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The Effect of Flexitime on Job Performance and Family-Work Conflict: A Study of Employees in Batam with a Focus on Ability to Cope

Kifnisa Bella Agostinan¹, Muhammad Donal Mon¹

¹Faculty of Business and Management, Batam Internasional University

Article History



Abstract

This study aims to analyze the effect of flexitime on job performance and family-work conflict, as well as the mediating and moderating roles of family-work conflict and ability to cope among industrial employees in Batam. This study used a quantitative approach with a purposive sampling technique and involved 267 respondents from five manufacturing companies in the Batamindo Industrial Estate. Data were collected through questionnaires and analysed using SmartPLS 4.0. The results showed that flexitime had a positive and significant effect on job performance and was able to reduce family-work conflict. Family-work conflict had a negative effect on job performance and was proven to mediate the relationship between job performance, but was not significant in the relationship between flexitime and family-work conflict. This study provides implications that the effective implementation of flexitime and strengthening employee coping abilities can improve performance and reduce role conflict in organizations.

Keywords

Flexitime, Job Performance
Family-Work Conflict
Ability to Cope
Industrial Employees

JEL Classification

J22, J24, J28, M12, M54

Introduction

Indonesia is a developing country, and economic development activities are carried out with the aim of alleviating existing economic problems (Cantika et al., 2024). The industrial sector plays a major role in the economy. Development in the industrial sector can influence development in other sectors, thus supporting industrial growth (Dewandaru et al., 2022). A company can be said to be developing if it has human resource capabilities. Therefore, good human resource management is needed to achieve a balance between employee needs and company demands (Farha et al., 2022). Statistics Indonesia (BPS) Batam (2023) shows that investment in the manufacturing industry in Batam City increased by 6,801,522 in 2023. According to the Ministry of National Development Planning, the performance of the industrial sector, particularly in the management sector, in Batam City recorded a 4.75% increase in 2021. This plays a role in driving Indonesia's economic growth of 3.7% in 2021. Industry creates productivity and improves the quality of employment; optimizing industry requires the availability of qualified human resources.

¹Corresponding Author: Kifnisa Bella Agostinan, Email: 2241328.kifnisa@uib.edu, Address Baloi-Sei Ladi, Jl. Gajah Mada, Tiban Indah, Kec. Sekupang, Kota Batam, Kepulauan Riau 29426

Batam, one of Indonesia's industrial regions, also faces challenges in managing its increasingly diverse workforce, particularly in meeting workers' expectations regarding working hours. Flexitime is one method that companies can implement to improve employee well-being and work productivity (Gultom et al., 2022). Flexitime is important in supporting active behavior and can improve individual employee health (Wöhner, 2023). According to Saleh's (2024) research, flexitime has a significant positive impact on employee performance. Flexitime allows employees to independently determine their working hours, which is expected to reduce family-work conflict and improve job performance. Many studies have examined the relationship between flexitime and job performance, but there is a lack of understanding of how employee coping skills moderate this relationship, particularly in the industrial sector in Batam.

Previous research often discusses the direct relationship between flexitime and work outcomes. This study examines how coping skills, as a mediator, can influence the effectiveness of flexitime policies for industrial employees in Batam. This study analyzes the impact of flexitime on job performance as a dependent variable reflecting employee productivity. By explaining how flexitime impacts family-work conflict as a mediator of job performance, it illustrates that flexitime can reduce conflict between work and personal life (Chung & van der Lippe, 2020). This study aims to determine the role of coping skills as a moderator in determining the effect or impact of flexitime on family-work conflict and job performance in the context of industrial employees in Batam.

This research can provide a deeper understanding of effective work policies in specific environments. It is also expected to contribute to the design of better work policies for companies in Batam. By understanding how family-work conflict can be addressed and how flexitime can improve employee job performance, industrial companies in Batam can create a work environment that supports employee well-being. (Soga et al., 2022) explains that flexitime can improve employee performance by aligning schedules with personal and family needs. However, flexitime can also cause stress, which can impact employee performance if not managed properly.

Literature Review

Job performance is defined as an employee's fulfillment of their work-related duties (Anggriani & Tiarapuspa, 2023). Job performance is the actions taken by an individual that contribute to an organization's goals (Damayanti et al., 2021). Job performance is the behavior displayed by an individual related to work tasks in a company, department, or organization, carried out according to their potential to produce something meaningful for the organization, society, or themselves (Kurniawan & Nugroho, 2021). According to (Baharsyah & Nugrohoseno, 2021), job performance is the results achieved by an individual in carrying out their work that impact the organization's goals. (Lintang & Frianto, 2024) explain that job performance is the level of success an employee achieves in completing assigned tasks in the workplace.

Flexitime is defined as the flexible arrangement of working hours, meaning the choice of where and when to work, both formally and informally, which can facilitate policies regarding how long (time flexibility), when (timing flexibility), and where (place flexibility) employees work (Usman, 2021). Flexitime is a work hour arrangement that allows employees to balance responsibilities at work and home (Susilowati Endang et al., 2024). Flexitime is a control system for working hours that includes adjustable start and finish times (Saputro et al., 2023). According to (Wardanyi et al., 2024), Flexitime is a system of flexible working hours for employees. This can be in the form of providing more time for them to choose to work

according to their individual needs. Flexitime is a flexible work schedule for jobs that cannot be done remotely (Gultom et al., 2022).

Family-work conflict is a form of inter-role conflict in which general demands on dedicated time and tensions created by family can interfere with the implementation of work-related responsibilities (Elahi et al., 2022). Family-work conflict is an imbalance between roles and responsibilities that can cause stress when individuals devote more time to work, leaving less time for family, resulting in conflict (Jatmika D & Suryadi, 2021). Family-work conflict occurs due to conflicting roles within the family and work. This can be measured by how pressure from work and family influence each other. Family-work conflict arises when participation between work and family roles is incompatible (Novrandy & Tanuwijaya, 2022). Family-work conflict is a conflict that occurs between roles where pressure from the work role and pressure from the family role (Ahar et al., 2022). Family-work conflict is defined as an imbalance between work and family relationships, where employees are unable to fulfill either role effectively (Wijayadne et al., 2022)

Efficacy theory explains that employees with higher coping skills are usually better prepared to manage tasks and take responsibility for their work, thus reducing conflict or problems (Zappalà et al., 2024). Resilience is a human ability to face, overcome, and gain strength to achieve self-transformation after experiencing difficulties, because with difficulties, individuals will find a way to solve the problems experienced by the individual (Huda, 2023). According to (Mirza et al., 2023), coping skills or ability to cope are important to help individuals reduce tension caused by stress, so that employees can normally improve performance in life, academics, and work. (Lestari, 2021) explains that coping skills are included in coping strategies, which can be interpreted as a personality process that includes conscious efforts and is carried out by someone to prevent, reduce, or overcome various problems.

H1: Flexitime has a Positive Effect on Job Performance

With flexible working hours, employees feel more satisfied, which positively impacts their job performance (Mahendra & Kurniawati, 2024). The benefit perceived by employees with flexible working hours is that it gives them the freedom to determine their most productive or optimal working hours in a more comfortable environment. Flexible working hours demonstrate a company's commitment to its employees (Alifyanti Hidayah et al., 2021). Therefore, employees will be more receptive to employers who provide flexible working hours, which in turn will lead to better performance from their workforce (Aura & Desiana, 2023). When employees are satisfied with flexible working hours, they tend to be more motivated and committed to their work. Furthermore, (KAYA et al., 2022) show that employees can manage their time effectively under a flexible working hours system, which contributes to improved individual and corporate performance. These positive findings suggest that flexitime can improve employee job performance. Research (Musinga et al., 2020) also views that the implementation of flexible working hours allows employees to be responsible for work and family, with the existence of flexible time that can arrange working hours according to the most comfortable time, it was found in this study that flexitime can improve employee performance.

H2: Flexitime has a Positive Effect on Family Work-Conflict

Research (Abendroth, 2022) states that flexitime is an alternative resource to reduce the likelihood of work-family conflict. Family-work conflict arises from an imbalance between work and family roles (Damayanti et al., 2021). According to (Reimann & Abendroth, 2022), working flexible hours can reduce family-work conflict. This positive relationship indicates that using flexible hours can reduce family-work conflict. This is supported by research (Ahad

et al., 2022), which shows that increasing flexible work arrangements can weaken the relationship between family-work conflict and intention to leave the job. (Karjono et al., 2024) explain that flexible work hours allow employees to adjust their work time to family activities, reducing stress and improving work-life balance. These findings indicate that flexitime has a positive relationship with family-work conflict.

H3: Family Work-Conflict has a Negative Effect on Job Performance

According to (Garini & Ferli, 2024), family-work conflict can occur for any individual employee. Integrating the two is particularly difficult for employees who are married and have children. When someone must choose between family and work roles, these conflicts can arise, forcing employees to juggle multiple roles. According to (Sulistyowati & Hadi, 2021), an employee's inability to balance family and work demands can result in stress and job dissatisfaction, which impact job performance. According to (Aura & Desiana, 2023), work can interfere with the family's ability to meet family demands, or the family can interfere with the employee's ability to meet work demands. These are two different ways. Family-work conflict can lead to feelings of guilt due to the work-family relationship, which can decrease job performance (Gómez-Ortiz & Roldán-Barrios, 2021). This finding of a negative relationship suggests that family-work conflict can decrease job performance. Research (Asbari et al., 2020) also views that with the demands of multiple roles, which require them to choose and prioritize one of the roles, it was found in this study that conflict between roles causes employees to feel guilty.

H4: Family Work-Conflict Mediates The Relationship Between Flexitime and Job Performance

Chung & Booker (2023) revealed that flexible work hours are more effective in reducing work-family conflict, with low-skilled employees in high-performance work environments where long work hours are expected. High levels of family-work conflict can cause stress, with employees experiencing conflict due to work and family demands, leading to a loss of focus on work, which can lead to decreased performance (Idris et al., 2023). According to (Sari Intan Kumala et al., 2021), flexible work hours can help employees balance work and family. Furthermore, employees experiencing family-work conflict can disrupt productivity, thus affecting performance. Therefore, family-work conflict acts as a mediator, meaning flexitime can reduce family-work conflict, which can improve employee performance. These findings demonstrate a positive relationship, indicating that with work support, such as flexitime, employees are better able to manage responsibilities and deliver high work performance. This is also supported by research (Zappalà et al., 2024) that found that family-work conflict can mediate the relationship between job demands and work performance, explaining that managing this conflict can improve performance. Furthermore, family-work conflict negatively impacts work, so effective conflict management, through resources and flexible working hours, can mitigate this impact.

H5: Ability to Cope Positively Moderates the relationship between Flexitime and Family Work-Conflict

Zappalà et al. (2024) stated that employees with high coping skills are expected to be able to handle challenges related to flexible time effectively which can prevent the depletion of valuable resources and enable the skills needed to solve work problems efficiently. Developed by Bandura (1997) in the work context, coping skills refer to an employee's "ability to face and overcome their work responsibilities, manage problems practically, and understand what can be done to complete tasks when obstacles arise" (Toscano et al., 2022). The role of work-related coping skills is supported by research (Hardiani, 2021), which explains that individuals who

possess the ability to effectively handle conflict and stress can more effectively use flexitime to mitigate the negative impact of family-work conflict. These findings indicate that coping skills significantly positively influence how employees perceive and utilize flexitime as a resource. Furthermore, research (Ubaidillah et al., 2023) shows that employees with good coping skills who utilize flexitime to mitigate family-work conflict can create balance. Thus, positive coping skills not only help manage stress but also serve to strengthen the positive effects of flexitime in reducing family-work conflict.

H6: Ability to Cope positively Moderates the Relationship Between Flexitime and Job Performance

Coping skills play a crucial role in adapting to flexible work arrangements. Coping skills, similar to coping skills, can help anticipate potential conflicts and manage them before they arise (Zappalà et al., 2024). When employees feel confident in managing their time, they tend to utilize flexibility effectively, thereby reducing stress and improving job performance. Positive perceptions of coping skills are key to maximizing the benefits of flexible working hours, which can improve employee performance (Sofyan & Elmi, 2024). This is also supported by research (Shabuur & Mangundjaya, 2020), which found that positive coping skills can increase the effectiveness of flexible working hours in improving employee performance. This means that coping skills serve as a factor that can strengthen the positive impact of flexible working hours on job performance.

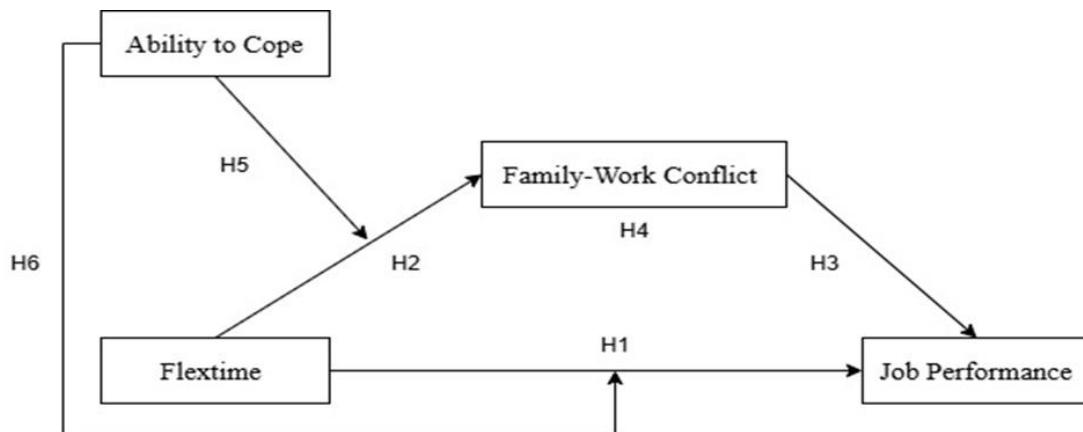


Figure 1. A Conceptual Model of Flexitime, Coping Ability, Family–Work Conflict, and Job Performance

Methods

This study uses a quantitative approach, a research method based on the philosophy of positivism, used to examine a specific population or sample by collecting statistical data with the aim of testing predetermined hypotheses (Sugiyono, 2013). This study examines the influence of flexitime and family-work conflict on job performance, focusing on the ability to cope. The research subjects were manufacturing companies in the Batamindo Industrial Estate. The reason for selecting companies in the Batamindo Industrial Estate as the research subjects is because Batamindo is the largest industrial area and has a significant impact on the economy in Batam.

Population and Sample

The target population for this study included employees working at five manufacturing companies in the Batamindo Industrial Estate. The researchers collected data by distributing

questionnaires to employees of PT EPSON, PT SUMITOMO, PT TDK, PT SANIPAK, and PT CICOR. Manufacturing sector employees were chosen because this sector has a tight and short work system and high work pressure, making it an appropriate context to observe the effects of flexitime and ability to cope on job performance. This research method used purposive sampling, meaning the researcher could select respondents who met certain criteria (Sugiyono, 2013). This study consisted of 35 questions. According to Hair et al. (2019), determining the appropriate sample size depends on multiplying the number of indicators by 5 to 10, so in this study, it is 5 times the number of indicators. Using this formula, the minimum sample size is 175 respondents. However, 250 employees participated in this study.

Data Collection

We used primary research techniques to collect the necessary data by administering questionnaires to respondents containing questions related to the research variables. A survey created using Google Forms was used to collect the data. Researchers ensured the confidentiality of answers using a standard scale and distributed questionnaires in neutral working conditions without pressure from superiors. The collected data was then processed using SmartPLS software. SmartPLS is used because it is able to analyze complex relationships between variables such as flexitime, family-work conflict, ability to cope, and job performance with a predictive approach and the proposed mediation-moderation model.

Data Analysis

The analysis process used SmartPLS 4.0 to test the hypotheses. The first stage of this study was a validity test, which aimed to verify the validity of the research instrument to be distributed, with an outer loading value equal to or greater than 0.6 and an average variance extracted (AVE) value equal to or greater than 0.5 (Hair et al., 2019). The second reliability test, to ensure that an instrument is reliable enough to be used as a data collection tool. (Hair et al., 2019) states that composite reliability must be greater than or equal to 0.7 and the Cronbach's alpha coefficient value must be greater than or equal to 0.50. The third inner model test is used to measure the relationship between variables. (Hair et al., 2019) explains that a relationship is declared significant if the T-statistic value is greater than 1.96 and the P-Value value is less than 0.05. The fourth coefficient of determination (R-Square) test is for testing the relationship between independent and dependent variables. According to (Hair et al., 2019) an R-Square value of 0.50 indicates strong, if 0.33 indicates moderate, and if 0.19 indicates a weak research model.

Results and Discussion

The conclusion of the demographic data analysis shows that the majority of respondents are male, which is 51.3% because most of the office staff and supervisor positions are dominated by men, the most age is in the range of 18-27 years with a percentage of 48.3% this is because employees at that age are of productive age and employees have an orientation towards career development. The most education level is bachelor's degree (S1) at 56.9% this is because companies in Batam tend to look for employees with higher educational backgrounds for positions that require special skills or managerial roles.

Table 1. Demographic Respondent Data

Demographics	Number of Respondents	Percentage (%)
Gender		
Male	137	51.3%
Female	130	48.7%

Total	267	100%
Last Education		
Junior High School	1	0.4%
High School	59	22.1%
Bachelor's Degree	152	56.9%
Diploma	27	10.1%
Master's/Doctorate (S2/S3)	29	10.9%
Total	267	100%
Age		
18-27	129	48.3%
28-43	80	30%
44-59	58	21.7%
Total	267	100%
Current Employment		
Marketing	24	9%
Technician/Maintenance	16	6%
Supervisor	34	12.7%
Ass. Manager	20	7.5%
Manager	22	8.3%
Office Staff	123	46%
Accounting	28	10.5%
Total	267	100%
Employment Status		
Permanent Employee	126	47%
Contract Employee	141	53%
Total	267	100%
Years of Employment		
Less than 3 Years	69	25.8%
3-6 Years	63	23.6%
7-10 Years	114	42.7%
More than 10 Years	21	7.9%
Total	267	100%
Which Company Do You Work For?		
EPSON	51	19.1%
SUMITIMO	58	21.8%
SANIPAK	73	27.4%
TDK	39	14.7%
CICOR	46	17.3%
Total	267	100%

The questionnaire was developed in-house and distributed online using Google Forms from November 2024 to January 2025. A 5-point Likert scale was used to measure the indicators, including strongly disagree, disagree, neutral, agree, and strongly agree. The variables were scored using a series of questions displayed in a coded format.

Table 2. Operational Variables and Survey Indicators

Variable	Indicator	Question	Source
Flexitime	FT ₁	I feel comfortable with flexible working hours (WFH).	

Family-Work Conflict	FT ₂	Choosing the right work shift allows me to spend more time with my coworkers.	(Sajjad et al., 2024)
	FT ₃	Choosing the right work shift allows me to complete personal matters at home without disrupting my work schedule.	
	FT ₄	I have sufficient rest time with my family by choosing the right work shift.	
	FT ₅	I feel stressed at work when my responsibilities to my family at home are neglected.	
	FT ₆	I feel that the problem of lateness can be reduced by implementing (FWH) in all departments.	
	FT ₇	I think spending more time with family can increase motivation at work.	
	FT ₈	I have a strong commitment to coming to work because of the implementation of FWH.	
	FT ₉	Implementing FWH can help improve the quality of my work.	
	FWC ₁	The demands of my job can interfere with my home and family life.	
Job Performance	FWC ₂	The excessive time I spend at work makes it difficult for me to fulfill my family responsibilities.	(Zappalà et al., 2024)
	FWC ₃	The demands of my job prevent me from doing things I want to do at home.	
	FWC ₄	My job creates stress that makes it difficult for me to fulfill my family responsibilities.	
	FWC ₅	My work requires me to change my family plans.	
	JP ₁	I am able to plan my work so that I can complete it on time.	
Ability to Cope	JP ₂	I keep in mind the results I want to achieve.	(Platania et al., 2023)
	JP ₃	I can set priorities.	
	JP ₄	I am able to carry out my work efficiently.	
	JP ₅	I can manage my time well.	
	JP ₆	On my own initiative, I start new tasks when my old ones are completed.	
	JP ₇	I strive to keep my work-related knowledge up-to-date.	
	JP ₈	I continually seek new challenges in my work.	
	ATC ₁	I don't know what's expected of me regarding the tasks I need to complete at work.	(Zappalà et al., 2024)
	ATC ₂	My responsibilities are clearly defined.	
	ATC ₃	I feel confident about how much authority I have.	
	ATC ₄	I have clear goals and objectives for my work.	
	ATC ₅	Goals and objectives should be planned with a clear picture of what needs to be achieved at work.	
	ATC ₆	I don't know how I'll be evaluated for raises or promotions.	
	ATC ₇	I don't know how to develop my skills for future success at work.	

ATC ₈	I often receive unclear instructions from my superiors.
ATC ₉	I know exactly what's expected of me.
ATC ₁₀	I work with unclear policies and guidelines.
ATC ₁₁	I'm often confused about what I'm supposed to do at work.
ATC ₁₂	I know what my responsibilities are at work.
ATC ₁₃	I'm often unsure about how to do my job.

Validity Test

Based on the validity test results, it was found that flexitime, family-work conflict, job performance, and ability to cope had outer loading values greater than 0.6 and average variance extracted (AVE) values greater than 0.5, thus confirming the validity of the data (Hair et al., 2019).

Table 3. Loading and AVE (Average Variance Expected)

Variable	Indicator	Loading	AVE
FLEXITIME (FT)	FT ₁	0.742	
	FT ₂	0.822	
	FT ₃	0.805	
	FT ₄	0.840	
	FT ₅	0.707	0.559
	FT ₆	0.801	
	FT ₇	0.812	
	FT ₈	0.835	
	FT ₉	0.836	
	FWC ₁	0.873	
FAMILY-WORK CONFLICT (FWC)	FWC ₂	0.885	
	FWC ₃	0.883	0.642
	FWC ₄	0.885	
	FWC ₅	0.859	
JOB PERFORMANCE (JP)	JP ₁	0.837	
	JP ₂	0.885	
	JP ₃	0.879	
	JP ₄	0.853	0.769
	JP ₅	0.863	
	JP ₆	0.852	
	JP ₇	0.820	
	JP ₈	0.827	
ABILITY TO COPE (ATC)	ATC ₁	0.796	
	ATC ₂	0.784	
	ATC ₃	0.752	
	ATC ₄	0.736	
	ATC ₅	0.725	
	ATC ₆	0.777	0.734
	ATC ₇	0.740	
	ATC ₈	0.739	
	ATC ₉	0.749	
	ATC ₁₀	0.688	

ATC ₁₁	0.775
ATC ₁₂	0.738
ATC ₁₃	0.713

Reliability Test

The reliability test results show that the variables flexitime, family-work conflict, job performance, and ability to cope have a Cronbach's alpha of >0.6, which can be considered reliable, and a composite reliability of >0.7, which can be considered reliable (Hair et al., 2019).

Table 4. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Desc
Flexitime	0.934	0.943	Valid
Family-Work Conflict	0.930	0.941	Valid
Job Performance	0.925	0.943	Valid
Ability To Cope	0.948	0.957	Valid

The results of the reliability test show that the Cronbach's alpha and composite reliability values are more than 0.7, so it can be concluded that all variables are valid.

Inner Model

A relationship between variables can be considered significant if the T-statistic is greater than 1.96 and the P-value is less than 0.5 (Hair et al., 2019).

Table 5. Direct Effect Test Results

Variables	Sample Mean	T-Statistic	P-Value	Information
Flexitime -> Job Performance	0.566	8.156	0.000	H1: Influential
Flexitime -> Family-Work Conflict	-0.251	2.236	0.025	Significant
Family-Work Conflict -> Job Performance	-0.350	5.107	0.000	H2: Influential

Table 6. Indirect Effect Test Results

Variables	Sample Mean	T-Statistic	P-Value	Information
Flexitime -> Family-Work Conflict -> Job Performance	0.087	2.110	0.035	H4: Influential
Ability to Cope x Flexitime -> Family-Work Conflict	0.052	1.772	0.076	Significant
Ability to Cope x Flexitime -> Job Performance	-0.090	4.276	0.000	H5: No Influential

The results of the first hypothesis test demonstrate a significant effect of flexitime on job performance. According to Mahendra and Kurniawati (2024), flexitime has a positive impact on achieving work success and job performance. These findings align with those reviewed by Mahendra and Kurniawati (2024) and Musinga et al. (2020). The results of the second hypothesis test demonstrate a significant effect of flexitime on family-work conflict. According to Abendroth (2022), flexitime is an alternative resource that can potentially reduce work-family conflict. These findings align with those of Damayanti et al. (2021), Reimann & Abendroth (2022), Ahad et al. (2022), and Karjono et al. (2024).

The results of the third hypothesis test demonstrate a significant negative effect of family-work conflict on job performance. According to Sulistyowati and Hadi (2021), negative family-work conflict poses challenges that can impact employee job performance. This study's findings align with those of Gomez-Ortiz and Roldán-Barrios (2021).

The fourth hypothesis test demonstrates a significant mediating effect of family-work conflict on flexitime and job performance. Chung & Booker (2023) state that flexitime can be more effective in reducing work-family conflict. Furthermore, Sari Intan Kumala et al. (2021) states that flexitime at work can help employees balance work and family. This study's findings align with those of Zappalà et al. (2024). The fifth hypothesis test demonstrates an insignificant moderating effect between ability to cope and family-work conflict. This demonstrates an indirect effect between ability to cope and flexitime and family-work conflict, demonstrating the complexity of individual influences. The results of this study align with those of (Ishak et al., 2020). The results of the sixth hypothesis test demonstrate a significant moderating effect of ability to cope on flexitime and job performance. According to (Shabuur & Mangundjaya, 2020), a high ability to cope can effectively improve job performance. These results align with those of (Zappalà et al., 2024). The ability to cope can also increase the effectiveness of flexitime because individuals are able to better manage stress by using flexible time to balance workload and family responsibilities, thus increasing productivity.

The results of this study are supported by the Conversion of Resources (COR) theory proposed by Hobfoll et al. (2018). It argues that individuals strive to maintain their resources, particularly flexitime, which helps conserve energy and time. While the ability to cope is a personal resource for managing stress, when the ability to cope is low, the potential for family-work conflict increases and job performance declines. The COR theory helps explain how these two factors work to maintain balance and improve employee performance in the Batam industry. The Batam industry is also crucial due to its high-density nature and high-pressure, rotating work systems. Implementing flexitime can be a solution, but its effectiveness depends on employees' ability to manage stress. Employees with a strong ability to cope tend to be more balanced and productive than those without effective coping strategies.

Adjusted R-Square Test Results

The R-Square test results table describes the proportion of variables explained by each factor. The data shows an adjusted R-Square value for the family-work conflict variable of 0.751 (75.1%), which can be categorized as strong. The adjusted R-Square value for job performance is 0.911 (91.1%), which can be categorized as strong.

Table 7. R-Square Test Results

Dependent Variable	R-Square	Adjusted R Square	Description
Family-Work Conflict	0.754	0.751	Strong
Job Performance	0.913	0.911	Strong

The structural model results suggest that flexitime operates not merely as a scheduling mechanism but as a strategic resource whose effectiveness is contingent on both relational strain and individual regulatory capacity. The strong explanatory power of the model for job performance indicates that flexibility in working hours becomes performance enhancing when it successfully alleviates role interference and is supported by sufficient personal coping resources. This finding resonates with prior evidence showing that flexible work arrangements contribute to performance primarily through reductions in strain and improved self-regulation rather than through autonomy alone (Chung & van der Lippe 2020; Soga et al. 2022). The significant mediating role of family work conflict reinforces the argument that unresolved inter role tension drains cognitive and emotional resources, thereby undermining task focus and

execution, a mechanism widely documented in occupational stress and work family interface research (Gómez Ortiz & Roldán Barrios 2021; Reimann & Abendroth, 2022).

At the same time, the differential moderating role of ability to cope highlights an important boundary condition. While coping capacity strengthens the translation of flexitime into higher job performance, it does not uniformly buffer family work conflict, suggesting that certain structural pressures in industrial work settings may exceed individual regulation alone. This pattern aligns with contemporary resource based perspectives which argue that personal resources amplify but cannot fully substitute for organizational support in high demand environments (Hobfoll et al., 2018; Zappalà et al. 2024). In the context of Batam's manufacturing sector, characterized by rigid production cycles and performance monitoring, these findings imply that flexitime policies yield optimal outcomes only when combined with realistic workload design and clarity of role expectations. Thus, flexibility should be understood as a conditional resource whose performance benefits emerge through its interaction with both psychosocial demands and employees' adaptive capacities, rather than as a universally protective intervention.

Conclusion

This study shows that the flexitime policy in Batam's industrial sector can be a labor efficiency strategy that not only improves employee welfare but can also boost company productivity and competitiveness. Flexitime, family-work conflict, and job performance are proven to have a direct and significant relationship. Flexitime is proven to improve job performance and directly reduce family-work conflict. In addition, family-work conflict is proven to be a significant mediating variable moderating the relationship between flexitime and job performance. Ability to cope is also proven to significantly moderate the relationship between flexitime and job performance, but is not proven to moderate the relationship between flexitime and family-work conflict. This study has several limitations, one of which is the limited available data, because data collection was carried out using a questionnaire that requires time in testing to get suitable respondents.

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