Analysis of The Influence of Personality and Flexible Work Arrangements on Work-Life Balance Mediated by Organizational Support at The North Medan One-Stop Manuggal Administration System (SAMSAT) Office

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ABSTRACT

The North Medan One-Stop Manuggal Administration System (SAMSAT) or known as the One-Stop Manuggal Administration System is a combination of 4 (four) agencies that have motor vehicle tax objects domiciled in North Sumatra. The problem that occurs is that in 2022 there will still be a high level of work errors made by employees. These errors can occur due to decreased employee productivity, which will then cause stress and disrupt work-life balance. This research is a quantitative study that aims to analyze the influence of personality and flexible work arrangements on work-life balance through organizational support. The population of this study is that the population in this study is all permanent employees at the North Medan Samsat. Meanwhile, the number of samples was 80 respondents. The analysis technique used is Partial Least Square (PLS), which is a component or variant-based Structural Equation Model (SEM). The results of the research, data prove that personality influences organizational support with a p-value of 0.000, flexible working hours arrangements influence organizational support with a p-value of 0.002, organizational support influences work-life balance with a p-value of 0.000 , personality influences work-life balance with a p-value of 0.012 and flexible working hours arrangements influence work-life balance with a p-value of 0.000. Then, the results of the mediation test show that personality influences work-life balance through organizational support with a p-value of 0.000 and flexible work arrangements influence work-life balance through organizational support with a p-value of 0.004.

Keywords:
Personality; Flexible work arrangements; Work-life balance; Organizational support

1. Introduction

Human resource management is the science or art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society. In realizing the vision and mission of the organization. The issue of human resources is in the spotlight for companies and agencies to survive in the era of globalization, so the quality of the human resources within them can be utilized as optimally as possible. The role of human resources is the main key that must be considered with all its needs.

In an organizational context, employees are seen as important actors in determining organizational sustainability (Nadesan & Thampoe, 2018). Therefore, organizations really need to focus on human resources to improve organizational sustainability. Because achieving organizational sustainability is unrealistic without participation and commitment from employees. Currently, the world of work requires a reliable workforce so that it is able to face changes that occur such as globalization. The life of an employee is basically divided into two. On the one hand, employees serve an organization to earn income.

On the other hand, employees have families they are responsible for. So employees must divide their concentration, time and responsibilities so that both can work in balance. Balanced in the sense that the work that an employee has can support and be supported by his family, meaning that the family also supports the implementation of tasks in the organization. When an employee is unable to balance his life and does too much work, this can cause the employee's psychology and behavior to be disturbed, so that it will reducing productivity, which will then cause stress and disrupt work-life balance.

Work-life balance is the ability a person has to balance work demands with personal demands. Maslichah & Hidayat (Maslichah & Hidayat, 2017), work-life balance is generally associated with balancing or maintaining all aspects that occur in one's life. A person can balance his 2 jobs well, even though each individual has demanding tasks that must be completed in 2 roles both at work and outside of work.

The results of research conducted by Sarikit (Sarikit M, 2017), Foanto, Tunarso, dan Kartika (Foanto et al., 2020) and Indirasari & Mardiana (Indirasari & Mardiana, 2022), work-life balance is an important factor in improving employee performance. However, other research shows that work-life balance has a negative effect on employee performance. Like research conducted by Rahmawati (Rahmawati et al, 2021).

Work-life balance has a positive effect on performance, if employees are able to align their time and direct involvement between work and personal life (family, hobbies and culture), then employees will be enthusiastic, focused on work, more effective and improve the quality of their work, whereas if employees feel they are not being able to balance work and personal life, employees will feel tired, and create a bad work environment that can be detrimental to themselves and the organization that requires their energy, effort and potential. Therefore, this is what happened to the employees of the North Medan One-Stop Administrative System Office (SAMSAT).

The North Medan One-Stop Manuggal Administration System (SAMSAT) or known as the One-Stop Manuggal Administration System is a combination of 4 (four) agencies that have motor vehicle tax objects domiciled in North Sumatra. One-Stop Manuggal Administration System as operational implementer of the collection of Motor Vehicle Tax, Motor Vehicle Transfer Fee, Surface Water Tax, Retribution, and other legitimate local revenues in the Medan City area to increase Regional Tax revenues at the North Sumatra Regional Tax Service Office in Medan city.

The phenomenon that occurs in the North Medan One-Stop Manuggal Administration System (SAMSAT) is that the quality of an employee's work does not meet the requirements set by the agency, this is what shows that the work-life balance is low among the employees of the North Medan One-Stop Manuggal Administration System (SAMSAT) Office. . Therefore, employees at the North Medan One-Stop Manuggal Administration System (SAMSAT) are required to improve their work-life balance.

Based on the results of observations made by researchers on the North Medan One-Stop Single-Stop Administrative System (SAMSAT) in 2022, there is still a high level of work errors made by employees. Where the highest number of work errors occurred in July, namely 41 errors. Where reports are synchronous between one section and another, this is due to the whitening program held by the Medan City government resulting in an increase in the number of people paying motorbike taxes.

Meanwhile, the lowest error rate occurred in April with 13 errors in the form of the quality of the BK replacement service not being in accordance with what was promised by community employees. This was caused by not too many people coming to process their motorbike taxes because at that time many people were going home out of town. . These errors can occur due to decreased employee productivity, which will then cause stress and disrupt work-life balance.

There are several factors that can influence work-life balance according to Poulose and Sudarsan (Poulose. & Sudarsan, 2014) namely personality. Personality is the accumulation of various ways an individual acts on the environment and interacts with other people. Human personality consists of several main factors, namely; extraversion, agreeableness, conscientiousness or conscientiousness, neuroticism, and openness to experience. Personality characteristics influence how employees balance work and personal life. Usually someone who has a good personality since childhood will also have a good life when they work.

The next factor that influences work-life balance according to Poulose and Sudarsan in (Laela & Muhammad, 2016) is flexible working hours. Flexibility is one of the keys to creating a balance between personal and work life. As research results prove, workers who have more flexible working hours have higher levels of healthy behavior. Flexible working hours is a modification of the work system that allows workers to freely determine the time, duration and location of work. This allows workers to be able to arrange flexible working hours with their personal responsibilities, for example; how long, where, and when to start work (Pandiangan, 2018).

By Gordon (Gordon et al., 2015) Flexible working hours are defined as giving workers options regarding the time, duration and place they choose to do work. For example, working from home and choosing more flexible working hours (Sugita & Zhao, 2017). Flexible working hours arrangements do not only apply to workers who have families and have caring responsibilities. However, workers also have various personal activities outside of these responsibilities (De Menezes & Kelliher, 2017).

The benefits obtained from implementing flexible work arrangements include increasing employee satisfaction and motivation, increasing retention rates and recruitment benefits, increasing employee productivity, reducing workforce turnover, improving reputation, and reducing employee absenteeism. Apart from that, a flexible work system will indirectly maintain employee welfare while also increasing employee productivity. As research evidence recommends setting flexible working hours as a system implemented in organizations because it is proven to increase job satisfaction and work performance in order to increase employee productivity (Aziz-Ur-Rehman & Siddiqui, 2019).

Apart from personality variables and flexible working hours arrangements that researchers used in this research. Researchers also use organizational support as a mediating variable. According to Poulose and Sudarsan in (Laela & Muhammad, 2016) organizational support can influence work-life balance. Organizational support is employees' perceptions of how the organization values their contributions and cares about their welfare.

There are two forms of organizational support, namely formal support and informal support. Formal support can be in the form of the availability of work-family policies/benefits and flexibility in setting work schedules, while informal support can be in the form of work autonomy, support from superiors and attention to employee careers. Therefore, it is hoped that organizational support can strengthen/weaken the relationship between personality and flexible working hours arrangements on employees' work-life balance.

Based on the background of the existing problem, the researcher was encouraged to conduct research entitled "analysis of the influence of personality and flexible work arrangements on work-life balance mediated by organizational support at the North Medan One-Stop Manuggal Administration System (SAMSAT) Office".

2. Literature Review

A. *Work-life Balance*

According to Paulose and Sudarman in (Laela & Muhammad, 2016) Work-life balance is a person's ability to separate personal interests from work interests without disrupting work which is determined by where a person works. According to Hudson in (Maslichah & Hidayat, 2017) work-life balance is the level of satisfaction related to multiple roles in one's life. Work-life balance is generally associated with balance, or maintaining all aspects of human life.

Lockwood in (Nawarcono & Setiono, 2021) work-life balance is a condition of balance between two demands, namely work and a person's individual conditions. Furthermore, Delecta in (Nawarcono & Setiono, 2021) added that work-life balance is a person's or individual's ability to fulfill their work duties and remain committed to their family, as well as other non-work responsibilities.

According to McDonald and Bradley in (Anggreni & Budiani, 2021) there are three indicators of work-life balance, namely as follows:
1. Time balance

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2. Balance of engagement
3. Balance of satisfaction

B. *Personality*

According to Poulose and Sudarsan in (Laela & Muhammad, 2016) personality is the accumulation of various ways an individual acts on the environment and interacts with other people. Human personality consists of several main factors, namely; extraversion (level of enjoyment of relationships), agreeableness (level of obedience to others), conscientiousness or conscientiousness (persistence and motivation in achieving goals), neuroticism (resistance to stress), and openness to experience.

According to Robbins & Judge (Robbins & Judge, 2017) personality or personality is a word that comes from Latin, namely "charm". A word that refers to a guise or mask, where the mask was used by drama performers in the Roman Period to describe a person's behavior, personality or character. "Charm" had its own meaning for the Romans, namely regarding how an individual appeared in front of other individuals. The most frequently used definition of personality, formulated by Gordon Allport about 70 years ago, is that personality is the sum total of the ways an individual acts on and interacts with other people.

According to Robbins (Robbins & Judge, 2017), there are five indicators of personality:

1. Extoversion, describes individuals who are cheerful, outgoing and confident.
2. Ability to agree, describes an individual who is trustworthy, cooperative and good.
3. The ability to listen to one's inner voice, describing a person as full of responsibility, stable, organized, and reliable.
4. Emotional stability, individuals who are confident, calm and peaceful.
5. Personality that characterizes someone based on imagination, sensitivity and curiosity.

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C. *Flexible Work Arrangement*

According to Paulose and Sudarsan in (Laela & Muhammad, 2016) flexible work arrangements that are tailored to help employees manage work and activities outside of work and help organizations recruit, retain and motivate. Flexible working hours are a modification of the work system resulting from technological developments, especially in the field of communication, which allows workers to work freely at any place, time and period of time (Pandiangan, 2018). This includes working shift arrangements, duration of working time, start and finish time of work, compression of working hours, leave, and also certain permits due to obstacles.

According to Carlson in (Panjaitan et al., 2022), several indicators of flexible working hours include:

1. Time Flexibility: employee flexibility in modifying work duration.
2. Timing Flexibility: employee flexibility in choosing their work schedule.
3. Place Flexibility: employee flexibility in choosing their place of work.

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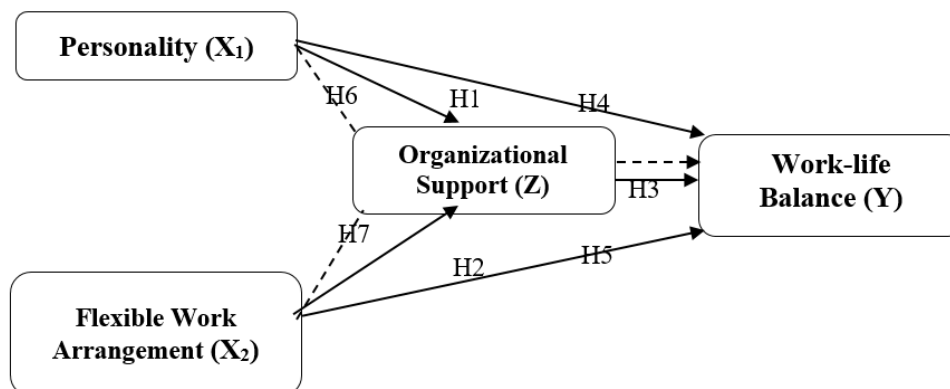*Office*

D. *Organizational Support*

According to Poulose and Sudarsan in (Laela & Muhammad, 2016), organizational support is support provided in the work environment. There are two forms of organizational support, namely formal support and informal support. Formal support can be in the form of the availability of work-family policies/benefits and flexibility in setting work schedules, while informal support can be in the form of work autonomy, support from superiors and attention to employee careers.

Apart from that, according to Ismaniar (Ismaniar, 2015) states that organizational support is support that refers to the socio-emotional needs of employees or members of the organization such as appreciation, benefits in the form of salaries and allowances, as well as care provided by the organization directly to its members. According to Rosyiana (Rosyiana, 2019) there are three important aspects of organizational support that can be felt by organizational members, namely justice, support from superiors or leaders, organizational appreciation and working conditions.

According to Farasat and Ziaaddini in (Aprillia, 2017) stated that there are 4 indicators of organizational support, namely:
1. Justice
2. Support from superiors
3. Organizational rewards
4. Working conditions

E. *Conceptual Framework*

Figure 1: Conceptual Framework

F. *Hypotesis*

In accordance with the variables examined in this research, the author provides the following hypothesis:

H1. Personality influences organizational support at the North Medan SAMSAT Office
H2. Flexible work arrangements influence organizational support at the North Medan SAMSAT

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H3. Organizational support influences work-life balance at the North Medan SAMSAT Office

H4. Personality influences work-life balance at the North Medan SAMSAT Office

H5. Flexible work arrangements have an impact on work-life balance at the North Medan SAMSAT Office

H6. Personality influences work-life balance through organizational support at the North Medan SAMSAT Office

Flexible work arrangements have an impact on work-life balance through organizational support at the North Medan SAMSAT Office.

3. Research Methodology

This research uses a quantitative approach as stated by (Sugiyono, 2021) that quantitative research methods are defined as research methods based on the philosophy of positivism, used to research certain populations or samples, collecting data using quantitative statistical data analysis research instruments. , with the aim of proposing a predetermined hypothesis.

Based on the definition above, this research is quantitative research. This is because this research aims to determine the direct and indirect influence between variables, namely personality and flexible work arrangements on work-life balance through organizational support.

1. *Population and Sampling*

The population in this study were all permanent employees at SAMSAT Medan Utara. In this research, the sampling technique used purposive sampling. Purposive sampling according to Sugiyono (Sugiyono, 2012) is sampling using certain considerations according to the desired criteria to determine the number of samples to be studied. The sample criteria used were only employees of the service section and administration section so that there were 80 respondents.

2. *Data collection technique*

The data collection techniques used are primary data and secondary data. Primary data was obtained from direct interviews with respondents with the help of prepared questionnaires. Apart from primary data, this research also used secondary data as supporting data. Secondary data was obtained from related agencies and other relevant sources. The data collection techniques used are primary data and secondary data. Primary data was obtained from direct interviews with respondents with the help of prepared questionnaires. Apart from primary data, this research also used secondary data as supporting data. Secondary data was obtained from related agencies and other relevant sources. The data that has been collected from the questionnaire is then tested for validity and reliability.

3. Data Analysis Technique

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The data analysis technique for this research uses statistical analysis, namely partial least squares – structural equestion model (PLS SEM) which aims to carry out path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghazali, 2013). Variant-based structural equation analysis (SEM) can simultaneously test measurement models as well as test structural models.

4. Result and Discussion

A. *Measurement Model Test Results (Outer Model)*

The measurement model (outer model) or commonly called a measurement model is a model resulting from SEM-PLS calculations which aims to define how each indicator relates to its latent variable which is done by testing the validity and reliability of the indicators that form the latent variable using Confirmatory Factor Analysis (CFA).). Where the outer model test begins by estimating or estimating parameters, namely by carrying out PLS algorithm calculations with the following results:
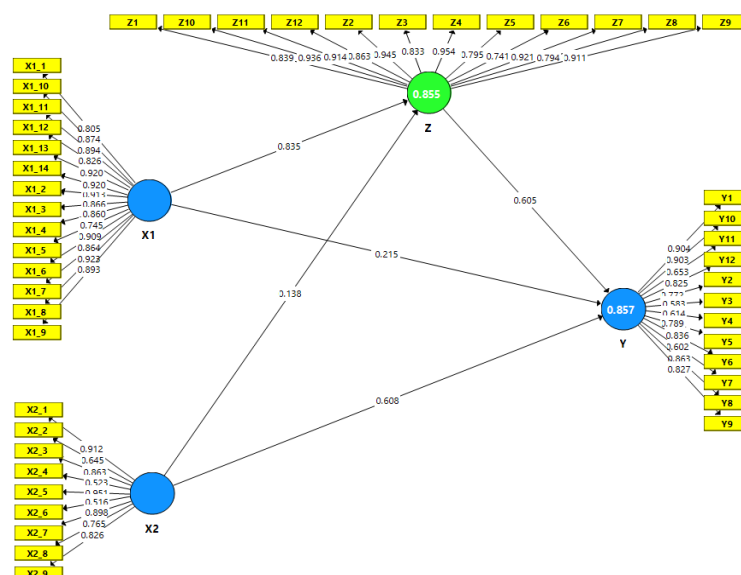
Figure 2. Path Diagram based on outer loading values

1. *Convergent Validity*

   Figure 2 shows that all indicators for each research variable have a calculated r-validity value greater than the outer loading value (0.7) so it can be concluded that all indicator constructs for research variables (X, Y and Z) are valid.

2. *Discriminant Validity*

   Testing discriminant validity in this study used the HTMT (Heterotrait-Monotrait Ratio of Correlation) test. HTMT is an alternative method recommended for testing discriminant validity. This method uses a multitrait-multimethod matrix as the basis for measurement. The HTMT value must be less than 0,9 to ensure discriminant validity between the two reflective

constructs (Henseler et al, 2015). The following is a table of discriminant validity test results using HTMT:

Table 1

Discriminant Validity Test

	Personality (X1)	Flexible Work Arrangement (X2)	Work-life Balance (Y)	Organizational Support (Z)
Personality (X1)				
Flexible Work Arrangement (X2)	0,624			
Work-life Balance (Y)	0,742	0,822		
Organizational Support (Z)	0,636	0,669	0,843	

Source: Data Processed, 2024

The results of the discriminant validity test in table 1 show that all HTMT values are < 0,9, so it can be stated that all constructs are valid in terms of discriminant validity based on the HTMT calculation..

3. *Composite Reability*

Reliability tests were carried out to measure internal consistency. The accuracy and precision of measuring instruments is based on composite reliability (>0.7) with the following results:

Table 2. Reliability Test

Latent Variable	*Composite Reliability* > 0.7	Conclusion
Personality (X1)	0,978 > 0,7	Reliable
Flexible Work Arrangement (X2)	0,932 > 0,7	Reliable
Work-life Balance (Y)	0,946 > 0,7	Reliable
Organizational Support (Z)	0,975 > 0,7	Reliable

Source: Data Processed, 2024

Table 2 shows that the 4 latent variables respectively have composite reliability values that are all greater than 0,7, so it can be concluded that all research latent variables have high reliability. In other words, the research model is considered feasible.

B. *Structural Model Test Results (Inner Model)*

After the estimated model meets two criteria, namely convergent validity, discriminant validity and reliability, and has met the ideal model in accordance with the research conceptual framework, then the structural model (inner model) is tested. Tests carried out on the inner model were carried out using R-square and f-square tests as follows:

1. *R-square*

Table 3. Nilai *R-square*

Variable	*R-Square*
Organizational Support	0,855
Work-life Balance	0,857

Sumber: Hasil pengolahan data 2024

Based on the results of the R-square value in the table above, it can be explained that:

1) 85,5% of the organizational support variable can be explained by personality variables and working hours, while 14,5% is explained by other factors.
2) 85,7% of the work-life balance variable can be explained by personality variables, working hours and organizational support, while 14,3% is explained by other factors.

2. *F-square*

The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value = 0,02 → "weak" from exogenous to endogenous variables; (2) If the value = 0,15 → "medium/moderate" from exogenous to endogenous variables; and (3) If the value = 0,35 → "strong" of the exogenous variable against the endogenous. Table 4 shows the f-square value:

Table 4. *F-square Value*

	Personality (X1)	Flexible Work Arrangement (X2)	Work-life Balance (Y)	Organizational Support (Z)
Personality (X1)			0,051	3,080
Flexible Work Arrangement (X2)			1,525	0,084
Work-life Balance (Y)				
Organizational Support (Z)			0,371	

Sumber: Hasil pengolahan data 2024

The explanation from Table 4 in accordance with the f-square effect size previously explained is as follows:

1) Personality on work-life balance has an f-square value of 0,051, which can be interpreted as meaning that personality has a "weak" influence on work-life balance.
2) Personality on organizational support has an f-square value of 3,080 which can be interpreted as meaning that personality has a "strong" influence on organizational support.
3) Setting flexible work arrangements on work-life balance has an f-square value of 1,525, which can be interpreted to mean that setting flexible working hours has a "strong" influence on work-life balance.
4) Flexible work arrangements on organizational support have an f-square value of 0,084 which can be interpreted as working hour arrangements having a "weak" influence on organizational support.
5) Organizational support for work-life balance has an f-square value of 0,371 which can be interpreted as organizational support having a "strong" influence on work-life balance.

C. Hypotesis Test

Hypothesis testing contains three sub-analyses, including: (a) direct effect and (b) indirect effect.

1. Direct effect

This test uses a bootstrapping algorithm. To see whether the proposed hypothesis can be accepted or rejected, it can be seen from the resulting t-statistic value. If the p-value <

0.05 then ho will be rejected. Conversely, if the p-value is > 0.05 then ho will be accepted. The t-statistic estimation results in this model can be seen in Figure 3 and Table 5 which show the path coefficients as follows:
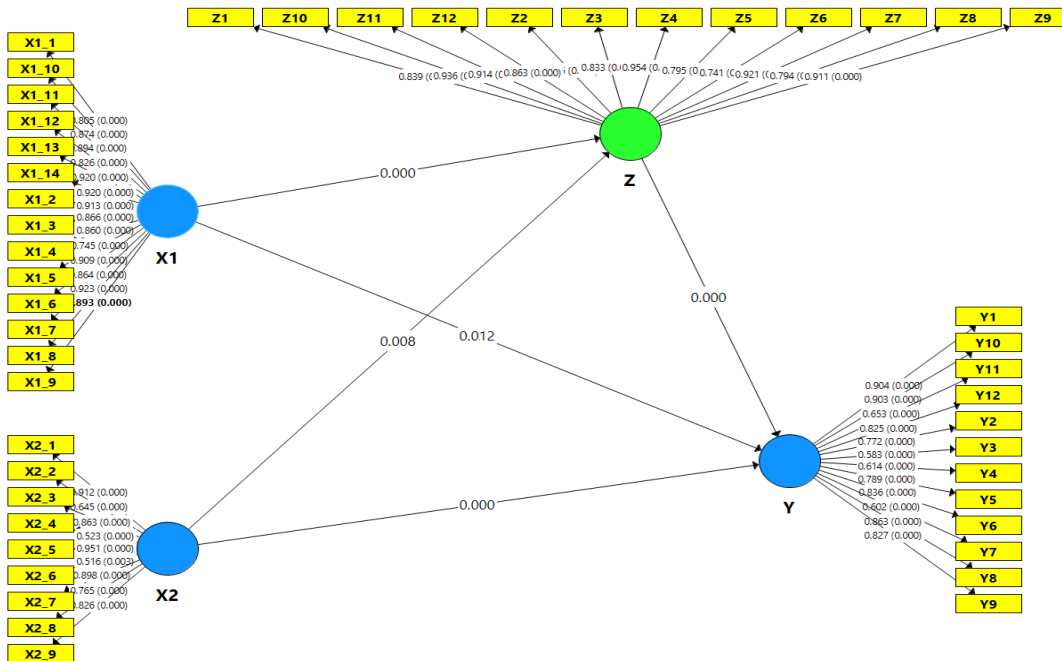
Figure 3. *P-value Output*

Sumber: Hasil pengolahan data 2024

Table 5. *Path coefficients t-value direct effect value*

	Original Sample	Sample Mean	Standard Deviation	P-value
Personality->Organizational Support	0,57986	0,58194	0,042	0,000
Flexible Work Arrangement -> Organizational Support	0,09583	0,09514	0,052	0,002
Organizational Support -> Work-life Balance	0,42014	0,41042	0,09931	0,000
Personality -> Work-life Balance	0,215	0,211	0,09375	0,012

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Flexible Work Arrangement -> Work-life Balance	0,42222	0,43125	0,063	0,000

Sumber: Hasil pengolahan data 2024

The influence of variable relationships as in Table 5 can be explained as follows:

a. The path coefficient obtained from the relationship between personality variables and organizational support is 0,57986 with a p-value of 0,000 < 0,05, this shows that there is a positive influence on the relationship between personality and organizational support. This means that **H1 is accepted.**

b. The path coefficient obtained from the relationship between the variable flexible work arrangements and organizational support is 0,09583 with a p-value of 0,002 < 0,05, this shows that there is a positive influence on the relationship between flexible working hours arrangements and organizational support. This means that **H2 is accepted.**

c. The path coefficient obtained from the relationship between the organizational support variable and work-life balance is 0,42014 with a p-value of 0,000 < 0,005, this shows that there is a positive influence on the relationship between organizational support and work-life balance. This means that **H3 is accepted.**

d. The path coefficient obtained from the relationship between personality variables and work-life balance is 0,215 with a p-value of 0,012 < 0,005, this shows that there is a positive influence on the relationship between personality and work-life balance. So, **H4 is accepted.**

e. The path coefficient obtained from the relationship between the variable flexible work arrangements and work-life balance is 0,42222 with a p-value of 0,000 < 0,005, this shows that there is a positive influence on the relationship between flexible working hours and work-life balance. This means that **H5 is accepted.**

2. *Indirect effect*

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). The criteria for determining the indirect effect (indirect effect) are: (1) if the P-Values < 0.05, then it is significant, meaning that the mediator variable (Z/e-Trust) mediates the influence of the exogenous variable on the endogenous variable. The following is table 6 which is the result of the p-value in the indirect effect test:

Table 6. *Path coefficients t-value indirect effect value*

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	Original Sample	Sample Mean	Standard Deviation	P-value
Personality -> Organizational Support -> Work-life Balance	0.506	0.497	0.128	0.000
Flexible work arrangement -> Organizational Support -> Work-life Balance	0.083	0.077	0.029	0.004

Sumber: Hasil pengolahan data 2024

The influence of indirect relationships (indirect effects) of variables as in table 6 can be explained as follows:

a. The path coefficient obtained from the relationship between personality variables and work-life balance through organizational support is 0,506 with a p-value of 0,000 < 0,05, this shows that personality influences work-life balance through organizational support. This means that **H6 is accepted.**

b. The path coefficient obtained from the relationship between the variable setting flexible work arrangements and work-life balance through organizational support is 0,083 with a p-value of 0,004 < 0,05, this shows that flexible work arrangements have an effect on work-life balance through organizational support. This means that **H7 is accepted.**

D. Discussion

1. **The influence of personality on organizational support at the North Medan SAMSAT Office**

The 1st hypothesis in this research is accepted, namely that personality has a significant positive effect on organizational support at the North Medan Samsat Office. Basically, important organizational support is provided to all employees. This is an effort to improve employee performance and satisfaction. However, not all employees receive organizational support due to the employee's bad personality. Therefore, it can be concluded that personality influences organizational support. The results of this research support the theory put forward by Poulose and Sudarsan, where an employee with a good personality means the organization will also provide good support. The better a person's personality, the greater the support provided by the organization.

2. **The influence of flexible work arrangements on organizational support at the North Medan SAMSAT Office**

The second hypothesis in this research is accepted, namely that the regulation of flexible

work arrangements has a significant positive effect on organizational support at the North Medan Samsat Office. In order to improve employee performance and employee satisfaction, various supports are really needed, one of which is organizational support. Employees' ability to arrange flexible work arrangements can increase organizational support as an effort to maximize organizational goals. The results of this research support the theory put forward by Poulose and Sudarsan, where flexible work arrangements will lead to satisfaction and improve employee performance. If an employee has good performance, the organization will also provide support.

3. **The influence of organizational support on work-life balance at the North Medan SAMSAT Office**

The third hypothesis in this research is accepted, namely that organizational support has a significant positive effect on work-life balance at the North Medan Samsat Office. The support provided by the organization can have a good impact on employees. Meanwhile, organizational support can create a feeling of joy, a sense of appreciation and a feeling of motivation, where these feelings will help a person balance their work life and personal life so that they will be able to improve their performance (Dita Selvioneta Yuni Siahaan et al., 2022). Organizational support can increase employee motivation, with high employee motivation, employees will feel satisfied and not feel stressed when working so that they are able to balance themselves between work and personal (Lie et al., 2021). The results of this research support Paulose and Sudarman's theory and research results (Nurhabiba, 2020) namely that organizational support influences work-life balance.

4. **The influence of personality on work-life balance at the North Medan SAMSAT t Office**

The fourth hypothesis in this research is accepted, namely that personality has a significant positive effect on work-life balance at the North Medan Samsat Office. Personality characteristics influence how employees balance work and personal life. Usually someone who has a good personality since childhood will also have a good life when they work. According to Poulose and Sudarsan (2014) Personality (personality) influences work-life balance and the results of research conducted by Sevda et al (2021) show that a person's personal characteristics influence work-life balance.

5. **The influence of flexible work arrangements on work-life balance at the North Medan SAMSAT Office**

The fifth hypothesis in this research is accepted, namely that flexible work arrangements have a significant positive effect on work-life balance at the North Medan Samsat Office. The benefits obtained from implementing working hour regulations include; increase employee satisfaction and motivation, increase retention rates and recruitment benefits,

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increase employee productivity, reduce workforce turnover, improve reputation, and reduce employee absenteeism. Apart from that, a flexible work system will indirectly maintain employee welfare while also increasing employee productivity. As research evidence recommends setting working hours as a system implemented in organizations because it is proven to increase job satisfaction and work performance in order to increase employee productivity (Siddiqui & Aziz-Ur-Rehman, 2020).

6. **The influence of personality on work-life balance through organizational support at the North Medan SAMSAT Office**

The sixth hypothesis in this research was accepted, namely that personality influences work-life balance through organizational support at the North Medan Samsat Office. According to Poulose and Sudarsan in (Laela & Muhammad, 2016), organizational support can influence work-life balance. Organizational support is employees' perceptions of how the organization values their contributions and cares about their welfare. There are two forms of organizational support, namely formal support and informal support. Formal support can be in the form of the availability of work-family policies/benefits and flexibility in setting work schedules, while informal support can be in the form of work autonomy, support from superiors and attention to employee careers. Therefore, it is hoped that organizational support can strengthen/weaken the relationship between personality and employee work-life balance.

7. **The influence of flexible work arrangements on work-life balance through organizational support at the North Medan SAMSAT Office**

The 7th hypothesis in this research was accepted, namely that flexible work arrangements influence work-life balance through organizational support at the North Medan Samsat Office. According to Ismaniar (Ismaniar, 2018) states that organizational support is support that refers to the socio-emotional needs of employees or members of an organization such as appreciation, benefits in the form of salaries and allowances, as well as care provided by the organization directly to its members. Based on Poulose and Sudarsan's theory in (Laela & Muhammad, 2016), it shows that organizational support is one of the factors that influences work-life balance. The organizational support received by employees will improve the relationship between working hours and work-life balance.

5. Conclusion

Based on the test results of the influence of personality and flexible working hours arrangements on work-life balance mediated by organizational support, it can be concluded as follows:

1. Personality has a significant positive effect on organizational support at the North Medan SAMSAT Office.

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2. Flexible work arrangements have a significant positive effect on organizational support at the North Medan SAMSAT Office.
3. Organizational support has a significant positive effect on work-life balance at the North Medan SAMSAT Office.
4. Personality has a significant positive effect on work-life balance at the North Medan SAMSAT Office.
5. Flexible work arrangements have a significant positive effect on work-life balance at the North Medan SAMSAT Office.
6. Personality influences work-life balance through organizational support at the North Medan SAMSAT Office.

Flexible work arrangements influence work-life balance through organizational support at the North Medan SAMSAT Office.

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