

Do Flexible Working Arrangements Improve Performance? Evidence from Female Civil Servants

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Abstract

Flexible work arrangements (FWA) have been shown in various literature to drive better performance, but from the perspective of female workers, this is still very limited. Moreover, women often face conflicts of interest between work and family. This study examines how FWA affects the performance of female workers, also considering the role of work-life balance and engagement as mediators. A quantitative survey was conducted in the study, using a questionnaire as the survey data. Involving 200 female civil servants in South Sulawesi Province from four regions, the data analysis used SEM-AMOS. The results found that FWA significantly improves work-life balance, as well as employee engagement and performance, with FWA having a greater impact on work-life balance (WLB) than on performance. WLB also has a substantial influence on engagement, even becoming more dominant in driving employee performance compared to work engagement. The influence of FWA on performance is also indirect through work-life balance and engagement. The implication of these findings is that public organizations in South Sulawesi need to consider the implementation of FWA policies in the workplace, especially for female workers, due to their comprehensive impact on employees. On the other hand, these results support the expansion of the Job Demands-Resources framework in the context of developing countries.

Keywords: Flexible Working Arrangement, Performance of Female Civil Servants, SDGs 5, Work Engagement, Work-life Balance.

Introduction

Rapidly advancing digitalization has transformed work practices in both the private and public sectors, prompting organizations to adopt Flexible Working Arrangements (FWA) such as remote work, flexible schedules and compressed workweeks (1). Beyond improving innovation and turnover within organizations (2), FWA has attracted considerable attention because of its implications for employee well-being as well as work-life balance, particularly among women who often manage dual responsibilities in professional and domestic roles (3). In the Indonesian public sector, female civil servants frequently face these competing demands, making FWA an important mechanism for enhancing employee performance while supporting public service effectiveness. Previous studies indicate that FWAs can improve employee performance, support work-life balance and engagement. previous literature reveals that work flexibility not only increases employee engagement but also drives better performance (4). Furthermore, organizational and managerial

support plays a critical role in ensuring successful FWA implementation, as employees are more likely to benefit from flexibility when institutional policies and leadership support are present (5, 6). Nevertheless, technological limitations, domestic responsibilities and coordination challenges, particularly in public-sector organizations, may constrain the effectiveness of FWA (7). Previous research findings the relationship between FWA and work performance there are still gaps or differences in findings. Several studies report that FWA improves organizational commitment, effectiveness and performance (8, 9), whereas others find insignificant or mixed effects (10). These inconsistencies indicate that the influence of FWA on performance may operate through other mechanisms rather than solely through direct effects. Accordingly, work-life balance and work engagement are key mediating variables that could explain how workplace flexibility affects employee performance.

Referring to the Job Demands-Resources (JD-R)

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Model, organizational resources help employees cope with job demands, reduce stress and enhance engagement and performance (11). Within this framework, FWA is considered a valuable organizational asset that helps employees balance work and life. In addition, role theory explains how individuals manage multiple roles and reduce conflicts between work and family domains (12). Together, these perspectives provide a theoretical basis for understanding how FWA influences employee outcomes.

Our research makes several contributions to the body of knowledge. First, it extends the research within the public sector in developing countries on FWA, work-life balance and engagement, an area that remains underexplored compared to the private sector in developed countries. Second, it looks at how work-life balance and work engagement work together to explain the link between FWA and employee performance. Third, it focuses specifically on female civil servants, a group that experiences unique challenges in balancing workplace demands with family responsibilities. In Indonesia, women continue to navigate professional obligations alongside sociocultural expectations related to caregiving and domestic responsibilities, making workplace flexibility particularly relevant for their well-being and performance.

This study examines how work-life balance and work engagement mediate the effect of Flexible Work Arrangements (FWAs) on the performance of female civil servants, particularly in South Sulawesi. Specifically, this research aims to analyze the direct impact of FWAs on work-life balance, work engagement and employee performance. Furthermore, this study will explore the role of work-life balance and work engagement in linking work flexibility to improved performance among female civil servants.

Flexible Working Arrangements (FWA) are employment practices that offer flexibility in work schedules, locations and the methods used to complete tasks (13). Previous studies indicate that FWA contributes positively to work-life balance by enabling employees to more effectively balance work responsibilities with personal and family obligations (3, 14). Evidence also suggests that flexibility enhances subjective well-being and work-family balance, particularly among women managing multiple roles (15). Therefore, we

propose the following hypothesis:

H1: Flexible working arrangements (FWA) improve work-life balance significantly.

FWA is also related to increased levels of work engagement because of increased employee autonomy and control and perceived organizational support (4). Employees who are able to adjust their work arrangements often report stronger motivation, commitment and enthusiasm toward their work (16-18). The JD-R model posits that organizational resources, such as flexibility, enhance employee engagement by fostering motivation and alleviating work-related stress. Consequently, the subsequent hypothesis is posited:

H2: Flexible working arrangements (FWA) improve work engagement significantly.

Previous studies have shown that workplace flexibility can enhance employee performance by increasing productivity, job satisfaction and the ability to achieve work targets (8, 9, 19). Employees who have more flexibility in their schedules are generally better able to handle responsibilities and carry out their tasks effectively. In this regard, the following hypothesis is proposed:

H3: Flexible working arrangements (FWA) improve performance significantly.

Work-life balance is widely recognized as an important factor influencing employee attitudes and behavior. In this regard, higher levels of motivation, commitment and engagement are typically experienced by workers who are able to balance their personal and professional lives (20, 21). Furthermore, research has demonstrated that an improved work-life balance reduces stress levels and enhances concentration, ultimately resulting in better job performance (22). Therefore:

H4: Work-life balance improves work engagement significantly.

H5: Work-life balance improves performance significantly.

Work engagement reflects a positive psychological state characterized by vigor, dedication and absorption in work activities (17). Engaged employees generally demonstrate stronger commitment, higher energy and greater effectiveness, which ultimately contribute to improved performance (20, 21). Thus:

H6: Work engagement improves performance

significantly.

Previous evidence suggests that FWA may have an indirect impact on performance by enhancing work-life balance and increasing work engagement (14, 18, 20). Flexible workers are more likely to balance work and life, engage and perform better. Given this, the following mediation hypotheses are proposed:

H7: Work-life balance improves performance with flexible working arrangements (FWA).

H8: Work engagement improves performance with flexible working arrangements (FWA).

H9: Female civil servants' work engagement improves work-life balance and performance.

Methodology

This research used a survey-based quantitative method to analyze relationships among variables. The approach was chosen for its effectiveness in testing theoretical propositions and estimating structural relationships among the latent variables, consisting of flexible work arrangement variables, work-life balance, work engagement and the performance of female civil servants. The research was conducted in four districts and cities in South Sulawesi Province, Indonesia, namely Makassar, Pare-Pare, Gowa and Maros. These areas were selected for their status as the highest-density urban and peri-urban government administrative centers in South Sulawesi Province, their relatively larger number of female civil servants in the provincial workforce and the availability of varied government institutional settings that allow for meaningful cross-institutional comparisons. Additionally, these regions represent diverse governance structures, ranging from a metropolitan city (Makassar; 5°09'29.0"S, 119°26'42.6"E) to smaller regencies (Gowa; 5°12'40.0"S, 119°27'13.5"E and Maros; 5°00'48.2"S, 119°34'27.5"E), as well as a secondary city (Pare-Pare; 4°01'40.1"S, 119°37'59.6"E), providing a representative sample of the South Sulawesi public sector context. Therefore, the study population was female civil servants working in government institutions in these areas.

The sample size is determined by a minimum of 5–10 observations per parameter estimated in structural equation modeling (SEM) (23). With 20 indicators observed in four latent variables, the required sample size is 200 respondents (10 × 20). A purposive sampling technique was used,

targeting female civil servants, who are more likely to face dual-role demands in balancing professional and domestic responsibilities. The inclusion criteria for this study were: (a) active female civil servants employed in government institutions within the selected study areas; (b) a minimum of one year of service in order to be familiar with institutional FWA policies; and (c) a willingness to participate voluntarily throughout the duration of the study. The exclusion criteria were: (a) male civil servants; (b) contract-based or honorary employees without formal civil servant status; and (c) civil servants currently on extended leave or secondment.

Data collection employed two techniques. First, direct observation was conducted to capture contextual insights into the working conditions of female civil servants. Second, primary data were collected by means of structured questionnaires that were self-administered and distributed directly to respondents. The degree to which respondents agreed or disagreed with each construct was evaluated using a Likert scale with five points, ranging from 1 (which indicates "strongly disagree") to 5 (which indicates "strongly agree").

The empirical measurement in this study was based on validated instruments, adapted to the context of female public servants in Indonesia. Four main constructs were examined: flexible work arrangements (FWA), work-life balance, engagement and performance of female civil servants. FWA was measured using five indicators (24, 25). These indicators capture the extent to which female civil servants perceive flexibility in their working conditions. Specifically, the items assess whether respondents can set their start and end times and adjust work schedules to meet personal and family demands. They can also perform duties remotely or from locations outside the office. Additional indicators measure the ability to complete job tasks outside of the office and how well FWA helps employees balance work and family.

Work-life balance (WLB) was assessed using five indicators (26, 27). These indicators assess respondents' capacity to combine work and family responsibilities, maintain energy after work hours for family needs and keep work from interfering with critical personal moments. Furthermore, the test measures respondents' satisfaction with

work-life balance and their capacity to distinguish between work and non-work activities.

Work engagement was measured using five indicators: feeling energized at work, feeling enthusiastic about their work, perceiving their work as meaningful and purposeful and feeling inspired by their tasks. Additionally, one item assessed respondents' perceptions of how quickly time passes when they are fully engaged in work activities (28, 29).

The performance construct was operationalized using five indicators: completing tasks against set targets, delivering high-quality work that meets established standards and completing tasks on time. Other items focused on collaborative behaviors, such as actively supporting colleagues and prioritizing public service recipient

satisfaction as a key performance outcome (30).

The structural relationships proposed in this study were tested using CB-SEM analysis in AMOS (31). This approach was selected because it provides a comprehensive test of the model, including direct and indirect relationships among latent constructs and supports model validity through concurrent Confirmatory Factor Analysis (CFA) and structural analysis procedures.

Results

This research was conducted among 200 female civil servants in South Sulawesi Province and the respondents were described by age, education level and length of service. Table 1 below shows the results of respondent characteristics.

Table 1: Respondent Characteristics

Respondent Characteristic	Category	Frequency (persons)	Percentage (%)
Age	< 31 years	44	22.0
	31 – 45 years	120	60.0
	46 – 60 years	32	16.0
	> 60 years	4	2.0
	Total	200	100.0
Educational Level	Senior High School	4	2.0
	Diploma	4	2.0
	Bachelor's	103	51.5
	Master's	79	39.5
	Doctorate	10	5.0
Length of Service	Total	200	100.0
	< 5 years	92	46.0
	5 – 10 years	56	28.0
	> 10 years	52	26.0
	Total	200	100.0

Note: Characteristic = demographic variable; Category = sub-classification; Frequency = number of respondents; Percentage = proportion of total respondents (n = 200).

Analysis of respondent characteristics, as presented in Table 1, shows that respondents are distributed as follows by age: 31–45 years (60%), under 31 years (22%), 46–60 years (16%) and over 60 years (2%). This composition reflects the dominance of respondents who are still in their productive working age.

The most common educational background was a bachelor's degree (51.5%), followed by a master's (39.5%), doctoral (5.0%), diploma (2.0%) and senior high school (2.0%). These results indicate that most respondents had attained higher education, which may enhance their ability to understand policies and the implementation of FWA. Regarding length of service, 46% of respondents had less than five years, 28% had

between five and ten years and 26% had more than ten years of experience. This distribution demonstrates a diversity of work tenures that could shape respondents' perceptions of FWA implementation and its implications for performance.

During the initial stage of the SEM-AMOS analysis, a confirmatory factor analysis (CFA) is essential to assess and validate that the research instrument adheres to criteria for validity and reliability. Convergent validity is measured by factor loadings and AVE, while construct reliability is measured by CR and Cronbach's Alpha (32). Table 2 shows all indicators had factor loadings above 0.50. Specifically, the factor loadings for the Flexible Working Arrangement (FWA) variable ranged

from 0.703 to 0.795; WLB from 0.724 to 0.784; WE from 0.743 to 0.787; and the Performance of Female Civil Servants (PEF) from 0.723 to 0.779. Moreover, all variables had AVE values exceeding the minimum criterion of 0.50, with a range of 0.546 to 0.589. The results demonstrate that the study instrument meets the criteria for convergent validity. Furthermore, from the results of the reliability test, the Composite Reliability (CR) value is 0.932–0.936 and Cronbach's alpha is

0.868–0.899, which also indicates that the reliability criteria are met with the minimum required value of 0.70. The results of the CFA test indicate that the measurement model used meets the validity and reliability requirements, which means that the model is appropriate to proceed to the structural analysis stage without further modification. Table 2 presents the conclusions of the CFA test results.

Table 2: Measurement Model Analysis

Construct and Items	Factor Loadings	AVE	CR	Cronbach's Alpha
Flexible Working Arrangement (FWA)				
FWA allows me to determine my own starting and finishing work hours.	0.705	0.546	0.932	0.895
FWA allows me to adjust my daily or weekly work schedule to meet personal or family needs.	0.703			
FWA provides me with the convenience of working from home or other locations outside the office.	0.795			
FWA enables me to complete my job tasks without having to be in the office every day.	0.751			
FWA helps me to balance work and family responsibilities.	0.736			
Work-Life Balance (WLB)				
WLB allows me to balance time between work and family.	0.724	0.566	0.934	0.868
WLB ensures I have enough energy for family activities after work.	0.784			
WLB helps me avoid missing important family moments due to work.	0.759			
WLB makes me satisfied with the balance between work and personal life.	0.752			
WLB helps me maintain clear boundaries between work and personal time.	0.742			
Work Engagement (WE)				
I feel energized at work.	0.780	0.589	0.936	0.895
I feel enthusiastic about my job.	0.743			
I find my work meaningful and purposeful.	0.784			
My job inspires me.	0.787			
Time passes quickly when I am working.	0.743			
Performance of Female Civil Servants (PEF)				
I complete tasks according to targets.	0.723	0.558	0.933	0.899
I deliver high-quality work that meets standards.	0.728			
I always finish my work on time.	0.779			
I actively collaborate and support my colleagues.	0.771			
I prioritize public service recipients' satisfaction in my work.	0.733			

Note: Factor Loading = standardized loading estimate; AVE = Average Variance Extracted; CR = Composite Reliability.

After the instrument met the validity and reliability criteria through CFA, a structural model test was conducted to establish causal relationships between constructs and to test the proposed hypotheses. This analysis used SEM-AMOS. Before testing causal relationships, it is necessary to ensure that the structural model meets the goodness-of-fit (GOF) criteria as a prerequisite for accurate model acceptance. As shown in Figure 1, which presents the model fit

indices, the research model generally meets several recommended criteria. The Chi-square/df value is 1.658, below the threshold of 3.0. Furthermore, other fit indices also indicate good model fit: RMR = 0.052 (<0.08); CFI = 0.955 (>0.90); TLI = 0.948 (>0.90); IFI = 0.955 (>0.90); and RMSEA = 0.057 (<0.08). Based on these results, this research model generally meets the criteria for good fit with the empirical data.

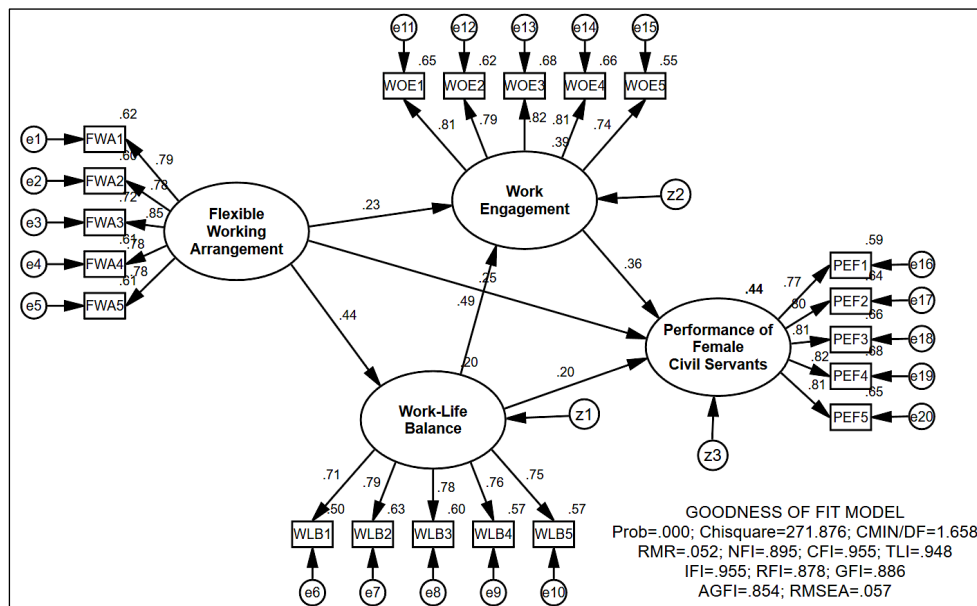


Figure 1: Full Structural Model Results

The structural model was assessed using SEM-AMOS, yielding strong support for the hypothesized correlations among the study variables. The results of the study show that flexible work arrangements (FWA) not only substantially improve work-life balance (WLB) ($\beta = 0.444$, C.R. = 5.497, $p < 0.001$), which accepts H1, but also have a significant impact on work engagement ($\beta = 0.228$, C.R. = 2.947, $p = 0.003$), so H2 is accepted. These findings suggest that the existence of FWA for female civil servants enables them to balance their professional and personal obligations more effectively while increasing their psychological engagement at work.

FWA directly improves employee performance ($\beta = 0.247$, C.R. = 3.244, $p = 0.001$). Therefore, we

accepted H3. Work-life balance also significantly affected work engagement ($\beta = 0.487$, C.R. = 5.816, $p < 0.001$); H4 was accepted. Work-life balance significantly affects employee performance ($\beta = 0.205$, C.R. = 2.308, $p = 0.021$), which supports H5. This finding emphasizes that work-life balance is important in supporting performance achievement. Work engagement substantially and positively correlated with performance ($\beta = 0.360$, C.R. = 4.058, $p < 0.001$), leading to the acceptance of H6, meaning that employees will perform better if supported by a higher level of engagement. The results of the direct effect hypothesis testing above are summarized in Table 3.

Table 3: Results of Direct Effect Testing

Hypothesis	Path	Standardized Estimate	CR	p
H1	Flexible Working Arrangement → Work-Life Balance	0.444	5.497	0.000
H2	Flexible Working Arrangement → Work Engagement	0.228	2.947	0.003
H3	Flexible Working Arrangement → Performance of Female Civil Servants	0.247	3.244	0.001
H4	Work-Life Balance → Work Engagement	0.487	5.816	0.000
H5	Work-Life Balance → Performance of Female Civil Servants	0.205	2.308	0.021
H6	Work Engagement → Performance of Female Civil Servants	0.360	4.058	0.000

Note: CR = Critical Ratio, p = significance value.

Furthermore, Table 4 above shows the results of the indirect influence hypothesis test using the Sobel test. The research findings indicate that the influence of FWA on performance through WLB is significant ($\beta = 0.091$, Sobel test statistic = 2.122, $p = 0.016$), thus H7 is accepted. Similarly, the path

from FWA to performance through work engagement also has a significant effect ($\beta = 0.082$, Sobel test statistic = 2.379, $p = 0.009$); H8 is accepted. In addition, work engagement is also able to mediate between WLB and performance significantly ($\beta = 0.175$, Sobel test statistic = 3.323,

$p < 0.001$), so that H9 is also accepted. These findings have implications for female civil servants in South Sulawesi, where improved performance is

not only influenced by FWA, but the roles of work-life balance and work engagement also contribute to creating much better performance.

Table 4: Results of Indirect Effect Testing Using the Sobel Test

Hypothesis	Path	Standardized Estimate	Sobel Test Statistic	p
H7	Flexible Working Arrangement → Work-Life Balance → Performance of Female Civil Servants	0.091	2.122	0.016
H8	Flexible Working Arrangement → Work Engagement → Performance of Female Civil Servants	0.082	2.379	0.009
H9	Work-Life Balance → Work Engagement → Performance of Female Civil Servants	0.175	3.323	0.000

Note: Sobel Test Statistic = mediation test value, p = significance value.

Discussion

This study investigates the effects of flexible work arrangements (FWA) on the performance of female civil servants in South Sulawesi Province, with work-life balance and engagement serving as mediating factors. The findings reveal that FWA significantly and positively influence work-life balance, work engagement and the performance of female civil servants, thereby validating the first, second and third hypotheses. This suggests that implementing FWA not only has an impact on one aspect, for example, work-life balance, but also includes increased work engagement and better performance. The ability to set work start and end times, modify daily or weekly work schedules to accommodate personal or family obligations, work remotely or from alternative locations and complete tasks without the requirement of daily physical presence provides female civil servants with a better work-family balance, increased engagement and improved performance.

The findings align with prior research indicating a positive correlation between FWA and work-life balance, suggesting that this relationship mediates employee performance outcomes (33). Similarly, work flexibility enhances employee well-being by promoting work-life balance (34). Furthermore, this research supports previous findings that FWA positively and significantly influence both employee engagement (35) and performance (8, 9). Corroborating evidence from Kenya further confirms that FWAs have a significant positive relationship with employee performance (36). Furthermore, bibliometric analyses have shown a positive correlation between FWA and performance (16).

Flexible work arrangements (FWA) can be applied in three dimensions: time, task and location. On the

other hand, an employee's performance relates to the successful completion of tasks on time and to a high standard. In this way, the application of FWA greatly helps to performance improvements (19). Thus, the current findings support previous empirical evidence and validate the adoption of FWA as a crucial factor to improve work-life balance, engagement and the performance of female civil servants.

Second, this study also demonstrated that work-life balance (WLB) positively and significantly affects work engagement. The finding indicates that a better work-life balance (WLB)—characterized by the ability to effectively manage time between work and family, having sufficient energy for family activities after work and setting clear boundaries between work and personal life—leads female civil servants in South Sulawesi to feel more energized at work, exhibit enthusiasm for their jobs and perceive time as passing quickly while engaged in their tasks. The finding is consistent with previous studies showing that work-family balance has an important positive impact on employee engagement (37, 38). Similarly, a comprehensive review of 24 high-quality articles published between 2020 and 2025 concluded that employees with better WLB tend to show higher engagement levels due to sustained psychological energy (20). Moreover, several studies have shown that WLB directly and positively affects engagement and indirectly strengthens the relationship between employee training and development and work-related outcomes through increased engagement (15, 21). Third, this study examines how the performance of female civil servants is influenced by work-life balance (WLB) and work engagement (WE), which

are proven to have a positive and significant influence, thus supporting the fifth and sixth hypotheses. This means that the better WLB and WE female civil servants experienced, the better the performance outcomes. Such performance is evident in their ability to achieve work targets, deliver quality work that meets standards, complete assignments on time, actively collaborate with colleagues and prioritize the satisfaction of public service recipients. These results are consistent with previous studies that confirm that WLB plays an important role in performance, both directly and indirectly through affective commitment (39). Similarly, research has indicated that WLB is an important determinant of individual performance (22). This study also supports results showing that work engagement has a significant effect on performance and functions as a mediator between FWA, supervisory support and employee outcomes (10). Moreover, these results indicate that employees with higher levels of WLB and work engagement are more able to demonstrate better performance behaviors focused on quality outcomes (21).

Fourth, the study examines the indirect effects of these variables on the performance of female civil servants. The results show that FWA has a positive and significant indirect effect on performance through WLB and aspects of work engagement, supporting the seventh and eighth hypotheses. Similarly, workplace flexibility enables employees to juggle work and family demands and significantly enhances performance (14). Other studies have shown that workplace flexibility increases employees' sense of control, satisfaction and autonomy, which in turn facilitates engagement and positively influences performance (40). Flexible work arrangements also help ease traffic congestion, often a major cause of work-related stress. By reducing commuting stress, employees experience lower levels of burnout and work-home conflict, ultimately resulting in better performance (19, 41).

Lastly, the research results also showed that work-life balance has a positive and significant effect on employee performance through work engagement, so the ninth hypothesis was accepted. This result indicates that female employees with high levels of work-life balance tend to have higher engagement, which in turn leads to better performance. This

finding is consistent with earlier studies that indicate work-life balance results in employee engagement (vigour, dedication and absorption) that has a positive effect on performance (20). Likewise, other research has verified that employees tend to develop a stronger commitment and higher engagement and, as a result, improve performance when they feel supported in managing personal and professional responsibilities (21). It has been stated that work-life balance is important in maximizing the role of female employees through higher engagement and greater achievement of organizational goals (42). Based on these findings, this study offers strategic implications for public-sector policymakers and human resource managers. Government institutions should develop flexible work policies, such as flexi-time, compressed workweeks and remote work options, to improve the performance of female civil servants. These policies help employees balance professional and family responsibilities, thereby enhancing performance and job satisfaction. Moreover, public organizations should implement employee well-being programs (e.g., work-family counseling, time management training and other initiatives that promote work-life balance). Strengthening WLB can improve employee engagement and reduce the risk of stress and burnout, which negatively affect performance. Ultimately, government agencies can enhance public services by improving the performance of female civil servants.

This study possesses multiple limitations that warrant acknowledgment. First, the sample was exclusively composed of female civil servants from four districts in South Sulawesi Province, potentially constraining the generalizability of the findings to other regions or sectors. Second, the cross-sectional design prohibits causal inferences due to data collection occurring at a singular moment in time. Third, the utilization of self-report questionnaires presents the potential for common method bias, which may exaggerate the apparent relationships among variables. Subsequent research should incorporate longitudinal methodologies, diverse geographic sampling and the integration of objective performance metrics to corroborate and expand these results.

Conclusion

Using work-life balance and work engagement as mediators, this study investigates the impact of flexible working arrangements on the performance of female civil servants in South Sulawesi. The findings indicate that flexible working arrangements have a positive and significant effect on work-life balance, job engagement and the overall performance of female public servants, both directly and indirectly. In addition, the study found that work-life balance can improve employee engagement at work and both factors contributed to improved employee performance.

We provide theoretical support for the JD-R model, which provides a perspective on the need for a balance between demands and resources, one of which is the existence of work flexibility as a resource in the digital era. This means that when flexibility is provided to employees, especially women who have work-family demands, it not only results in WLB but also contributes to engagement and improves performance. Our research findings demonstrate this conclusion. From a practical perspective, it is important to develop flexible work policies in the public sector, especially for female civil servants in the workplace. Therefore, this study confirms that work-life balance and work engagement play a key role in achieving employee performance targets in public organizations, particularly in South Sulawesi Province.

This study is original in its focus on female civil servants in the Indonesian public sector, a context that has received limited attention in prior research on FWA. Additionally, the simultaneous examination of work-life balance and work engagement as mediators provides a comprehensive explanation of how flexibility influences employee performance. These findings contribute to extending the Job Demands-Resources framework in a developing-country context.

Abbreviations

AMOS: Analysis of Moment Structures, FWA: Flexible Working Arrangements, PEF: Performance of Female Civil Servants, SDGs: Sustainable Development Goals, SEM: Structural Equation Modeling, WE: Work Engagement, WLB: Work-Life Balance.

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Author Contributions

Nur Vadila Putri: Conceptualization, Data Analysis, Manuscript Writing, Final Revision, Muhammad Fachmi: Data Collection, Methodology Development, Literature Review, Yusrab Ardianto Sabban: Data Interpretation, Manuscript Editing, Validation of the Research Findings. All authors reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare no conflict of interest regarding the publication of this paper.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

Declaration of Artificial Intelligence (AI) Assistance

The authors confirm that this article was written independently without the use of generative AI for content creation. The use of AI, specifically ChatGPT, was limited to brainstorming initial ideas, finding a catchy title and limited typo correction. The authors take full responsibility for the content's originality, interpretation and accuracy.

Ethics Approval

Formal ethical approval was not required for this study because the participants were not subjected to any intervention, invasive procedure, or potential risk and non-sensitive information. Informed consent was obtained from all participants and confidentiality was strictly maintained throughout the research process.

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