

## THE INFLUENCE OF FLEXIBLE WORKING ARRANGEMENT ON JOB PERFORMANCE WITH SUPERVISOR SUPPORT AND WORK-FAMILY CONFLICT AS MEDIATORS



Ni Kadek Ayuni Sekarini<sup>1</sup>  
Universitas Indonesia, Jakarta, Indonesia  
[ayunisekarini@gmail.com](mailto:ayunisekarini@gmail.com)

Riani Rachmawati<sup>2</sup>  
Universitas Indonesia, Jakarta, Indonesia  
[riani.rachmawati@ui.ac.id](mailto:riani.rachmawati@ui.ac.id)

### Abstract

The Greater Jakarta area (Jabodetabek) is known for its severe traffic congestion, which significantly impacts employees' daily lives. Flexible Working Arrangement (FWA) has emerged as a potential solution to reduce commuting burdens and improve work efficiency. In addition to offering flexibility for employees, FWA benefits organizations by lowering operational costs such as office space and equipment. Globally, the adoption of FWA has increased, including in Indonesia, driven by digital transformation and post-pandemic work pattern shifts. However, the effectiveness of FWA on Job performance (JP) remains under scrutiny, as JP is a critical factor in achieving organizational goals. While FWA may help reduce Work-Family Conflict (WFC), some studies suggest it may also increase WFC due to blurred boundaries and dual roles. Supervisor support is therefore essential to ensure that FWA policies are implemented effectively and support employee performance. This study aims to examine the influence of FWA on JP, considering the mediating roles of WFC and Supervisor support, particularly in the Jabodetabek area. Data were collected from 244 employees who are eligible for FWA and live with their families. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that FWA has a positive and significant effect on JP, helping employees reduce stress and fatigue, thus working more effectively. Supervisor support partially mediates this relationship, while WFC does not. Managerial implications highlight the importance of consistent support from supervisors to foster a productive and harmonious work environment.

**Keywords:** Flexible Working Arrangement, Job Performance, Supervisor Support, Work-Family Conflict

## INTRODUCTION

The COVID-19 pandemic has transformed how organizations and employees approach work by popularizing flexible working arrangements (FWA), such as remote working, working from home (WFH), and teleworking (Jimad et al., 2024). Before the pandemic, FWA was uncommon and often limited to high-income professionals (Birkinshaw et al., 2021). However, during the pandemic, organizations widely adopted FWA, which has since become normalized across industries (Yee et al., 2023). Even post-pandemic, hybrid models remain prevalent, particularly among younger generations who value work–life balance (Radziukiewicz, 2021; Klingner et al., 2016). This transformation reflects broader digitalization trends and the growing reliance on virtual office systems, which enable employees to work flexibly from anywhere (Kompas, 2024; RRI, 2025).

FWA has shown both benefits and drawbacks. Organizations benefit from reduced overhead costs and improved efficiency, while employees gain flexibility and autonomy (Howe et al., 2021; Pokojski et al., 2022). However, remote work can also lead to burnout and blurred boundaries between professional and personal life (Palumbo, 2020). Although studies show FWA enhances productivity and performance (Hackney et al., 2022), limited research examines its impact in developing countries where such systems are still novel (Yee et al., 2023). The trend of remote work continues to expand globally, with 22% of the U.S. workforce expected to work remotely by 2025 (Forbes, 2022). Similar trends are seen in the Asia-Pacific region, with Indonesia ranked fifth among the best countries for remote work (Kayak, 2022).

In Indonesia, several ministries have adopted hybrid work policies for efficiency, such as the “two-day WFA and three-day WFO” scheme (Kompas, 2025). This policy provides civil servants flexibility in managing their work preferences (Irawati, 2019). FWA has also been viewed as a solution to Jakarta’s chronic traffic congestion, which significantly impacts workers’ stress and productivity (Sultan et al., 2024). Jakarta ranks as the seventh most congested city in the world, with commuters losing up to 89 hours annually due to traffic (CNBC Indonesia, 2025; Indozone, 2025). Long commutes, averaging nearly two hours daily in the Jabodetabek region, exacerbate work stress and reduce family time, leading to work–family conflicts (Setyonaluri & Utomo, 2024; Lee, 2015).

Flexible working arrangements have been found to enhance job performance by allowing employees to adjust their schedules and reduce stress (Kwahk & Park, 2016; Stavrou, 2005). Research indicates that FWA can improve participation, flexibility, and organizational efficiency while providing psychological benefits, particularly for working parents (Crowley & Kolenikov, 2014; Greenberg & Landry, 1998). Empirical studies confirm a positive relationship between FWA and job performance (Sekhar & Patwardhan, 2023). However, the presence of supervisor support has been identified as a critical mediating factor influencing how effectively employees can engage in FWA (Kossek & Friede, 2006; Ulrich, 2016). Without supportive supervision, employees may face challenges balancing flexibility with performance expectations.

FWA also interacts closely with work–family conflict (WFC). While flexible schedules can reduce stress and improve satisfaction (Bainbridge & Townsend, 2020), they may also blur work–home boundaries and cause role overload (Mee Choo et al., 2016; Allen et al., 2013). Studies show inconsistent results, some suggest FWA reduces WFC, while others indicate it can exacerbate it depending on family dynamics and job demands (Kelliher

& de Menezes, 2019; Jimad et al., 2024). Research has linked FWA with improved job satisfaction and reduced turnover intentions (Wheatley, 2017; Kelliher & Anderson, 2010). Yet, for many working parents, especially women in metropolitan areas, extended working hours and long commutes continue to fuel WFC (Setyonaluri & Utomo, 2024).

Given these complexities, this study focuses on examining the influence of flexible working arrangements on job performance, with supervisor support and work–family conflict as mediating variables. Supervisor support plays a vital role in ensuring the successful implementation of FWA, while the relationship between FWA and WFC remains inconclusive in prior studies. The research will be conducted in the Jabodetabek metropolitan area, Indonesia’s largest urban cluster, where high congestion and urban density create a unique context for analyzing the effectiveness of FWA in improving performance and mitigating work–family conflicts (Robbany et al., 2019).

## **REVIEW OF LITERATURE**

### **HR System Theory**

The HR System Theory (Bowen & Ostroff, 2004) provides a framework to understand how supervisory support facilitates the implementation of flexible work arrangements (FWA). Monks et al. (2013) emphasize that HR systems consist of policies, practices, and processes that shape employees’ perceptions, attitudes, and behaviors. The HR philosophy, defined as guiding principles reflecting organizational values toward employees, determines the type of HR system adopted and how it operates. Processes such as communication and knowledge sharing reinforce this philosophy and promote desirable employee behaviors like innovation and problem-solving (Monks et al., 2013). Positive employee experiences with HR practices lead to job satisfaction, trust, and retention (Nishii et al., 2008), while exposure to high-performance work practices may also cause stress and job strain (Ramsay et al., 2000). Overall, HR system theory stresses the integration of HR philosophy and processes to achieve both performance and employee well-being. Sekhar and Patwardhan (2023) extend this theory by showing that supervisors act as mediators between HR system strength and FWA implementation, ensuring consistent and fair application of HR practices.

### **Social Exchange Theory**

Social Exchange Theory (SET) (Blau, 1986) explains workplace relationships as reciprocal exchanges of resources, both material and emotional, between individuals. Rooted in Homans’ (1958) notion of “social behavior as exchange,” SET centers on the reciprocity principle, mutual acts of giving and receiving guided by social norms and trust (Gouldner, 1960). This reciprocity can be positive (support, reward) or negative (retaliation) (Eisenberger et al., 2002). Beyond reciprocity, other exchange rules such as competition, altruism, and group gain also shape social relationships (Meeker, 1971). Foa and Foa (1974) classify exchanged resources into status, information, goods, love, money, and services, which influence whether relationships are transactional or interpersonal (Cropanzano & Mitchell, 2005). In organizations, SET underpins concepts such as Perceived Organizational Support (POS) and Leader-Member Exchange (LMX), showing that strong exchange relationships enhance commitment, satisfaction, and job performance (Rhoades & Eisenberger, 2002). Thus, SET provides a comprehensive framework for understanding how social reciprocity drives employee behavior and performance (Ahmad et al., 2023).

### **Spillover Effect Theory**

Spillover Effect Theory suggests that employees' work experiences can "spill over" into their nonwork lives and vice versa, creating parallel patterns between both domains (Staines, 1980). Within the context of work-family conflict (WFC), this theory explains how job stress can overflow into family life, causing tension between professional and domestic responsibilities. Abdou et al. (2024) applied this perspective alongside the Job Demands-Resources (JD-R) model in a study of Egyptian resort employees and found that job stress, measured through role overload, ambiguity, and conflict, significantly increases psychological strain. This stress not only affects employees' mental health directly but also indirectly through heightened work-family conflict, illustrating how negative experiences in one domain can exacerbate challenges in another (Abdou et al., 2024).

### **Flexible Working Arrangement (FWA)**

Flexible Work Arrangements (FWA) offer employees control over where (spatial flexibility) and when (temporal flexibility) they work (Rau & Hyland, 2002; Sekhar & Patwardhan, 2023). Temporal flexibility includes flextime, compressed workweeks, and part-time options, while spatial flexibility allows telecommuting or remote work (Kosseck & Friede, 2006; Choi, 2018). FWA benefits both organizations and employees by reducing costs and improving efficiency (Howe et al., 2021; Pokojski et al., 2022), but their effects differ by gender, women often use FWA for work-life balance, while men use it to enhance career engagement (Hagqvist et al., 2018; Hofäcker & König, 2013). While FWA is associated with reduced turnover, stress, and increased satisfaction (Shanmugam & Agarwal, 2019; Onken-Menke et al., 2018), it can also blur work-family boundaries, heighten role conflict, and reinforce traditional gender norms (Allen et al., 2013; Chung & van der Lippe, 2020). Furthermore, studies show that although FWA improves performance and engagement (Sekhar & Patwardhan, 2023), poor management of flexibility may cause overwork, fatigue, and career stagnation (Spieler et al., 2017; Palumbo, 2020; Xiang et al., 2021). Ultimately, FWA reflects organizational care and trust toward employees, enhancing motivation and morale (Kurtessis et al., 2017).

### **Job Performance**

Job performance refers to an individual's contribution toward achieving organizational goals through task execution and discretionary behaviors (Kwahk & Park, 2016). It encompasses both task performance and contextual aspects like organizational citizenship behavior (Rich et al., 2010). Engagement, involving simultaneous physical, cognitive, and emotional investment, explains performance more comprehensively than job satisfaction or intrinsic motivation. Personality traits and social reputation also affect supervisors' evaluations, as agreeable, emotionally stable, and trustworthy employees tend to be rated higher (Hogan & Shelton, 1998). Social skills bridge motivation and performance by transforming internal drives into valued behaviors. Job performance can also be categorized as in-role and innovative performance (Deng et al., 2023), or by three dimensions, work output, interpersonal behavior, and dedication (Hochwarter et al., 2004). Together, engagement, personality, and skill interaction shape how individuals contribute effectively to organizational success.

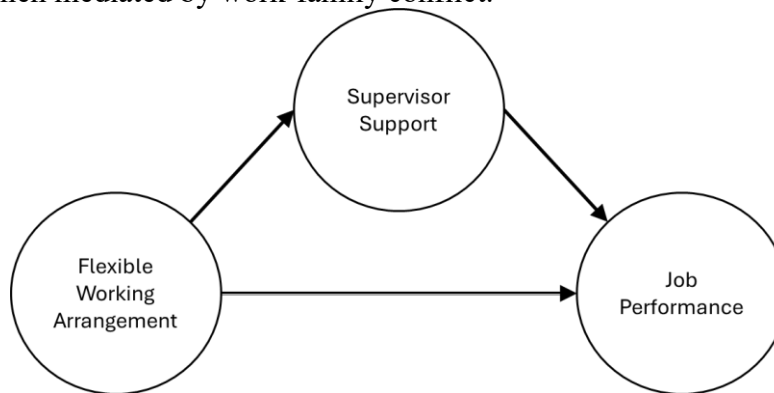
### **Supervisor Support**

Supervisor support, derived from Organizational Support Theory, represents employees' perception of how much supervisors value their contributions and care about

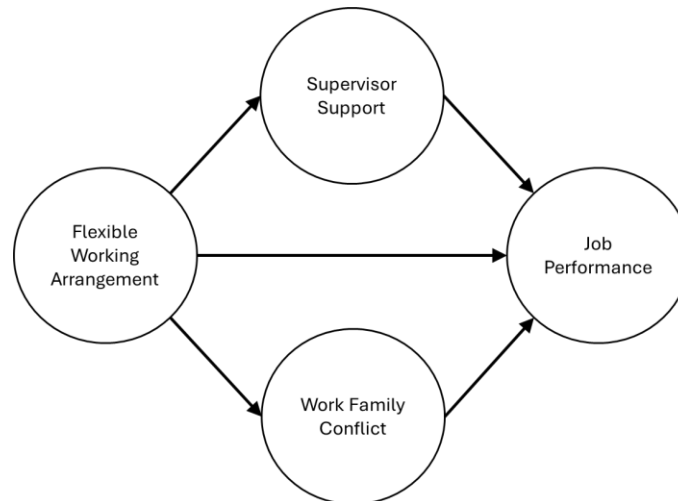
their well-being (Eisenberger et al., 1986; Kottke & Sharafinski, 1988). As agents of the organization, supervisors' attitudes often mirror organizational support (Eisenberger et al., 1990), influencing employees' affective commitment, turnover intentions, and engagement (Maertz et al., 2007). Research indicates that supportive supervisors play a crucial role in facilitating FWA availability and reinforcing employees' sense of being valued (Casper & Harris, 2008; Sekhar & Patwardhan, 2023). They act as "gatekeepers" who determine access to flexible arrangements (Chen & Fulmer, 2018; Clarke et al., 2019), and their discretion significantly affects employees' job attitudes and performance. Effective supervisory support thus fosters positive social exchanges between employees and organizations, enhancing engagement, well-being, and retention (Sekhar & Patwardhan, 2023).

## RESEARCH METHOD

Previous research by Sekhar and Patwardhan (2023) examined the impact of Flexible Working Arrangements (FWA) on employee job performance, emphasizing the mediating role of supervisor support. The study, conducted on 214 employees across 46 service companies in India using Structural Equation Modeling (SEM), found that FWA positively influenced job performance, while supervisor support partially mediated this relationship. The findings highlight the importance of supportive leadership in fostering mutual social exchange relationships between employees and organizations. Supervisors who provide emotional and professional support help employees feel valued, which in turn enhances their performance. Another study by Jimad et al. (2024) in Indonesia tested similar relationships but included job satisfaction and work-family conflict as mediators. Using PLS-SEM on 245 educators, they found that FWA did not significantly affect job satisfaction, aligning with Bailey and Kurland's (2002) earlier findings that remote work only slightly improves performance. However, Zappalà et al. (2024) revealed that FWA can enhance job performance when mediated by work-family conflict.



**Figure 1.**  
**Research Model by Sekhar & Patwardhan, 2023; Figure 3.2 Research Model by Jimad et al., 2024**



**Figure 2.**

**Research Model**

Building upon previous literature, the current study develops a conceptual framework that integrates FWA, supervisor support, and work-family conflict as predictors of job performance. The model proposes that FWA not only directly improves job performance but also indirectly affects it through supervisory support and the reduction of work-family conflict. In this framework, supportive supervisors play a crucial mediating role by reinforcing employee well-being, trust, and motivation within flexible work systems. Conversely, effective flexibility arrangements are expected to reduce the negative impact of work-family conflict, thus enhancing individual performance outcomes. The proposed model (Figure 2) reflects a holistic perspective on how flexible work policies can create positive organizational outcomes by balancing employee autonomy, managerial support, and work-life harmony.

**RESULTS AND DISCUSSION**

**Pre-Test Validity Test**

The pre-test validity test was carried out on 30 respondents who had the same characteristics as the actual research sample. This test aimed to determine the validity and reliability of the questionnaire items before being distributed to the wider sample. The instrument is declared valid if the correlation coefficient (r-count) > 0.30.

**Table 1.**  
**Pre-Test Validity Test**

Variable	Indicator	r-count	r-table	Description
Flexible Working Arrangement (X)	X1.1	0.678	0.30	Valid
	X1.2	0.721	0.30	Valid
	X1.3	0.705	0.30	Valid
	X1.4	0.732	0.30	Valid
	X1.5	0.769	0.30	Valid
Supervisor Support (Z1)	Z1.1	0.744	0.30	Valid
	Z1.2	0.703	0.30	Valid
	Z1.3	0.741	0.30	Valid

	Z1.4	0.763	0.30	Valid
	Z1.5	0.726	0.30	Valid
Work-Family Conflict (Z2)	Z2.1	0.724	0.30	Valid
	Z2.2	0.701	0.30	Valid
	Z2.3	0.719	0.30	Valid
	Z2.4	0.722	0.30	Valid
	Z2.5	0.754	0.30	Valid
Job Performance (Y)	Y1.1	0.744	0.30	Valid
	Y1.2	0.763	0.30	Valid
	Y1.3	0.718	0.30	Valid
	Y1.4	0.702	0.30	Valid
	Y1.5	0.759	0.30	Valid

Based on the table above, all indicators show correlation coefficients greater than 0.30, which means the questionnaire items are valid and can be used in the subsequent analysis stage.

**Pre-Test Reliability Test**

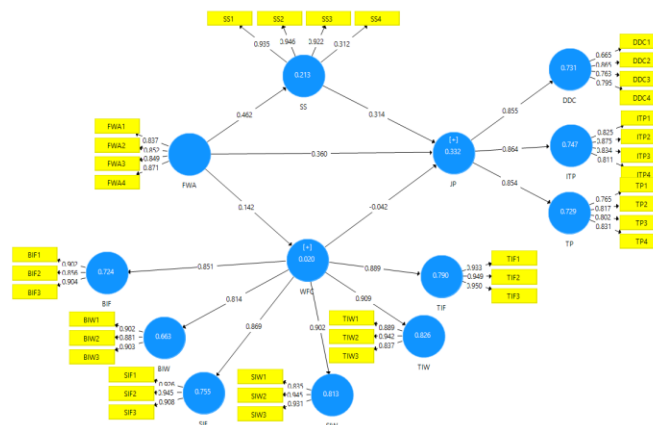
Reliability testing aims to determine whether the measuring instrument used consistently produces similar results when tested repeatedly. A variable is considered reliable if the Cronbach’s Alpha value > 0.60.

**Table 2.**  
**Post Test Validity Test**

Variable	Cronbach’s Alpha	Description
Flexible Working Arrangement	0.872	Reliable
Supervisor Support	0.861	Reliable
Work-Family Conflict	0.843	Reliable
Job Performance	0.857	Reliable

Based on the results above, all variables have a Cronbach’s Alpha value greater than 0.60, indicating that all question items are reliable and can be used for further testing.

**Outer Model Analysis**



**Figure 1.**  
**Path Coefficient of Data Validity and Reliability Test**

**Table 3.**  
**Results of Convergent Validity and Reliability Measurement (Second Order)**

Variable	Dimension/Indicator	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
WFC	BIF	0.851	0.965	0.968	0.628
	BIW	0.814			
	SIF	0.869			
	SIW	0.902			
	TIF	0.889			
	TIW	0.909			
JP	DDC	0.855	0.899	0.916	0.477
	ITP	0.864			
	TP	0.854			
FWA	FWA1	0.837	0.875	0.914	0.727
	FWA2	0.852			
	FWA3	0.849			
	FWA4	0.871			
SS	SS1	0.935	0.833	0.883	0.679
	SS2	0.946			
	SS3	0.922			
	SS4	0.312			

*Source: Data processed by researchers, 2025*

**Table 4.**  
**Fornell-Larcker Criterion**

	FWA	JP	SS	WFC
FWA	0.852			
JP	0.498	0.75		
SS	0.46	0.461	0.935	
WFC	0.209	0.004	-0.04	0.783

**Table 5.**  
**HTMT**

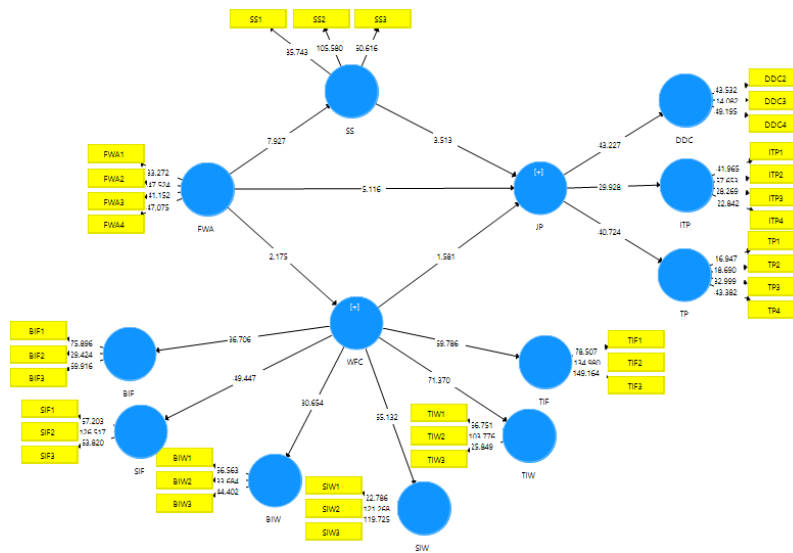
	FWA	JP	SS	WFC
FWA				
JP	0.561			
SS	0.507	0.502		
WFC	0.179	0.152	0.093	

*Source: Data processed by researchers, 2025*

As a corrective step toward the low outer loading values, this study eliminated indicators DDC1 and SS4. The elimination process aimed to improve the Average Variance Extracted (AVE) values for each dimension, so that the square root of AVE could exceed the inter-construct correlations. By following these procedures and criteria, the constructs in the



**Hypothesis Test**



**Figure 3.**  
**Path Coefficient Test**

**Table 8.**

**Path Coefficient Test - Structural Equation Model**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Conclusion
FWA -> JP	0.362	0.359	0.071	5.116	0	Supported
FWA -> SS	0.46	0.463	0.058	7.927	0	Supported
FWA -> WFC	0.141	0.141	0.065	2.175	0.03	Supported
SS -> JP	0.273	0.276	0.078	3.513	0	Supported
WFC -> JP	-0.094	-0.09	0.059	1.581	0.115	Not Supported
FWA -> SS-> JP	0.125	0.13	0.046	2.715	0.007	Supported
FWA -> WFC -> JP	-0.013	-0.012	0.01	1.34	0.181	Not Supported

Source: Data processed by researchers, 2025

- The results show that FWA positively affects JP, as indicated by a path coefficient of 0.362, a t-statistic of 5.116, and a p-value of 0.000.
- The results show that FWA positively affects SS, as indicated by a path coefficient of 0.460, a t-statistic of 7.927, and a p-value of 0.000.
- The results show that FWA positively affects WFC, as indicated by a path coefficient of 0.141, a t-statistic of 2.175, and a p-value of 0.030.

- The results show that SS positively affects JP, as indicated by a path coefficient of 0.273, a t-statistic of 3.513, and a p-value of 0.000.
- The results show that WFC does not affect JP, as indicated by a path coefficient of -0.094, a t-statistic of 1.581, and a p-value of 0.115.
- The results show that SS positively mediates the relationship between FWA and JP, as indicated by a path coefficient of 0.125, a t-statistic of 2.715, and a p-value of 0.007.
- The results show that WFC has not been proven to mediate the relationship between FWA and JP, as indicated by a path coefficient of -0.013, a t-statistic of 1.340, and a p-value of 0.181.

**Table 9.**

**Path Coefficient Test – PNS vs non-PNS**

Hypothesis	Path Coefficients-diff (PNS - NonPNS)	p-Value original 1-tailed (PNS - NonPNS)	p-Value new (PNS - NonPNS)
FWA -> JP	0.194	0.101	0.202
FWA -> SS	0.118	0.173	0.347
FWA -> WFC	0.148	0.150	0.299
SS -> JP	-0.084	0.716	0.569
FWA -> SS -> JP	-0.008	0.583	0.834

Based on the table above, which explains relationships among variables via the Path Coefficient test by category (PNS and Non-PNS), all accepted hypotheses were further tested according to PNS and Non-PNS categories. The results show that none of the hypotheses indicate differences between PNS and Non-PNS. This rejection is due to the t-test and p-value results not meeting the required significance thresholds.

**Analysis and Discussion of Hypothesis Testing Results**

**H1: Flexible Working Arrangement (FWA) has a positive effect on Job Performance**

The analysis of hypothesis testing results shows that FWA has a significant positive effect on Job Performance, with a path coefficient of 0.362, a t-statistic of 5.116, and a p-value of 0.000. This indicates that flexible working arrangements can enhance job performance, and thus, the first hypothesis (H1) is supported. This finding aligns with the research conducted by Sekhar and Patwardhan (2023). FWA enables employees to set their own work schedules, providing them greater autonomy in managing their time, supporting a balance between work and family life, and improving job performance (Sekhar & Patwardhan, 2023).

Based on the respondent profile of this study, the number of male and female participants is nearly equal, implying that FWA positively affects Job Performance (JP) for both genders. Among the four indicators used to measure FWA, two indicators scored above average: FWA1 (“How much control do you have over scheduling your working hours?”) and FWA2 (“How much control do you have over ensuring your work schedule is predictable?”), with the highest mean scores of 3.76 and 3.75, respectively. This indicates that flexibility in scheduling is perceived positively by respondents.

FWA also allows employees to determine their own work schedules, giving them more control over their working time and supporting the achievement of work-life balance (Sekhar & Patwardhan, 2023), which in turn contributes to higher job performance (Sekhar

& Patwardhan, 2023). Organizations can offer Flexible Work Arrangements (FWA) to retain productive employees. According to Çivilidağ and Durmaz (2024), FWA has been proven to increase Job Performance (JP), satisfaction, loyalty, and employee productivity, while reducing absenteeism and recruitment costs. FWA benefits employees by reducing work-related stress, increasing job and life satisfaction, and providing mental and physical balance (Çivilidağ & Durmaz, 2024). For organizations, FWA enhances efficiency and effectiveness. More specifically, employees with FWA can better control work stress caused by tension, fatigue, and excessive workload (Çivilidağ & Durmaz, 2024). Burnout and workplace accidents caused by high work intensity can be prevented, and interpersonal conflicts with colleagues or supervisors can be minimized (Çivilidağ & Durmaz, 2024).

From the respondent profile, the majority were aged 20–30 years (60.25%) and at the staff level (49.59%), indicating that flexible work arrangements are highly relevant for younger generations and operational employees who seek balance between personal and professional life. This finding is consistent with Lyons & Kuron (2014), who found that younger generations expect flexibility as part of their ideal work environment.

### **H2: FWA has a positive effect on Supervisor Support**

The second hypothesis examines the relationship between FWA and Supervisor Support (SS), which is found to be significant, with a path coefficient of 0.46 and a t-statistic of 7.819. This indicates that flexible work arrangements are positively associated with the social support employees receive. This finding aligns with prior studies (Crowley & Kolenikov, 2014; Kossek & Friede, 2006; Sekhar & Patwardhan, 2023), which found that supervisor support is a key factor in the availability of FWA. Employees often perceive work flexibility as a reflection of the quality of their exchange relationship with supervisors (Sekhar & Patwardhan, 2023). Such support includes concern for employee well-being, assistance in career development, and recognition of their contributions at work (Sekhar & Patwardhan, 2023).

The relationship with supervisors is generally characterized by direct and routine interaction regarding daily work issues (Zhang, 2020). In contrast, the relationship between employees and the broader organization, especially through top management, tends to be more distant and less interactive (Burdin & Pérotin, 2019). According to Casper and Harris (2008), FWA is seen as an organizational resource that reflects how much a company values its employees. The greater the perceived appreciation, the more positive the employee's response toward the organization, assuming other variables remain constant.

This explanation aligns with HR System Theory (Bowen & Ostroff, 2004), which asserts that supervisors play a critical role in communicating and implementing HR policies such as FWA. Consistent supervisor support fosters the perception that the organization cares about employee well-being. The SS3 indicator scored the highest in the descriptive analysis, suggesting that supervisors' concern for employees' personal values and goals is highly appreciated.

### **H3: FWA has a positive effect on Work-Family Conflict (WFC)**

The hypothesis testing results show that FWA significantly affects WFC, with a path coefficient of 0.141, a t-statistic of 2.175, and a p-value of 0.03, supporting the third hypothesis (H3). This finding is consistent with Jimad et al. (2024). Factors such as work intensification resulting from teleworking and a preference for separating work and family roles can offset the neutralizing effect of flextime as a resource (Allen et al., 2015). This

suggests that although flextime is often viewed as a resource that reduces work-family conflict, it may fail to do so and could even exacerbate it (Zappalà et al., 2024).

Additionally, job type differences may affect the FWA–WFC relationship. Those with greater family and job responsibilities gain more from FWA as a resource than those with fewer such responsibilities (Allen et al., 2013). These findings contradict the Spillover Effect Theory, which suggests that flexibility should reduce inter-role tension. However, the Border Theory provides an alternative explanation. It predicts that flexible work arrangements may create negative outcomes for employees, as switching roles between work and family can blur boundaries and increase conflict (Clark, 2000). When the line between professional and personal life becomes unclear, as in remote work settings, role conflict tends to rise.

This is supported by outer loading results showing that all WFC dimensions (time-based, strain-based, and behavior-based) have high validity and reliability. The respondent profile also reveals that 51.64% are single (but live with family), which may result in different forms of work-family conflict, such as pressure from extended family or informal caregiving responsibilities. Previous studies noted that WFC is not limited to married individuals, it can also affect single parents or unmarried individuals who care for family members (Gordon & Rouse, 2013). Many unmarried women care for elderly parents while remaining fully employed, which may affect their work performance and well-being (Gordon & Rouse, 2013).

#### **H4a: Supervisor Support mediates the relationship between FWA and Job Performance**

The mediation of Supervisor Support in the relationship between FWA and Job Performance is found to be significant and positive, with a path coefficient of 0.125, a t-statistic of 2.715, and a p-value of 0.007, supporting the fourth hypothesis (H4a). This result aligns with Sekhar & Patwardhan (2023) and reinforces the strategic role of supervisors in Organizational Support Theory and HR System Theory. Supervisors not only convey policies but also shape employees' perceptions of organizational values. Support from supervisors, such as flexibility, recognition, and open communication, enhances the positive impact of FWA on performance.

As mentioned earlier, supervisor support is a key factor in enabling FWA. Employees often perceive work flexibility as a reflection of the quality of their exchange relationship with supervisors (Sekhar & Patwardhan, 2023). Supervisor relationships are characterized by direct and regular interactions on daily work matters (Zhang, 2020), whereas relationships with the broader organization, particularly through upper management, are often more distant (Burdin & Pérotin, 2019). According to Casper & Harris (2008), FWA is perceived as an organizational resource that shows appreciation for employees, leading to more positive employee responses when they feel valued.

#### **H4b: Work-Family Conflict mediates the relationship between FWA and Job Performance**

The analysis results show that Work-Family Conflict (WFC) does not mediate the relationship between FWA and JP, meaning that conflicts between work and family do not influence the relationship between flexible work arrangements and job performance. This finding is inconsistent with Jimad et al. (2024). While some studies found that FWA can help reduce work-family conflict, others reported no significant relationship (Mee Choo et al.,

2016). Zappalà et al. (2024) found that the direct relationship between flextime and work-family conflict is positive, with a negative moderating effect of coping ability. In their study, FWA–JP relationships were insignificant when coping ability was low or moderate but positive when employees had higher coping skills. Similarly, Zappalà et al. (2024) found that flextime did not significantly affect WFC in teleworking contexts, where blurred boundaries between work and personal life weaken FWA’s effectiveness. Ongaki (2019) also reported that flexible schedules or telecommuting have little value when WFC is used as a covariate and JP as a dependent variable.

The respondent profile shows that 51.64% of participants were single (though living with family), 36.89% married with children, and 11.48% married without children. This composition may explain the nonsignificant mediation effect. Work-family conflict arises when the demands of work and family roles are incompatible and can vary depending on one’s position in the family structure. Parents typically face more complex responsibilities, while unmarried individuals may still experience caregiving pressures. Gender differences also shape WFC experiences; wives and husbands may face different pressures due to social and cultural expectations. Women, in particular, often work in less flexible sectors and bear the main responsibility for household and caregiving duties (Hagqvist et al., 2018).

## CONCLUSION

The results of this study reveal that Flexible Working Arrangements (FWA) significantly improve job performance by allowing employees to adjust their work time and location according to personal and family needs, thus achieving better work–life balance. This finding aligns with Social Exchange Theory (Blau, 1986), suggesting that organizational flexibility fosters reciprocal commitment and performance enhancement, as also supported by Sekhar and Patwardhan (2023), who found that FWA increases productivity through greater control over work schedules. Furthermore, supervisor support strengthens the positive link between FWA and job performance, in line with Organizational Support Theory (Eisenberger et al., 1986), indicating that supportive supervisors represent the organization’s care for employee well-being and can enhance motivation and engagement. Conversely, Work-Family Conflict (WFC) was not found to mediate the relationship between FWA and job performance, implying that work-family interference does not significantly influence the effectiveness of FWA. This may be attributed to the respondents’ demographic characteristics, with the majority being single and having fewer family obligations. Additionally, no significant differences were found between civil servants and non-civil servants, suggesting that the positive effects of FWA are universally applicable across employment types. Overall, the study confirms that FWA contributes meaningfully to improving employee performance and social support within organizations.

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