

Public Sector Employee Performance Under WFH: Work-Family Conflict and Work-Life Balance Mediation

Yemima Grace Tangke^{1*}, Hastin Umi Anisah², Dahniar³, Rini Rahmawati⁴

¹Master of Management Program, Lambung Mangkurat University, Indonesia

^{2,3,4}Department of Management, Lambung Mangkurat University, Indonesia

[¹yemima.tangke@bkn.go.id](mailto:yemima.tangke@bkn.go.id), [²humianisah@ulm.ac.id](mailto:humianisah@ulm.ac.id), [³dahniar@ulm.ac.id](mailto:dahniar@ulm.ac.id), [⁴rini Rahmawati@ulm.ac.id](mailto:rini Rahmawati@ulm.ac.id)

Abstract

This study investigates the direct effects of working from home and work-family conflict on employee performance and assesses whether work-life balance has those effects among civil servants at Regional Office VIII of BKN Banjarbaru. A quantitative explanatory survey was conducted with 58 participants. The constructs were measured on a five-point Likert scale and estimated using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. Working from home positively predicted both work-life balance and employee performance, whereas work-family conflict had significantly negative relationships with the two outcomes. Work-life balance positively affects employee performance and significantly mediates the paths from both antecedent variables. Flexible working can strengthen performance when employees can coordinate occupational and personal roles; competing work and family demands have the opposite effect because they undermine this balance. The model extends public-sector human resource management research by identifying work-life balance as a psychological and behavioral process connecting work arrangements, role conflict, and employee performance. The evidence was drawn from a single institution and a modest sample. Broader institutional coverage and additional explanatory variables should be considered in future research.

Keywords: Employee Performance, Public Sector, Work-Family Conflict, Work From Home, Work-Life Balance

1. INTRODUCTION

For public organizations, human resource management is strategically important because the reliability, speed, and accountability of public services depend heavily on the performance of employees. Therefore, contemporary public institutions must go beyond administrative compliance by adopting flexible work arrangements, digitally supported coordination, and performance supervision focused on results. Within this study, Employee Performance denotes the degree to which civil servants meet prescribed standards, work accurately, discharge their responsibilities, and support organizational objectives (Cooper, Wang, Bartram, & Cooke, 2019; Diamantidis & Chatzoglou, 2019; Hauff, Felfe, & Klug, 2022; Susanto et al., 2022).

The use of Working From Home (WFH) expanded substantially after the COVID-19 pandemic, reshaping how employees communicate, coordinate assignments, and document their outputs. Here, WFH describes the completion of job duties from home through digital communication, virtual coordination, and supervision based on deliverables. Evidence from remote and hybrid work research indicates that such arrangements may strengthen autonomy, retention, productivity, and work-life outcomes when technological resources and managerial expectations are sufficiently clear (Bloom, Han, & Liang, 2024; Ipsen, Kirchner, Andersone, & Karanika-Murray, 2022; Wang, Liu, Qian, & Parker, 2021).

However, remote work also introduces potential difficulties. Employees may encounter weaker social interactions, coordination obstacles, extended working hours, and increasingly blurred boundaries between occupational and family roles. These problems tend to intensify when the organization provides little clarity regarding working hours, communication procedures, or expected workloads (Chuang, Chiang, & Lin, 2024; Galanti, Guidetti, Mazzei, Zappalà, & Toscano, 2021; Sandoval-Reyes, Idrovo-Carlier, & Duque-Oliva, 2021; Varotsis, 2022). Therefore, Work-Family Conflict (WFC) is a key concern in studies of flexible employment. It arises when expectations attached to work and family roles cannot be fulfilled simultaneously, producing conflict based on time, strain, or incompatible behavior (Carlson, Kacmar, & Williams, 2000; Greenhaus & Beutell, 1985). Because remote employees often perform occupational and domestic roles within the same place and period, concurrent deadlines, household obligations, and uncertain role boundaries can

consume personal resources, heighten stress and burnout risk, impair concentration, and reduce task effectiveness ([Bian & Mohd Sukor, 2024](#); [Kalmanovich-Cohen & Stanton, 2025](#); [Peiris & Sellar, 2024](#); [Yang et al., 2024](#)).

Work-Life Balance (WLB) is introduced as a mediator to explain the process through which WFH and WFC are associated with performance. WLB concerns an employee's capacity to handle occupational and non-occupational responsibilities without enduring disproportionate role pressure ([Bhimasta, Surya, & Pramudita, 2025](#); [Irawanto, Novianti, & Roz, 2021](#); [Sirgy & Lee, 2018](#)). This capacity depends not only on personal boundary management but also on organizational conditions such as job design, work-life policies, and leadership support ([García-Salirrosas, Rondon-Eusebio, Geraldo-Campos, & Acevedo-Duque, 2023](#); [Opatrná & Prochazka, 2023](#)). When balance is maintained, employees are better positioned to preserve the time, energy, attention, and emotional steadiness required for their duties ([García-Salirrosas et al., 2023](#); [Herlina, Afifah, Saputra, & Rosnani, 2025](#); [Isa & Indrayati, 2023](#); [Ismail & Michael, 2025](#); [Rahman & Ali, 2021](#); [Susanto et al., 2022](#)).

The empirical setting is Regional Office VIII of *Badan Kepegawaian Negara* (BKN) Banjarbaru, which performs strategic functions related to civil service administration, personnel services, interunit coordination, and the implementation of national staffing policies. Initial observations indicated that employees generally viewed WFH favorably, although they continued to face family role interference, boundary ambiguity, coordination constraints, and demanding performance expectations. These circumstances provide an appropriate setting for assessing whether WFH and WFC affect Employee Performance through WLB in a government organization. Three gaps motivated this analysis. First, prior evidence regarding WFH and performance is inconclusive; for example, autonomy may improve output, whereas coordination difficulties and weak boundaries may undermine it. Second, the literature linking WFC to performance still needs clearer evidence of the process by which competing roles influence work results. Third, compared with private firms, educational institutions, and international settings, Indonesian public organizations remain underrepresented in research that tests WLB as a mediating factor. By applying PLS-SEM to civil servant data, this study evaluates WLB as the psychological and behavioral route through which WFH and WFC are connected with Employee Performance.

2. LITERATURE REVIEW

2.1 Theoretical Foundation: Strategic HRM and Work-Family Interface

The analytical foundation combines Strategic Human Resource Management (SHRM), organizational behavior, the work-family interface perspective, and Conservation of Resources (COR) theory. SHRM holds that work systems, employee development, and performance management practices should be aligned with organizational strategy to produce desired outcomes ([Cooke, Cooper, Bartram, Wang, & Mei, 2019](#); [Cooper et al., 2019](#); [Hauff et al., 2022](#)). In the proposed model, WFH is viewed as a strategic flexibility practice, whereas employee performance represents the organizational outcome expected from effective human resource management.

Organizational behavior explains how workplace conditions, motivation, perceptions, attitudes, and role expectations shape employee conduct and outcomes ([Cooper et al., 2019](#); [Hauff et al., 2022](#)). The work-family interface perspective focuses on the interaction between occupational and family domains, which may generate either compatibility or conflict. COR theory provides a resource-based explanation, suggesting that individuals seek to retain valued resources, including time, attention, energy, and emotional stability. When WFC exhausts these resources, both balance and performance may deteriorate ([Bian & Mohd Sukor, 2024](#); [Hobfoll, 1989](#); [Meng, Li, Qu, & Yu, 2025](#); [Sirgy & Lee, 2018](#)).

2.2 Work From Home as a Flexible Work Arrangement

Working from home is an arrangement in which employees carry out assigned duties from their residence with the support of information technology, digital communication, virtual coordination, and output-oriented monitoring. It can reduce commuting demands, give employees greater control over their time, and facilitate the completion of administrative work through

electronic systems ([Irawanto et al., 2021](#); [Khasanah & Amillahaq, 2025](#); [Wang et al., 2021](#)). For government institutions, continuity of service through WFH is most feasible when work processes have been digitized and performance requirements are communicated precisely ([Faeni, Faeni, Hidayat, Oktaviani, & Meidiyustiani, 2021](#)). Recent studies indicate that remote and hybrid arrangements can sustain performance when employees receive autonomy, dependable technology, explicit goals, and regular communication ([Bloom et al., 2024](#); [Gibbs, Mengel, & Siemroth, 2024](#); [Leonardi, Parker, & Shen, 2024](#)). These benefits are conditional and not automatic. Home-based employees may also experience social isolation, coordination difficulties, prolonged work hours, blurred boundaries, and tension between occupational and family demands ([Galanti et al., 2021](#); [Kalmanovich-Cohen & Stanton, 2025](#); [Seinsche, Schublin, Neumann, & Pfaff, 2022](#); [Varotsis, 2022](#)). Accordingly, the model allows WFH to affect employee performance both directly and indirectly through WLB.

2.3 Work-Family Conflict as a Role-Conflict Demand

Work-family conflict is a form of inter-role incompatibility in which demands from employment and family life obstruct each other. It may emerge through insufficient time, transferred strain, or behaviors that are suitable in one domain but difficult to apply in another. Interference may also operate from work to family or vice versa ([Carlson et al., 2000](#); [Greenhaus & Beutell, 1985](#)). The likelihood of such conflict can increase during home-based work because occupational and domestic responsibilities are performed in a shared physical setting and may overlap in time.

From a COR perspective, WFC can weaken performance by depleting employees' limited supplies of time, concentration, and emotional energy. Under high conflict, sustaining attention, meeting formal obligations, and maintaining service standards become increasingly difficult. Research on telework and service settings has similarly associated WFC with poorer well-being, lower balance, and less favorable work outcomes ([Bian & Mohd Sukor, 2024](#); [Isa & Indrayati, 2023](#); [Peiris & Sellar, 2024](#); [Zainal, Zawawi, Aziz, & Ali, 2021](#)). Thus, WFC is expected to adversely affect both WLB and employee performance.

2.4 Work-Life Balance as a Psychological Mediating Mechanism

Work-life balance describes the extent to which employees can accommodate work, family, personal, and social responsibilities without ongoing pressure from conflicting roles ([García-Salirrosas et al., 2023](#); [Sirgy & Lee, 2018](#); [Susanto et al., 2022](#)). In human resource management, balance is not solely a matter of individual choice; it is also influenced by supervisor behavior, organizational policies, job configuration, and the ways boundaries are managed ([García-Salirrosas et al., 2023](#); [Opatrná & Prochazka, 2023](#)). In the present framework, WLB operates as an intervening process between working conditions and performance ([Amegayibor, 2023](#)). Flexibility under WFH may facilitate the coordination of personal and occupational responsibilities, whereas WFC may erode performance by consuming employees' cognitive and emotional resources. Prior research has identified WLB as an explanatory link connecting flexible work, role conflict, job satisfaction, and performance-related outcomes ([Al Riyami, Razzak, Al-Busaidi, & Palalić, 2023](#); [Herlina et al., 2025](#); [Isa & Indrayati, 2023](#); [Ismail & Michael, 2025](#); [Rahman & Ali, 2021](#)).

2.5 Employee Performance as a Work Outcome

Employee performance captures how effectively individuals meet formal job standards, execute assigned activities, accept responsibilities, cooperate with colleagues, and advance organizational objectives. It encompasses required role behavior and discretionary contributions, including accurate and timely work, responsible conduct, constructive recommendations, and support for team effectiveness ([Aguinis, Beltran, & Marshall, 2024](#); [Susanto et al., 2022](#)). In public institutions, these behaviors are reflected in service accountability, administrative accuracy, policy implementation, and the quality of services delivered. Employee performance is specified as the principal outcome variable in this study. Greater flexibility and autonomy under WFH are anticipated to support performance, whereas interference between work and family may diminish it by diverting employees' energy and attention. Employees with stronger WLB should be more

capable of remaining prepared, focused, and constructive while fulfilling institutional responsibilities ([Isa & Indrayati, 2023](#); [Ploszaj, Fernandes, Viacava, & Cardoso, 2025](#); [Susanto et al., 2022](#)).

2.6 Conceptual Framework and Hypotheses

The proposed mediation structure links WFH and WFC with employee performance through direct and indirect paths involving WLB. SHRM provides the rationale for treating WFH as a flexible human resource practice, the work–family interface perspective frames WFC as a constraint generated by competing roles, and COR theory explains WLB as a mechanism for maintaining or losing personal resources. Employee Performance is a work-related outcome produced within this combined framework.

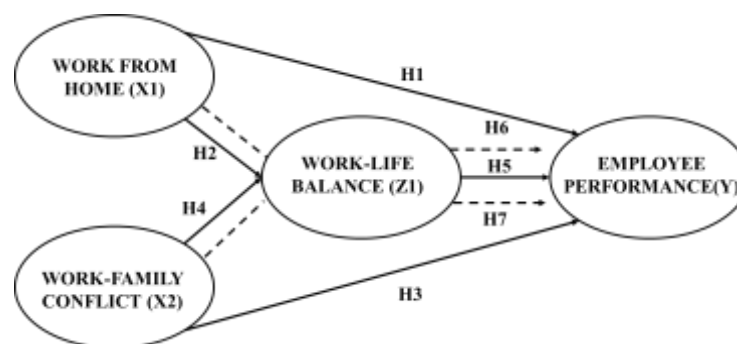


Figure 1. Research conceptual framework

Figure 1 summarizes the expected relationships between the four constructs. In addition to estimating whether WFH and WFC are directly associated with employee performance, the model tests whether each antecedent first changes WLB and then affects performance. Therefore, WLB functions as the intervening construct through which flexible working conditions and role incompatibility may be translated into employee outcomes. The hypotheses derived from these paths are as follows:

- H_1 : Work from home is positively and significantly related to employee performance
- H_2 : Work from home is positively and significantly related to work-life balance
- H_3 : Work-family conflict is negatively and significantly related to employee performance
- H_4 : Work-family conflict is negatively and significantly related to work-life balance
- H_5 : Work-life balance is positively and significantly related to employee performance
- H_6 : Work-life balance transmits the effect of work from home to employee performance
- H_7 : Work-life balance transmits the effect of work-family conflict to employee performance

3. METHODOLOGY

A quantitative explanatory design with causal-verificative analysis was used to examine the proposed relationships among WFH, WFC, WLB, and employee performance. The research was conducted at Regional Office VIII of BKN Banjarbaru, a government institution that supports personnel administration and civil service management. The population of interest comprised civil servants familiar with flexible work, digital coordination, administrative duties and formal performance accountability. Data were collected from 58 respondents using a structured questionnaire and analyzed using SPSS. PLS-SEM was selected because the specification contained four latent constructs, five direct structural relationships, and two indirect mediation paths ([Franke & Sarstedt, 2019](#); [Hair, Risher, Sarstedt, & Ringle, 2019](#); [Kock & Hadaya, 2018](#)).

The sufficiency of the sample was evaluated again through a statistical power analysis for the most complex endogenous equation, in which employee performance had three predictors. With $N=58$ and an alpha level of 0.05, the analysis yielded approximately 0.80 power for an effect near $f^2=0.20$. The empirical f -square estimates ranged between 0.201 and 0.290; therefore, the available observations were adequate for the medium-sized effects identified in the model. However, the

design was not powered to identify small effects, and replication with larger samples remains necessary.

The measurement items were adapted from previously validated instruments and contextualized for a public-sector workplace. The six WFH indicators, drawn from [Irawanto et al. \(2021\)](#), assessed productivity, task completion, perceived advantages, comfort, organizational technical support, and concentration while working from home. Four WFC indicators based on [Carlson et al. \(2000\)](#) captured interference in both directions between employment and the family. WLB was measured using four adapted items from [Irawanto et al. \(2021\)](#) concerning fulfillment in personal life, separation of work from personal matters, and stability during WFH. Six items adapted from [Susanto et al. \(2022\)](#) represented the required and extra-role dimensions of employee performance. Responses to each construct used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). SmartPLS 4 was used to conduct the PLS-SEM analysis in two phases. The measurement model was first examined through indicator loadings, Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), the Heterotrait-Monotrait ratio (HTMT), and Variance Inflation Factor (VIF) statistics. The second phase assessed the structural model by considering the R-squared, f-square, Q-square, path estimates, t-statistics, p-values, and specific indirect effects. Direct and mediated relationships were evaluated using nonparametric bootstrapping.

4. RESULTS AND DISCUSSION

4.1 Results

4.1.1 General Overview and Respondent Characteristics

The respondents were 58 civil servants working at Regional Office VIII of BKN Banjarbaru in activities related to administration, coordination, documentation, personnel services, and other public sector support functions. Their backgrounds differed in terms of sex, age, educational attainment, employment category, and length of service. This heterogeneity provides an empirical basis for evaluating Employee Performance in relation to WFH, WFC, and WLB.

Table 1. Respondent profile of civil servants at Regional Office VIII BKN Banjarbaru (n=58)

Characteristic	Category	n	%
Gender	Male	28	48.3
	Female	30	51.7
Age Group	20-30 years	10	17.2
	31-40 years	22	37.9
	41-50 years	16	27.6
	>50 years	10	17.2
Length of Service	<2 years	6	10.3
	2-5 years	13	22.4
	6-10 years	4	6.9
	>10 years	35	60.3
Educational Level	Senior High School	4	6.9
	Diploma	6	10.3
	Bachelor's Degree	37	63.8
	Master's Degree	11	19
Employment Status	Civil Servant	53	91.4
	Government Employee with Work Agreement	5	8.6
Marital Status	Married	49	84.5
	Unmarried	9	15.5
Number of Dependent Children	0 children	11	19
	1 child	13	22.4
	2 children	29	50
	3 children	5	8.6

As shown in Table 1, the distribution by gender was nearly even, although women accounted for a marginally larger share of the sample. The dominant age categories were 31-40 and 41-50 years. Most participants had served for more than a decade, possessed a bachelor's degree, and held civil servant status. These characteristics are consistent with the administrative profile of Regional Office VIII of BKN Banjarbaru, where sustained discipline, accountability, and dependable service are the central expectations. Family commitments were also prominent in the sample: 49 employees (84.5%) were married, and 50% had two dependent children. Therefore, many respondents combined their occupational obligations with household management, childcare, educational responsibilities, and the allocation of family time. This demographic composition is directly relevant to the analysis of home-based work, role conflict, balance and performance.

4.1.2 Measurement Model Assessment

The assessment of the measurement model covered indicator reliability, internal consistency, convergent validity, discriminant validity, and collinearity. Outer loadings were used for item reliability, while Cronbach's alpha and composite reliability indicated consistency among items. Convergent validity was judged using the AVE and discriminant validity using the HTMT. In accordance with PLS-SEM guidance, acceptable measurements require loadings and reliability statistics above 0.70, AVE above 0.50, and HTMT below 0.90 ([Hair et al., 2019](#); [Sarstedt, Ringle, & Hair, 2021](#)). Every reflective item satisfied the specified criteria. Table 2 reports loadings between 0.887 and 0.950, providing evidence of strong indicator reliability. Across the constructs, Cronbach's alpha varied from 0.937 to 0.968, composite reliability from 0.955 to 0.974, and AVE from 0.841 to 0.877. Consequently, the measures of WFH, WFC, WLB, and employee performance demonstrated both convergent validity and satisfactory internal consistency, allowing the analysis to proceed to the structural model testing.

Table 2. Measurement items, factor loadings, CA, AVE, and CR results

Construct	Item	Indicator	Loading	CA	AVE	CR
Work From Home	WFH-1-1	Productivity during WFH	0.933	0.968	0.861	0.974
	WFH-1-2	Work completion during WFH	0.926			
	WFH-2-1	Personal benefit from WFH	0.917			
	WFH-2-2	Comfort in implementing WFH	0.907			
	WFH-3-1	Technical support from the organization	0.934			
	WFH-3-2	Concentration despite home distractions	0.950			
Work-Family Conflict	WFC-1-1	Work interference with family activity	0.918	0.953	0.877	0.966
	WFC-1-2	Emotional strain affecting family role	0.953			
	WFC-2-1	Family responsibility affecting work	0.928			
	WFC-2-2	Family stress influencing work focus	0.948			
Work-Life Balance	WLB-1-1	Personal-life fulfillment despite work demands	0.919	0.937	0.841	0.955
	WLB-1-2	Ability to separate work and personal matters	0.922			
	WLB-2-1	Maintaining work quality during WFH	0.887			

Construct	Item	Indicator	Loading	CA	AVE	CR
	WLB-2-2	Maintaining personal life despite work demands	0.940			
Employee Performance	EP-1-1	Fulfillment of formal performance requirements	0.898	0.965	0.849	0.971
	EP-1-2	Fulfillment of job-description responsibilities	0.929			
	EP-1-3	Completion of expected core tasks	0.925			
	EP-2-1	Constructive suggestions for work-group functioning	0.928			
	EP-2-2	Encouraging more effective work methods	0.917			
	EP-2-3	Activities supporting positive performance evaluation	0.932			

HTMT was then used to examine whether the constructs were sufficiently distinct from each other. The coefficients in Table 3 range from 0.050 to 0.728 and all are below the conservative limit of 0.90. Although the largest coefficient occurs between WLB and employee performance, its magnitude indicates related concepts rather than empirical redundancy. Therefore, discriminant validity was supported, and the table was retained with a more concise interpretation.

Table 3. HTMT criterion across construct pairs

Construct Pair	HTMT	Interpretation (<0.90)
Work From Home (X_1) ↔ Employee Performance (Y)	0.522	Valid
Work-Family Conflict (X_2) ↔ Employee Performance (Y)	0.550	Valid
Work-Family Conflict (X_2) ↔ Work from Home (X_1)	0.050	Valid
Work-Life Balance (Z) ↔ Employee Performance (Y)	0.728	Valid
Work-Life Balance (Z) ↔ Work from Home (X_1)	0.469	Valid
Work-Life Balance (Z) ↔ Work-Family Conflict (X_2)	0.436	Valid

Potential collinearity was checked using VIF statistics for both indicators and predictor constructs. The obtained values did not suggest problematic multicollinearity, indicating that excessive associations were unlikely to bias either the measurement or structural estimates. Taken together, the evidence supports item reliability, internal consistency, convergent and discriminant validity, and the absence of severe collinearity in the measurement model.

4.1.3 Structural Model Assessment

Table 4. R-square, Q-square, and GoF results

Construct/Model	R-square	R-square Adjusted	Q-square	Interpretation
Employee Performance (Y)	0.627	0.606	-	Strong explanatory power
Work-Life Balance (Z)	0.359	0.336	-	Moderate explanatory power
Overall Model	-	-	0.761	High predictive relevance
Goodness of Fit (GoF)	-	-	0.650	High overall model fit

The structural estimates show substantial explanatory capacity for the employee performance. Table 4 shows that the R-square of 0.627 indicates that WFH, WFC, and WLB jointly account for 62.7% of the observed variance. WLB has an R-squared of 0.359, so WFH and WFC explain 35.9% of the variation in balance. After adjusting for the number of predictors, the corresponding values remained 0.606 for employee performance and 0.336 for WLB, suggesting that the explanatory results were reasonably stable. Predictive relevance is also supported by a Q-square of 0.761, which

is greater than zero. In addition, the GoF statistic of 0.650 indicates a high overall fit for the combined measurement and structural specifications. These results justify the use of the model for hypothesis evaluation and substantive interpretation.

Table 5. f-square results

Path Relationship	f-square	Interpretation
Work From Home (X_1) → Employee Performance (Y)	0.201	Medium effect
Work From Home (X_1) → Work-Life Balance (Z)	0.290	Medium effect
Work-Family Conflict (X_2) → Employee Performance (Y)	0.261	Medium effect
Work-Family Conflict (X_2) → Work-Life Balance (Z)	0.250	Medium effect
Work-Life Balance (Z) → Employee Performance (Y)	0.288	Medium effect

Table 5 shows the each structural relationship produced an f-square value in the medium range. WFH exerted medium-sized effects on both WLB and employee performance; the same pattern was found for WFC, and WLB had a medium effect on employee performance. The magnitude results suggest that performance reflects the combined contribution of flexible work conditions, family role pressures, and employees' ability to preserve balance.

4.1.4 Hypothesis Testing

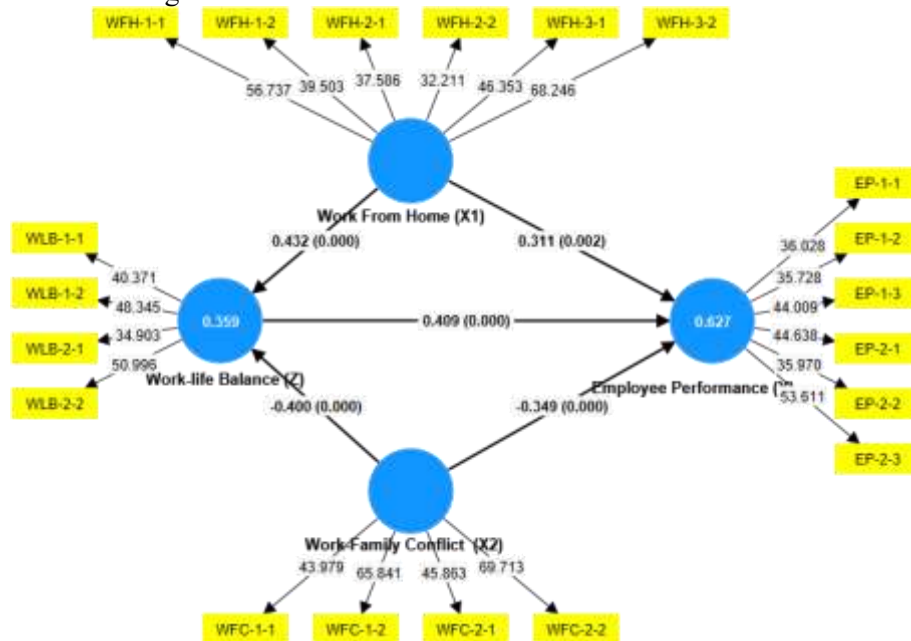


Figure 2. Bootstrapping results of the structural model

The bootstrapping diagram in Figure 2 displays the estimated links from WFH and WFC to WLB and employee performance, as well as the path from WLB to performance. Table 6 provides the numerical evidence used to evaluate the hypotheses, including the standardized coefficients, t-statistics, p-values, and final decision for each direct and indirect relationship.

Table 6. Summary of hypothesis testing results

Hyp.	Path Relationship	β	T-Stats	P-Values	Result
Direct Effects					
H_1	Work From Home → Employee Performance	0.311	3.171	0.002	Supported
H_2	Work From Home → Work-Life Balance	0.432	4.010	0.000	Supported
H_3	Work-Family Conflict → Employee Performance	-0.349	3.664	0.000	Supported

Hyp.	Path Relationship	β	T-Stats	P-Values	Result
H_4	Work-Family Conflict $\rightarrow$ Work-Life Balance	-0.400	4.145	0.000	Supported
H_5	Work-Life Balance $\rightarrow$ Employee Performance	0.409	3.996	0.000	Supported
Indirect Effects					
H_6	Work From Home $\rightarrow$ Work-Life Balance $\rightarrow$ Employee Performance	0.177	2.601	0.009	Supported
H_7	Work-Family Conflict $\rightarrow$ Work-Life Balance $\rightarrow$ Employee Performance	-0.164	2.855	0.004	Supported

The statistical results support all seven of the hypotheses. WFH is positively associated with WLB and employee performance, whereas WFC is significantly negatively associated with both variables. WLB, in turn, contributes positively to performance. Both specific indirect effects are significant, demonstrating that WLB carries part of the influence of WFH and WFC to Employee Performance. Hence, the capacity to coordinate work and non-work roles represents a central process linking flexible arrangements and role pressure to performance outcomes.

4.2 Discussion

4.2.1 The Effect of Work From Home on Employee Performance

H_1 is supported by the significant positive path from WFH to employee performance. In this setting, home-based work appears to facilitate stronger outcomes by offering scheduling flexibility, eliminating commuting demands, supporting concentrated administrative activities, and enabling task completion through digital coordination. This result accords with SHRM and work-design arguments that flexibility can raise performance when autonomy is accompanied by appropriate technology and clear expectations ([Bloom et al., 2024](#); [Wang et al., 2021](#)).

This result is also consistent with previous evidence concerning the benefits of WFH. [Irawanto et al. \(2021\)](#) related home-based work to balance and work stress, while [Anomsari, Handaru, and Ahmad \(2021\)](#) reported an indirect performance contribution through WLB. The present evidence extends this discussion to Indonesian civil servants by indicating that digitally enabled work and supervision centered on outputs can allow performance to be maintained or improved outside the conventional office setting. For Regional Office VIII of BKN Banjarbaru, the managerial consequence is to administer WFH as a formal work system rather than merely allowing employees to change their location. Specific deliverables, reliable digital facilities, scheduled communication, and transparent performance controls are required so that flexibility continues to support productivity and accountability in public services.

4.2.2 The Effect of Work From Home on Work-Life Balance

The positive and significant coefficient of the WFH-WLB path confirms H_2 . Working from home can reduce travel-related fatigue and give employees additional discretion in organizing job schedules alongside personal responsibilities. This pattern is compatible with the work-family interface view that control over when and where tasks are completed may facilitate balance ([García-Salirrosas et al., 2023](#); [Ipsen, Van Veldhoven, Kirchner, & Hansen, 2021](#); [Sirgy & Lee, 2018](#); [Susanto et al., 2022](#)).

Earlier research likewise suggests that remote work contributes to WLB when employees receive organizational clarity and can effectively manage boundaries ([Al Riyami et al., 2023](#); [Ploszaj et al., 2025](#)). However, flexibility alone may blur the separation between employment and home life. Its contribution to balance, therefore, depends on the employee's ability to regulate schedules, family obligations, and expectations for availability. Consequently, institutions should establish explicit provisions for working periods, required outputs, approved communication channels, and reasonable response times. Clear boundaries enable employees to treat flexibility as a useful resource rather than experiencing WFH as an additional source of cross-domain pressure.

4.2.3 The Effect of Work-Family Conflict on Employee Performance

The negative coefficient of WFC on employee performance supports H_3 . When occupational and domestic expectations are difficult to reconcile, employees must divide their time, concentration, and emotional capacity to fulfill their assigned duties. COR theory anticipates this pattern because performance is likely to weaken as personal resources are depleted by competing roles ([Hobfoll, 1989](#); [Yang and Chen, 2024](#)). This evidence is consistent with studies that associate WFC with poorer work outcomes ([Isa & Indrayati, 2023](#); [Peiris & Sellar, 2024](#); [Zainal et al., 2021](#)). For civil servants, role interference may be reflected in reduced accuracy, delayed completion, diminished responsibility, and difficulty in meeting administrative requirements. Therefore, simultaneous family and work pressures can undermine the sustained attention demanded by public-service tasks. From a managerial perspective, workload allocation, urgent deadlines, and communication beyond normal working hours require careful control. Clear assignment coordination and restraint in imposing avoidable after-hours demands can reduce interference with family obligations and protect employees' performance.

4.2.4 The Effect of Work-Family Conflict on Work-Life Balance

H_4 is accepted because WFC has a significantly adverse relationship with WLB. When the requirements of these domains compete, employees have less room to coordinate work, family duties, and recovery. This finding follows the Work-Family Interface explanation that incompatibility among roles produces strain across different areas of life ([Carlson et al., 2000](#); [Greenhaus & Beutell, 1985](#)). Recent findings similarly show that WFC is associated with lower balance and psychological well-being ([Bian and Mohd Sukor, 2024](#); [Meng et al., 2025](#)). This problem is especially salient under WFH conditions because occupational and household demands can arise in the same environment. In the absence of meaningful boundaries, employees may experience continuous work responsibilities while also being expected to respond to family needs. Accordingly, permitting employees to work from home is insufficient to create WLB. A sustainable balance also requires supervisor support, manageable workloads, deliberate boundary practices, and norms that protect personal time. Together, these conditions reduce incompatible demands and help employees maintain their resources across life domains.

4.2.5 The Effect of Work-Life Balance on Employee Performance

The significant positive effect of WLB on employee performance supports H_5 . Employees who successfully coordinate their occupational and personal obligations are better able to maintain concentration, emotional steadiness, and readiness for work. This conclusion is consistent with organizational behavior research showing that supportive work-life conditions can strengthen both employee attitudes and performance ([Cooper et al., 2019](#); [Hauff et al., 2022](#); [Susanto et al., 2022](#)). Prior studies have also connected stronger WLB with satisfaction, engagement, and better performance ([García-Salirrosas et al., 2023](#); [Isa & Indrayati, 2023](#); [Ismail & Michael, 2025](#); [Kowalski, Aruldoss, Gurumurthy, & Parayitam, 2022](#)). In a public organization, the present result indicates that output is shaped not only by discipline and formal procedures but also by whether employees can conserve energy while addressing the demands of multiple roles. Therefore, WLB should be incorporated into managerial decisions. Reasonable completion dates, well-defined priorities, supportive communication, and suitable scheduling flexibility can help civil servants maintain balance and, in turn, sustain administrative accuracy and service quality.

4.2.6 The Mediating Role of Work-Life Balance in the Relationship between Work From Home and Employee Performance

H_6 is supported by the significant indirect effect of WFH on employee performance through the WLB. Thus, the performance contribution of WFH is not limited to autonomy or location flexibility; part of the effect occurs because employees become better able to coordinate occupational and personal roles. Improved balance allows time and energy to be directed more effectively toward the required tasks. This mediation result helps explain why the empirical literature has reported different performance consequences of WFH. A home-based arrangement is not inherently

beneficial, its outcome partly depends on whether it actually enhances WLB. This interpretation corresponds with findings that place balance between flexible work arrangements and performance-related results ([Anomsari et al., 2021](#); [Ismail and Michael, 2025](#)). Therefore, WFH policies should be designed with measures that protect WLB. Technological reliability, clear deliverables, and limits on working time are needed to prevent remote work from becoming an unrestricted continuation of office demands in the home.

4.2.7 The Mediating Role of Work-Life Balance in the Relationship between Work-Family Conflict and Employee Performance

The mediated path tested in H_7 was also significant. WFC diminishes employee performance, in part, by reducing the employee's capacity to balance occupational and family roles. Once this balance is disturbed, fewer cognitive and emotional resources are available for concentration, accuracy, and consistent service delivery. The findings show that WFC represents both inter-role incompatibility and the loss of personal resources. WLB captures the intervening process through which resources are either retained or eroded. Similar mediation patterns were identified by [Isa and Indrayati \(2023\)](#), [Herlina et al. \(2025\)](#) and [Rahman and Ali \(2021\)](#). The present study adds to the public-sector evidence by demonstrating the same mechanism among civil servants. Consequently, reducing WFC should be treated as part of performance management. Supervisors can limit unnecessary cross-domain interference by establishing task priorities, avoiding preventable intrusions into family time, and granting proportionate flexibility when genuine family responsibilities arise. Combining lower conflict with stronger WLB offers a more sustainable basis for improving employee performance.

5. CONCLUSIONS

5.1 Conclusions

This study evaluated how WFH and WFC relate to employee performance, with WLB serving as a mediator among employees of Regional Office VIII of BKN Banjarbaru. The estimates show significant positive relationships from WFH to both performance and WLB. Therefore, flexible arrangements can be beneficial when civil servants receive adequate autonomy, coordinated digital processes, and explicit expectations regarding their work. In contrast, WFC has a significant negative relationship with employee performance and WLB, indicating that simultaneous demands from employment and family can diminish attention, time, emotional steadiness, and work capacity. WLB contributes positively to performance and significantly mediates both the WFH-performance and WFC-performance relationships. These results position balance as a psychological and behavioral process through which flexibility and role incompatibility are converted into public-sector performance outcomes.

This study contributes to public-sector human resource management by showing that WFH operates through more than a direct change in work arrangements: its performance consequences also depend on whether employees can preserve a workable relationship between occupational and non-occupational lives. This evidence further supports the work-family interface and COR perspectives because the harmful performance effect of role conflict occurs partly through reduced balance. In practice, flexible work rules, role boundaries, and employee well-being should be managed as interconnected elements of a performance system.

5.2 Research Limitations

The empirical scope is confined to the Regional Office VIII of BKN Banjarbaru. Although this focus provides detailed evidence from a specific civil service environment, the findings should not be transferred without caution to private enterprises, state-owned companies, or government institutions located in other regions. A cross-sectional survey and self-reported measures were also employed. Consequently, the design cannot portray how the relationships evolve over time, and common perceptual sources may introduce response bias because every construct was assessed from the participants' own evaluations. The interpretation is further constrained by the number of observations. The 58 cases provided adequate power for the medium effects obtained, but they were

insufficient for reliable identification of small effects or broad generalizations to larger populations. Studies involving several institutions and more respondents are needed to strengthen the external validity and statistical power.

5.3 Suggestions and Directions for Future Research

The Regional Office VIII of BKN Banjarbaru should reinforce WFH through precise operational guidance, quantifiable targets, dependable digital systems, systematic reporting, and regular supervisor-employee coordination. Managers should simultaneously reduce avoidable WFC by setting feasible deadlines, communicating priorities, observing appropriate limits on working hours, and supporting staff who encounter genuine clashes between work and family obligations. These actions are warranted because WLB carries the effects of both WFH and WFC to Employee Performance.

Subsequent research should test the framework with participants from additional BKN offices, ministries, local governments, state-owned enterprises and private-sector organizations. Such an expansion would improve generalizability and permit comparisons of flexible work practices across different institutional cultures. Longitudinal and mixed-method designs would also help clarify changes in employees' perceptions and performance over time. The model may also be broadened by incorporating supervisor support, digital competence, workload, technostress, job satisfaction, engagement, organizational commitment, perceived organizational support, and leadership style. Examining these factors could increase explanatory coverage and provide a fuller account of how flexible work, family role pressure, and employee well-being shape performance. Interviews or focus groups would complement quantitative results by revealing how civil servants establish boundaries and sustain their WLB in routine public-service activities.

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AUTHOR CONTRIBUTION

YGT contributed to the conceptualization of the study, research methodology design, data collection process, and the preparation of the original manuscript draft. HUA contributed to the supervision, validation of the research design and results, and critical review and editing of the manuscript. D contributed to the formal data analysis, interpretation of the results using PLS-SEM, and support in the development of tables and structural model interpretation. RR contributed to the manuscript review and editing, ensuring academic writing quality and coherence, as well as supporting the final approval of the manuscript. All authors have read and approved the final version of this manuscript.

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