtuluş *et al.*, (2023) emphasize that strong social support promotes mental well-being and strengthens individuals' resilience in the face of work pressure. Therefore, in modern human resource management practices, the development of social support systems—whether through mentoring programs, peer support systems, or supportive supervisor policies—is a key strategy for maintaining the emotional balance and productivity of the workforce.

Research Method

This study uses a quantitative approach to analyze the effects of Flexible Work and Social Support on Work-Life Balance among employees of PT. Bintang Omega Surya. A quantitative approach was chosen because it allows researchers to test the relationship between variables objectively using numerical data that can be analyzed statistically. The research design is causal associative, which is to determine the influence or cause-and-effect relationship between the independent variables (Flexible Work and Social Support) and the dependent variable (Work Life Balance). The population in this study was all 51 employees of PT. Bintang Omega Surya. The population was selected in its entirety because it was relatively small and homogeneous in terms of job characteristics. The sample was determined using the total sampling method, a sampling technique in which all members of the population are used as the research sample (Sujarweni, 2025). Thus, all 51 employees were included as respondents to ensure high generalizability of the research results and to describe the company's actual conditions comprehensively.

Data collection was carried out through observation, interviews, documentation, and questionnaires. The main instrument, a questionnaire, was compiled based on a five-point Likert scale to measure respondents' perceptions of each variable. Before distribution, a validity test was conducted to ensure that the statement items accurately measured the construct, and a reliability test using Cronbach's Alpha was conducted to assess the consistency of respondents' answers. The collected data were analyzed using IBM SPSS (Statistical Package for the Social Sciences) software. The analysis was carried out in several stages: descriptive analysis, classical assumption testing, and multiple linear regression to determine the simultaneous and partial effects among variables. In addition, the t-test was used to test the partial effect, the F-test (ANOVA) for the simultaneous effect, and the coefficient

of determination (R^2) test to determine the extent to which the independent variables explain the variation in Work Life Balance.

Results and Discussion

Analysis Result

Table 1. Validity and Reliability Test Results

Variable	Questionnaire Items	r-calculated	R-estimated	Info	Cronbach's Alpha	Info
Flexible Work (X1)	X1.1	0.480	0.279	Valid	0,616	Reliable
	X1.2	0.568		Valid		
	X1.3	0.459		Valid		
	X1.4	0.695		Valid		
	X1.5	0.594		Valid		
	X1.6	0.684		Valid		
Social Support (X2)	X2.1	0.590	0.279	Valid	0,624	Reliable
	X2.2	0.585		Valid		
	X2.3	0.594		Valid		
	X2.4	0.667		Valid		
	X2.5	0.518		Valid		
	X2.6	0.437		Valid		
Work Life Balance (Y)	X2.7	0.430	0.279	Valid	0,622	Reliable
	X2.8	0.346		Valid		
	Y.1	0.551		Valid		
	Y.2	0.646		Valid		
	Y.3	0.527		Valid		
	Y.4	0.465		Valid		
	Y.5	0.553		Valid		
	Y.6	0.705		Valid		
	Y.7	0.362		Valid		
	Y.8	0.351		Valid		

Source: Primary data analyzed by researchers, 2025

Validity testing is used to determine the effectiveness of a measuring instrument relative to the actual meaning it is intended to measure. The purpose is to determine the accuracy between the criteria of the items in the instrument and the empirical facts that occur in the field. The test is carried out by comparing the calculated r with the r values in the table (Ghozali, 2018). Reliability testing is a system for measuring the precision, accuracy, or consistency demonstrated by a research instrument (Ghozali, 2018, p. 54). This test is intended to ensure that the statements used in the research are reliable, stable, constructive, and dependable, so that, when used repeatedly, they can produce accurate data even when measured by others using different tools. The test is carried out by comparing Cronbach's alpha with the standard Cronbach's alpha (0.60). The results of the instrument validity test in Table 1 show that all questionnaire items created in the proposed research variables obtained a calculated r value greater than the table r value (0.279). This states that all research instrument items proposed in this study are considered valid and are subject to reliability testing. The analysis results in Table 1 show that all proposed research variable instruments have Cronbach's alpha (interval coefficient) values greater

than the standard Cronbach's alpha (0.60). This means that all statements proposed in this study are reliable, consistent, and suitable for data analysis.

The linear regression model is used to test the linear relationship between a dependent variable and one or more independent variables (Ghozali, 2018, p. 69). In multiple regression, the predictor variables are assessed for their ability to explain the dependent variable. The multiple regression linearity equation is expressed through the formula:

$$Y = \alpha + B_1 X_1 + B_2 X_2 + e$$

Table 2. Multiple Linear Regression Analysis Results

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	3.376	6.504		.519	.606
	Flexible Work	.473	.210	.305	2.253	.029
	Social Support	.459	.190	.327	2.416	.020

a. Dependent Variable: Work Life Balance

Source: Primary data analyzed by researchers, 2025

Table 2 shows the multiple regression linearity coefficient results:

$$Y = 3.376 + 0.473 X_1 + 0.459 X_2 + e$$

The constant value (a) or condition of the Work Life Balance variable when it is in a fixed state is 3.376. This means that the current Work Life Balance value for employees of PT. Bintang Omega Surya in Mamuju Regency, if there is no influence from Flexible Work and Social Support, is 3.376. The regression linearity coefficient (B1) for Flexible Work (X1) is positive, with a value of 0.473. This means that for every 1-unit increase in Flexible Work, there will also be an increase in Work-Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency of 0.473, provided that other factors are zero or constant. The regression linearity coefficient (B2) for Social Support (X2) is positive, with a value of 0.459. This means that for every 1-unit increase in Social Support, Work-Life Balance among PT employees will increase. Bintang Omega Surya in Mamuju Regency of 0.459, provided that other factors are zero or constant.

Individual or partial statistical testing is used to assess the ability of independent variables to describe the state of dependent variables. Ghozali (2018:98) states that this testing process involves comparing the t-count value with the t-table value. The t-count appears in the regression coefficient analysis results, in the t column. At the same time, the t-table is calculated using the first condition, namely the determination of the critical probability ($\alpha=0.05$), after which the degrees of freedom (DF) are determined and then combined with the t-student distribution table for a one-tailed test.

Based on the analysis coefficients in Table 3, the results of testing the partial effect of Flexible Work as an independent variable in explaining Work Life Balance show that the t-value (2.253) > t-table value (2.012), furthermore, the regression coefficient (B1X1) is positive with a value of (0.473), and its significance value (0.029) < (0.05). This test shows that "Flexible Work has a positive and significant

effect on Work Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency." This analysis shows that the researcher's initial assumption is supported, or, in other words, the first hypothesis is accepted.

Table 3. Partial Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3.376	6.504		.519	.606
	Flexible Work	.473	.210	.305	2.253	.029
	Social Support	.459	.190	.327	2.416	.020

a. Dependent Variable: Work Life Balance

Source: Primary data analyzed by researchers, 2025

The results of testing the partial influence of Social Support as an independent variable in explaining Work-Life Balance show a t-value (2.416) < t-table value (2.012). Furthermore, the regression coefficient (B2X2) is positive with a value of (0.459), and the significance value (0.020) > (0.05). This test means that "Social Support has a positive and significant effect on Work Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency." This analysis shows that the researcher's second initial assumption, a preliminary assumption, is supported, or, in other words, the second hypothesis is accepted.

The F statistical test is conducted to describe "the model of the independent variable's ability simultaneously against the dependent variable, measured by comparing Fcount with Ftable" (Ghozali, 2018, p. 99). To obtain the F-count value, look at the ANOVA output in SPSS. As for the F-table, first determine the critical probability table, which is 0.05, then determine the degrees of freedom by combining df 1 with df 2. Referring to the results of the analysis of variance in Table 4, testing the simultaneous effect of Flexible Work and Social Support on Work Life Balance shows that the F-count value (9.189) is greater than the F-table value (2.802), while the significance value obtained is (0.000) < (0.05). This test indicates that "Flexible Work and Social Support have a significant simultaneous effect on Work Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency." The results of this analysis also indicate that the third initial assumption proposed by the researcher in a preliminary assumption has been confirmed, or, in other words, the third hypothesis has been accepted.

Table 4. Simultaneous Test Results

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	120.539	2	60.269	9.189	.000 ^b
Residual	308.281	47	6.559		
Total	428.820	49			

a. Dependent Variable: Work Life Balance

b. Predictors: (Constant), Social Support, Flexible Work

Source: Primary data analyzed by researchers, 2025

The coefficient of determination is “a measure of the proportion of variance in the dependent variable that is explained by the independent variables. This analysis is conducted to determine the strength of the relationship between the proportion of variance in the independent variables and the variation in the dependent variable. The coefficient of determination value can be seen in the model summary output table in the SPSS analytical output in the R Square column” (Ghozali, 2018, p. 108). With the following decision-making:

If the R Square value is close to 1, the contribution is considered strong.

If the R Square value is close to 0, its contribution is considered weak.

Table 5. Model Summary Analysis Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 ^a	.281	.251	2.56109

a. Predictors: (Constant), Social Support, Flexible Work

Source: Primary data analyzed by researchers, 2025

Based on the analysis model summary in Table 5, the results of the simultaneous determination coefficient analysis show that the R Square value of 0.281 is close to 0. This means that the contribution of Flexible Work and Social Support in explaining the variation in the Work Life Balance variable among employees is weak, with a correlation of 28.1%. This means that there are still other factors, amounting to 71.9%, that can explain the variation in the Work Life Balance variable for employees at PT. Bintang Omega Surya in Mamuju Regency, which were not studied or included in this research model.

Discussion

The Impact of Flexible Work on Work-Life Balance

The results of the study show that Flexible Work has a positive and significant effect on work-life balance among employees of PT. Bintang Omega Surya in Mamuju Regency. These findings confirm that the greater the company's level of work flexibility, the better employees' ability to balance their work responsibilities and personal lives. Flexible work policies have been proven to provide greater autonomy for employees to manage their time, location, and work methods according to individual needs, without reducing productivity and professional responsibility. In this context, work flexibility is not only an organizational structural innovation, but also a management strategy oriented towards the psychological and social well-being of the workforce. Implementing a flexible work system provides employees with opportunities to manage their time more effectively, reduce stress, and increase life satisfaction. When individuals have control over when and how they work, they can adapt to the demands of family, education, and social activities, creating harmony between their professional and personal lives. This reinforces the findings of Ritawaty et al. (2024), who explain that work flexibility encompasses formal and informal policies regarding work schedules, locations, and times that enable individuals to fulfill their professional and personal responsibilities in harmony.

The work flexibility implemented at PT. Bintang Omega Surya provides employees with the flexibility to adjust their work schedules to their personal needs, such as setting aside time for family,

education, and social activities. These findings show that flexibility not only affects organizational efficiency but also improves individual life satisfaction. In a theoretical context, these research results align with the Job Demands–Resources Theory (Demerouti *et al.*, 2001), which posits that the balance between job demands and job resources determines the level of employee well-being. Flexible Work can be categorized as a job resource that reduces stress and emotional exhaustion while increasing intrinsic motivation. With flexibility in work time and location, employees feel they have greater control over their work, leading to a sense of autonomy and meaning. This ultimately improves the balance between work and personal life, which is at the core of Work Life Balance.

In addition, the implementation of Flexible Work has a broader impact on employee loyalty and commitment to the organization. When companies show trust and genuine support for employee well-being through flexible work policies, a positive, reciprocal relationship forms, fostering a sense of belonging to the organization. Employees who feel valued and trusted will show higher work motivation, intense dedication, and a tendency to remain with the company. A flexible work environment can also reduce stress levels, as employees can adjust their workload to their personal circumstances without excessive pressure from rigid working hours. Thus, Flexible Work is not merely an administrative policy, but a long-term strategic investment in building a healthy, productive, and sustainable work environment. The implementation of this system shows how organizations can adapt to the needs of modern employees who demand a balance between productivity and well-being. In practice, companies that successfully implement work flexibility consistently will reap various benefits, such as increased productivity, reduced absenteeism, and higher employee retention. In addition, the company's reputation will improve as it is seen as an organization that values humanity and work-life balance.

Empirically, this study's results also reinforce those of several previous studies. Nurfauzi (2024), Nurlaeni & Winarno (2023), and Yussa, (2024) show that work flexibility significantly influences Work Life Balance. These three studies show that flexibility in work time and location allows employees to reduce role conflicts between work and family, thereby increasing life satisfaction. The results of this study support this view, showing that work flexibility positively affects employees' psychological well-being. In line with this, the research by Ritawaty *et al.*, (2024) confirms that Flexible Work is a relevant policy in the modern context, as it accommodates increasingly complex and dynamic individual needs.

The Influence of Social Support on Work-Life Balance

The study's results indicate that social support has a positive and significant effect on work-life balance among employees of PT. Bintang Omega Surya in Mamuju Regency. These findings confirm that social support from both the work and personal environments plays an important role in helping employees achieve a balance between work and personal life. When individuals receive emotional, instrumental, informational, or appreciative support from those around them, they are better able to manage stress and stabilize their psychological condition. This support creates a sense of being valued, accepted, and understood, thereby fostering security and calm when facing professional and personal challenges. According to Monintja & Trang (2024), social support is a highly valuable form of empathy that provides love, care, and comfort to individuals who are under pressure, thereby functioning as a stress reliever and a source of psychological resilience. Thus, social support does not merely function as ordinary interpersonal interaction, but rather serves as an adaptive mechanism that enhances an individual's emotional and social well-being. In the context of work, good support from colleagues,

superiors, and family can reduce the burden of dual roles and foster a sense of involvement in the organization.

The findings of this study can be explained through the Conservation of Resources (COR) Theory framework proposed by Hobfoll (1989), which explains that individuals constantly strive to maintain, protect, and accumulate their resources—whether in the form of psychological energy, social support, or a sense of security. In the context of this study, social support functions as an important resource that supports the balance between professional and personal life. The support provided by superiors, coworkers, and family serves as a psychological “buffer,” reducing work pressure and encouraging individuals to remain empowered in the face of organizational dynamics. Conversely, when social support is reduced, individuals are more prone to stress, emotional exhaustion, and decreased motivation, which ultimately disrupts work-life balance. This framework reinforces the understanding that social support is part of a resource system that maintains an individual's psychological and motivational stability in the face of work stress. Conceptually, COR theory helps explain why individuals with high levels of social support tend to perform better and report better well-being than those who feel socially isolated. Adequate social support not only helps individuals restore their psychological energy but also expands their adaptive capacity, enabling them to remain productive and balanced amid various role demands.

The findings of this study indicate that organizations need to build and foster a work culture based on empathy, collaboration, and a spirit of mutual support among employees. In a modern context of pressure and rapid change, attention to employees' social and emotional needs is a fundamental requirement for organizational success. When companies provide an inclusive environment that balances work and personal life, it not only improves individual well-being but also strengthens social relationships and a sense of community in the workplace. Support from superiors, such as providing time flexibility for employees with family responsibilities, and support from coworkers in the form of technical and emotional assistance, play an important role in building a favorable, trusting, and collaborative work climate. A work environment that emphasizes values such as empathy and caring fosters a sense of belonging to the organization, which in turn increases employees' intrinsic motivation, loyalty, and commitment to common goals. In other words, social support not only serves as a buffer against psychological stress but also as a foundation for creating sustainable productivity. Employees who feel supported will perform better, be more engaged in their work, and be more adaptive to organizational dynamics.

The results of this study are consistent with previous studies that also found a significant relationship between social support and work-life balance. Fajar (2021) found that the social support employees receive from family and coworkers significantly reduces role conflict and improves work well-being. This study shows that individuals who receive emotional and moral support from those closest to them tend to have lower stress levels and higher life satisfaction. Similar findings were reported by Puspitasari (2020), who explained that social support from superiors significantly influences employees' work-life balance, especially in work environments that demand high flexibility. Appreciative and communicative support from leaders encourages employees to feel valued and motivated in carrying out their responsibilities, both at work and at home. Thus, the results of this study confirm the theoretical and empirical consistency regarding the importance of social support in strengthening work-life balance.

The Influence of Flexible Work and Social Support on Work-Life Balance

The results of this study show that Flexible Work and Social Support simultaneously have a positive and significant effect on Work Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency. These findings confirm that work-life balance is not merely a matter of an individual's time management, but rather a combination of personal factors and a supportive work environment. Flexible Work allows employees to adjust their working hours, location, and methods to suit their personal needs and professional responsibilities, thereby providing them with the space to balance their roles as workers and as individuals in their family or social lives. This policy provides greater control over work rhythms, reduces pressure due to rigid time constraints, and increases job satisfaction. In this context, work flexibility is not only a managerial tool for scheduling but also a strategic instrument that promotes employees' psychological well-being. On the other hand, social support provides emotional support, strengthening individual resilience in the face of work pressure. The support provided by superiors, coworkers, and family gives employees a feeling of being valued and understood, creating a warmer, more cooperative, and caring work environment. When these two factors operate synergistically, employees not only manage stress better but also become more productive and committed to the organization because they feel their well-being is being taken care of.

These findings indicate that an organization's success in creating Work Life Balance is determined not only by structural policies but also by a work culture that supports a balance between professional and personal life. Based on the Conservation of Resources Theory perspective proposed by Hobfoll (1989), individuals strive to maintain and restore their resources, including time, energy, and social support. Thus, Flexible Work and Social Support can be seen as key resources that help individuals maintain a balance between work and personal life. When companies provide adequate flexibility and support, employees can replenish their psychological energy and avoid emotional exhaustion from role conflict. Conversely, the absence of flexible work policies and weak social support can hinder the achievement of life balance, trigger work stress, and reduce satisfaction and motivation. Therefore, the implications of this study emphasize the importance of fostering a culture of empathy and collaboration that supports employees' diverse needs. By integrating work flexibility and social support into human resource management practices, organizations not only strengthen individual well-being but also improve long-term performance and sustainability.

These findings align with Hobfoll, (1989) Conservation of Resources Theory, which posits that individuals seek to maintain and restore their resources, including time, energy, and social support. In the context of this study, Flexible Work and Social Support are forms of resources that help individuals prevent the loss of psychological energy due to excessive work pressure. When these two factors are adequately available, employees can maintain a balance between work demands and personal life, thereby increasing productivity and job satisfaction. Conversely, a lack of flexibility and social support can lead to fatigue, dissatisfaction, and role imbalance, thereby decreasing performance.

Thus, the results of this study reinforce the relevance of Hobfoll's theory in explaining the relationship between organizational policies and employee well-being in the modern work era. Compared with previous studies, these results are consistent with Nurfauzi, (2024) findings, which show that Flexible Work and Social Support significantly influence Work Life Balance. The study highlights that work flexibility allows employees to manage their time more efficiently, while social support from colleagues and superiors contributes to emotional stability and life satisfaction. Another study by Yussa

(2024) also shows that a supportive and flexible work environment plays an important role in shaping work-life balance, especially amid the increasingly complex demands of globalization and digitalization. Thus, this research not only reinforces previous empirical evidence but also emphasizes the importance of synergy between flexibility and social support as an organizational strategy in creating sustainable work-life balance. Organizations that can integrate these two aspects will be more adaptable to change, have more loyal employees, and maintain high performance in the long term.

Conclusion

This study aims to analyze the effects of Flexible Work and Social Support on Work-Life Balance among employees of PT. Bintang Omega Surya in Mamuju Regency. Based on the analysis results, this study found that both independent variables—namely, work flexibility and social support—have a positive and significant relationship with work-life balance. Simultaneously, both help balance employees' professional demands and personal needs. These findings confirm that work-life balance is not only determined by an individual's ability to manage time and responsibilities, but also by systemic support from the social and organizational environment. Thus, this study provides empirical evidence that Flexible Work and Social Support are important determinants of employee well-being in a dynamic, modern organization.

Academically, this study contributes to expanding the literature on human resource management, particularly regarding work-life balance in the private sector in Indonesia. The novelty of this study lies in the integration of these two factors—Flexible Work and Social Support—as dual predictors of Work Life Balance in the context of medium-sized organizations in the regions. In practice, the results of this study have managerial implications: companies need to design flexible work policies and encourage a culture of mutual support among employees. Management is expected to focus not only on productivity but also on employees' emotional well-being by implementing more humane, work-life balance-oriented policies. Thus, Flexible Work and Social Support can be used as long-term strategies to build loyalty, improve performance, and strengthen the image of a sustainable organization.

This study has several limitations that need to be considered. First, the study was conducted at a single company with a limited number of respondents, so the results are still context-specific. Second, this study uses a quantitative approach that focuses on the relationship between variables without exploring the qualitative dynamics that may arise in the field. Therefore, future research should expand its population coverage to include diverse industry sectors and regions to obtain more representative results. Future researchers can also develop research models by adding mediating or moderating variables, such as job satisfaction, organizational commitment, or emotional intelligence, to enrich the understanding of the mechanisms by which Flexible Work and Social Support influence Work Life Balance in the context of modern work.

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