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# The Impact of Flexible Work Arrangements and Perceived Supervisor Support on Employee Performance: The Mediating Role of Work Engagement

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**Abstract**

This study aims to explore the impact of Flexible Working Arrangements (FWA) and Perceived Supervisor Support (PSS) on Work Engagement (WE) and employee performance at Perfetti Van Melle Bogor. Additionally, the research evaluates the mediating role of WE in the relationship between FWA and PSS with employee performance. A quantitative method was employed, with the population consisting of all 200 employees at Perfetti Van Melle Indonesia. Data were collected through a questionnaire and analyzed using SEM-PLS. The results indicate that FWA and PSS have a significant positive effect on WE, with t-values of 3.814 and 3.499 and p-values of 0.000 and 0.001, supporting hypotheses H1 and H2. WE also significantly positively affect employee performance, with a t-value of 15.804 and a p-value of 0.000, supporting hypothesis H3. Moreover, FWA and PSS improve employee performance through WE as a mediator, with t-values of 3.425 and 3.404 and p-values of 0.001, supporting hypotheses H4 and H5. In conclusion, flexible work arrangements and supervisor support significantly influence work engagement, which in turn enhances employee performance. Work engagement serves as a mediator that strengthens the effect of these two factors on performance, highlighting the importance of FWA and supervisor support in boosting productivity.

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## 1. INTRODUCTION

The ever-evolving era of globalization has brought significant changes to the workplace, demanding that companies become more adaptive to dynamic business conditions. Globalization connects markets worldwide, facilitating the flow of goods, services, information, and labor across national borders more easily. As a result, companies no longer compete solely at the local level but must also contend on a global stage, where competition is becoming increasingly intense (Juliswara & Muryanto, 2022). These changes compel businesses to continually innovate and enhance efficiency in every operational aspect, including human resource management. New strategies must be devised to ensure companies remain relevant and competitive amidst rapid transformations. According to Sulaeman and Kurniawati (2023), to achieve a competitive advantage, companies need to leverage high-quality human resources in maintaining, managing, and developing the business. Therefore, developing employee potential is a key and effective strategy to strengthen the company's image.

Employees are a company's primary asset, responsible for carrying out both operational and strategic activities. Without dedicated and competent human resources, achieving the company's goals becomes challenging. The performance of each employee directly impacts the company's objectives. Employees who work diligently and produce quality outcomes contribute to the company's success, whereas unproductive employees can hinder progress and the achievement of goals (Lubis & Ishak, 2023; Gultom & Ferinia, 2023).

Employee performance is a critical aspect that determines an organization's success. It reflects the ability of employees to execute tasks according to organizational standards and job descriptions provided (Febriansyah & Ginting, 2020). Employee performance is measured through various objective and subjective indicators, such as target achievement, work quality, and contributions to the team. High employee performance benefits not only the company's growth but also individual career development. Optimal performance often results from multiple interacting factors, including working conditions, organizational culture, and relationships with supervisors (Wuryaningrat et al., 2024). Companies must effectively manage these factors to ensure employees perform at their best and deliver optimal results (Febriansyah & Ginting, 2020; Grisang & Waty, 2023).

In addition to employee performance, work engagement plays a crucial role in achieving company objectives. Work engagement is a positive psychological state characterized by energy, dedication, and persistence at work. High levels of work engagement are often associated with positive organizational outcomes, including increased productivity, creativity, and job satisfaction. Employees who are fully engaged in their work tend to be highly motivated, proud of their work, and exhibit strong loyalty to the company. They are also more resilient to stress and adaptable to change.

According to data from Talentics (2023), employee engagement levels in Indonesia reach 77%, exceeding the global average of 57%. This suggests that, in general, employees in Indonesia feel engaged with the companies they work for. High engagement levels positively impact employee productivity, loyalty, and job satisfaction, thereby contributing to the overall achievement of company goals. Positively engaged employees demonstrate high levels of performance (Azizah & Ratnaningsih, 2020).

Vigor refers to high levels of energy and mental resilience during work, accompanied by a willingness to invest effort into tasks. Employees with high vigor are typically enthusiastic and passionate about their work. Dedication reflects deep involvement in work, feelings of enthusiasm, inspiration, pride, and challenge. Dedicated employees find their work meaningful and important and take pride in being part of the organization (Febriansyah & Ginting, 2020). On the other hand, absorption is the state in which an individual is fully immersed in their work, experiencing time passing quickly and finding it difficult to detach from the task (Nindhita & Helmi, 2023). To achieve high work engagement, companies need to create a supportive environment, provide appropriate challenges, and supply adequate resources for employees (Kainde et al., 2022).

Research by Rahmawati and Pusparini (2023) indicates that factors influencing work engagement and employee performance include Flexible Working Arrangements (FWA) and Perceived Supervisor Support (PSS). Flexible working arrangements allow employees to manage their time and workplace more freely, which can enhance work engagement if properly managed. However, without adequate

support and guidance from supervisors, FWAs can lead to confusion and reduced engagement. On the other hand, perceived supervisor support plays a crucial role in enhancing employee performance. Employees who feel supported by their supervisors tend to perform better. Therefore, a combination of effective FWAs and consistent support from supervisors is essential for improving employee engagement and performance.

To foster a supportive work environment, Flexible Working Arrangements (FWA) have become an adaptive corporate response to globalization dynamics. FWAs provide employees with the flexibility to decide when and where to complete their tasks, within agreed-upon terms, thereby promoting a better work-life balance. Flextime allows employees to choose their work hours within certain limits, while telecommuting enables them to work from outside the office, such as from home. Compressed workweeks offer employees the opportunity to work longer hours over fewer days, granting additional time off, while job sharing allows two employees to share a full-time position (Daniarsyah & Rahayu, 2020).

In addition to flexible work arrangements, Perceived Supervisor Support (PSS) is pivotal in influencing work engagement and employee performance. Yose and Suyasa (2023) explain that perceived supervisor support refers to employees' perceptions of how much their supervisors value their contributions and care about their well-being. This support may include constructive feedback, encouragement, practical assistance with tasks, and attention to employees' work-life balance (Yose & Suyasa, 2023; Waworuntu et al., 2022). Research by Azizah and Ratnaningsih (2020) shows that employees who feel supported by their supervisors tend to have higher levels of work engagement, better performance, and greater job satisfaction. Supervisor support can motivate employees, making them feel appreciated and secure in their jobs (Rampen et al., 2023). Furthermore, PSS helps employees manage work-related stress, improves their mental well-being, and encourages them to contribute more effectively to their work (Yose & Suyasa, 2023).

Research by Pradipta and Martdianty (2023) demonstrates that Flexible Working Arrangements and Perceived Supervisor Support have a positive and significant effect on Work Engagement, which, in turn, positively and significantly affects Employee Performance. This research reveals that work engagement acts as a strong mediator between FWA, PSS, and employee performance. The findings contribute to a deeper understanding of the factors affecting employee engagement and performance, particularly in the context of the public sector in Indonesia, where related research is still relatively limited.

Perfetti Van Melle is one of the leading multinational companies in the food industry, operating in various countries. Known for products like Mentos, Chupa Chups, and Alpenliebe, the company faces challenges in managing cultural diversity and work practices across its operational regions. In addressing these challenges, Perfetti Van Melle strives to create a supportive work environment for employees worldwide. The company's commitment to innovation is evident not only in its products but also in its human resource strategies, which focus on employee well-being and development. Perfetti Van Melle recognizes that motivated and engaged employees are key to achieving competitive advantage and long-term growth (Mukhammad, 2014).

Based on interviews with Perfetti Van Melle management regarding Work Engagement and Employee Performance, it was acknowledged that there are several areas where employee engagement is not yet optimal. Management noted signs of a lack of enthusiasm and dedication among some employees. In terms of performance, management observed that the output of certain employees fell short of the company's expectations. Although efforts have been made to provide feedback and guidance to less productive employees, challenges remain in significantly improving their performance.

This research highlights that Flexible Working Arrangements and Perceived Supervisor Support positively and significantly influence Work Engagement, which, in turn, affects Employee Performance. This means that flexibility in work arrangements and perceived supervisor support can enhance employee engagement, ultimately contributing to better performance. However, there are several research gaps that still need to be investigated, particularly in the context of multinational companies like Perfetti Van Melle. One such gap is understanding how organizational culture differences and cross-border management dynamics influence this relationship, as well as how work flexibility and supervisor support affect employees at various levels and divisions within multinational companies with diverse characteristics.

Previous research has often focused on specific industries such as information technology or the service sector, which may have different characteristics from the food industry in which Perfetti Van Melle operates. Industry-specific characteristics, including job demands, regulations, and organizational culture, may affect the effectiveness of Flexible Working Arrangements and Perceived Supervisor Support in different ways. Perfetti Van Melle, as a multinational company operating in diverse countries with varied work cultures, faces unique challenges in implementing FWAs and ensuring consistent supervisor support across its global operations. Understanding how these factors interact in the specific context of Perfetti Van Melle remains a significant research gap.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Human Resource Management**

Human Resource Management (HRM) is a field of management that encompasses the aspects of planning, organizing, executing, and controlling. According to Hasibuan (2018), HRM is both a science and an art of managing labor relations and roles effectively and efficiently to achieve the goals of the company, its employees, and society. HRM specifically focuses on studying the relationships and roles of individuals within a corporate organization. The primary element of HRM is the workforce. HRM activities include recruitment, development, compensation, maintenance, and separation of employees through various management processes aimed at achieving organizational objectives.

### **Flexible Working Arrangements**

Flexible Working Arrangements refer to work setups that allow employees the freedom to choose the place and time for performing their job duties. These arrangements offer the opportunity to decide how long, where, and when to spend time on work-related tasks (Bal & Lange, 2015). For instance, working fewer hours or distributing responsibilities among several people are examples of workplace flexibility, while working from home or a remote location represents another example.

### **The Relationship Between Flexible Working Arrangements and Work Engagement**

Work-life balance plays a crucial role in enhancing employee satisfaction and performance, particularly through access to flexible working arrangements (FWA), which allow employees to better manage their time and personal responsibilities. This flexibility benefits both companies and employees by improving stability, productivity, and work engagement, as detailed by Bal and Lange (2015) and Lubis and Ishak (2023). FWA is also linked to increased work engagement, which is a positive mental state at work that enhances health, pro-social behavior, and has a positive impact on the work environment, as described by Schaufeli and Bakker (2013). Based on the explanations and findings from previous research, the hypothesis for this study is as follows:

**H1:** Flexible working arrangements have a significant and positive impact on work engagement.

### **The Relationship Between Perceived Supervisor Support and Work Engagement**

According to Hasibuan's (2018), perceived supervisor support has a positive effect on work engagement. Supervisor support enhances employee motivation, engagement, and job satisfaction, while also reducing stress. Yose and Suyasa (2023) further note that perceived supervisor support reflects employees' perceptions of how much their supervisors value their contributions and care about their well-being. The relationship between supervisor support and work engagement is highly significant, with such support increasing employee commitment, motivation, and performance, while also reinforcing organizational culture. Based on these explanations and previous research findings, the hypothesis for this study is as follows:

**H2:** Perceived supervisor support has a significant impact on work engagement.

### **The Relationship Between Work Engagement and Employee Performance**

The concept of Work Engagement, as described by Kurniawan and Aninditan (2021), involves the optimal integration of employees' emotional, cognitive, and physical energy into their work. This includes emotional involvement in tasks, cognitive commitment to organizational goals, and physical participation. Employee performance, according to Sedarmayanti (2018), is influenced by Perceived Supervisor Support, which refers to employees' perceptions of support and recognition from their supervisors. The relationship between Work Engagement and employee performance is very close, with high engagement levels enhancing motivation, productivity, and work quality, while also strengthening long-term commitment to the organization. This, in turn, has a significant impact on achieving organizational goals. Based on the previous explanations and research findings, the hypothesis of this study is as follows:

**H3:** Work engagement has a significant impact on employee performance.

### **Flexible Working Arrangements and Employee Performance with Work Engagement as a Mediator**

The concept of Flexible Working Arrangements (FWA) offers flexibility in both scheduling and work location, enabling employees to align their work with personal and professional needs. According to Winialda and Aslamawati (2023), FWA can enhance Work Engagement, which refers to employees'

involvement and motivation in their work. By implementing FWA, employees gain greater control over their work environment, fostering a sense of ownership and improving the balance between work and personal life. Work Engagement serves as a mediator, linking FWA to better performance, as work flexibility boosts motivation and engagement, leading to improved work outcomes. Based on the explanations and previous research findings, the hypothesis for this study is as follows:

**H4:** Flexible working arrangements have a significant impact on employee performance, mediated by work engagement.

### **Perceived Supervisor Support and Employee Performance with Work Engagement as a Mediator**

Perceived Supervisor Support (PSS) has a positive relationship with employee performance, mediated by Work Engagement. Supervisor support fosters a supportive work environment, enhancing employee motivation and engagement. Employees who feel supported and valued by their supervisors are likely to be more engaged, motivated, and demonstrate better performance (Bakker & Demerouti, 2008). Work Engagement acts as a mediator in this relationship by increasing employee engagement, which ultimately contributes to improved performance. Supervisor support also helps reduce stress, increases job satisfaction, and strengthens employee commitment to the organization (Rahmawati & Pusparini, 2023). Based on the previous explanations and research findings, the hypothesis for this study is as follows:

**H5:** Perceived supervisor support significantly affects employee performance, with work engagement serving as a mediator.

## **3. RESEARCH METHOD**

This study employs a quantitative approach using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) (SEM-PLS). The population for this research includes all employees who meet certain criteria at PT. Perfetti Van Melle Indonesia, located in Bogor Regency, West Java, totaling 200 employees. The study uses non-probability sampling, a method where elements from the population are not selected randomly. This means that each element in the population does not have an equal chance of being selected, which may result in sample bias and impact the accuracy and representativeness of the research findings.

This research utilizes primary data, which is data collected directly by the researcher (Sugiyono, 2023). In this study, the primary data was collected through a questionnaire. A questionnaire is an efficient data collection technique when the researcher is clear about the variables to be measured and knows what to expect from the respondents (Sugiyono, 2023). In this context, primary data was gathered using a questionnaire designed to measure research variables such as Flexible Working Arrangements (FWA), Perceived Supervisor Support (PSS), Work Engagement (WE), and Employee Performance (EP). The responses from the questionnaire were analyzed as data.

The research instrument employed a questionnaire consisting of pretest and posttest components. The questionnaire was based on adaptations of scales previously validated in research. For the variable Flexible Working Arrangements (FWA), the questionnaire items were adapted from studies measuring work flexibility dimensions, including time, location, and method flexibility. A total of 6 items were

used to measure FWA. The variable Perceived Supervisor Support (PSS) was assessed using a scale adapted from research evaluating supervisor support in terms of communication, appreciation, and assistance, covering both emotional and instrumental dimensions. Six questionnaire items were used for this variable.

For the Work Engagement (WE) variable, items were drawn from the Utrecht Work Engagement Scale (UWES), a frequently used tool for measuring employee engagement. WE encompass three main dimensions: vigor, dedication, and absorption. The study used 6 items from UWES to measure WE. The Employee Performance (EP) variable was assessed with a questionnaire adapted from employee performance evaluation scales, focusing on aspects such as productivity, work quality, and timely task completion. A total of 6 items were used to measure employee performance.

#### 4. RESULTS AND DISCUSSIONS

##### Results

Based on Table 1, the results of the descriptive statistical tests indicate that the excess kurtosis and skewness of all indicators fall within the range of -2 to 2. This suggests that the data in this study exhibit both normal and non-normal distributions. In SEM-PLS, data does not need to be normally distributed (indicators with categorical, ordinal, interval, or ratio scales can be used within the same model). The sample size does not need to be large, and the model can explain the existence or absence of relationships between latent variables. Indicators can be either reflective or formative. SEM-PLS focuses on data and procedures that are constrained and addresses two critical issues: inadmissible solutions and factor indeterminacy. SEM-PLS uses a covariance-based approach and does not require the assumption of normal data distribution, as it emphasizes maximizing the variance explained by the latent variables measured

**Table 1.**  
Descriptive Statistical Analysis Results

Variable	Indicator	Excess kurtosis	Skewness
<i>Flexible Working Arrangements (FWA)</i>	X1.1	3.788	-1.554
	X1.2	3.042	-1.468
	X1.3	1.526	-1.124
	X1.4	1.564	-1.227
	X1.5	2.046	-1.181
	X1.6	1.157	-0.764
<i>Perceived Supervisor Support (PSS)</i>	X2.1	1.108	-0.574
	X2.2	0.606	-0.386
	X2.3	-0.100	-0.232
	X2.4	1.908	-0.792
	X2.5	1.724	-0.918
	X2.6	1.729	-0.696
<i>Work Engagement (LA)</i>	M1	1.334	-0.760
	M2	1.163	-0.762
	M3	1.142	-0.805
	M4	1.089	-0.821
	M5	0.848	-0.776

	<b>M6</b>	1.118	-0.924
<i>Employee Performance (EP)</i>	<b>Y1</b>	3.451	-1.236
	<b>Y2</b>	2.650	-1.259
	<b>Y3</b>	1.148	-0.914
	<b>Y4</b>	2.932	-1.478
	<b>Y5</b>	2.556	-0.896
	<b>Y6</b>	0.725	-0.630

**Table 2.**

Arithmetic Mean

No	Variable	Indicator	Mean	Grand Mean	Grand mean
1		<b>X1.1</b>	4,579	4,46	4,38
2	Flexible Working Arrangements	<b>X1.2</b>	4,594	4,46	4,38
3		<b>X1.3</b>	4,323	4,46	4,38
4		<b>X1.4</b>	4,338	4,46	4,38
5		<b>X1.5</b>	5,519	4,46	4,38
6		<b>X1.6</b>	4,429	4,46	4,38

**Table 3.**

Bootstrapping Test Results

	Original Sample (O)	T Statistics
<b>FWA -&gt; WE</b>	0,411	3,814
<b>PSS -&gt; WE</b>	0,317	3,499
<b>WE -&gt; EP</b>	0,785	15,804

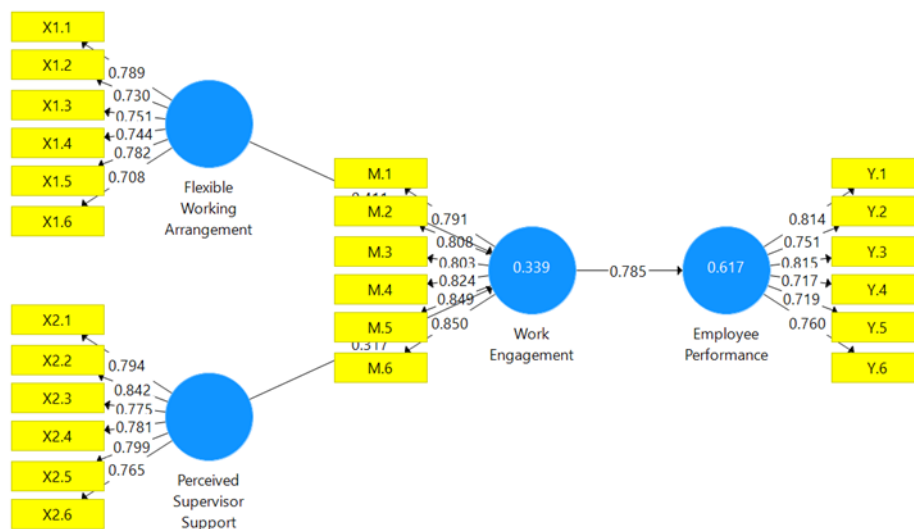
**Table 4.**

Specific Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>FWA - WE -&gt; EP</b>	0,323	0,330	0,094	3,425	0,001
<b>PSS-&gt; WE -&gt; EP</b>	0,249	0,257	0,073	3,404	0,001



**Figure 1.**  
Hypothesis Path



## Discussions

### The Impact of Flexible Working Arrangements on Work Engagement

Based on the testing conducted with employees at Perfetti Van Melle, it has been shown that the variable Flexible Working Arrangements (FWA) has a positive and significant impact on Work Engagement (WE). This finding aligns with Hypothesis 1, which posits that Flexible Working Arrangements affect Work Engagement by providing employees with flexibility in determining their work time and location. FWA allows employees to align their work with personal and professional needs, thereby improving their work-life balance. When employees have greater control over their work schedules, they feel more valued and experience increased autonomy. This, in turn, enhances their motivation and engagement at work (Sukoco et al., 2021).

Research by Rahmawati and Pusparini (2023) further supports this, demonstrating that Flexible Working Arrangements positively and significantly influence Work Engagement within the government finance sector. Their study corroborates the theory that work flexibility enables employees to better manage their work schedules and locations, improving their work-life balance. Consequently, employees become more motivated and engaged in their work (Lubis and Ishak, 2023).

Flexibility in the workplace allows employees to balance job demands with personal responsibilities. With this flexibility, employees can arrange their work schedules to meet family or personal needs without sacrificing job performance. This not only reduces stress but also enhances job satisfaction. When employees are satisfied with their work-life balance, they are more motivated and engaged in their work. This aligns with the Work-Life Balance theory, which asserts that the ability to manage work and personal life demands contributes to employee well-being and engagement (Xanthopoulou et al., 2007).

### The Impact of Perceived Supervisor Support on Work Engagement

The findings of this study indicate that Perceived Supervisor Support significantly and positively affects Work Engagement among employees at Perfetti Van Melle. This suggests that when employees perceive their supervisors as supportive, attentive, and recognizing their efforts and contributions, they are more likely to experience increased work engagement. Such support enhances motivation, job satisfaction, and employee commitment, leading to overall improved performance and engagement (Hasibuan, 2018). Supervisor support is crucial in fostering a positive and supportive work environment. Research shows that when employees feel supported by their supervisors, they are more motivated and engaged in their work. This support may include constructive feedback, assistance with tasks, and attention to employees' well-being.

According to Pradipta and Martdianty (2023), supervisor support boosts employees' perceptions of being valued and cared for, which in turn enhances their motivation and work engagement. Rahmawati and Pusparini (2023) also found that Perceived Supervisor Support has a significant positive impact on Work Engagement, aligning with the finding that perceived supervisor support increases employee motivation and engagement. Additionally, Yose and Suyasa (2023) demonstrated that as employees perceive higher levels of support from their supervisors, their work engagement levels also increase.

The positive impact of Perceived Supervisor Support on Work Engagement is attributed to the fact that supervisor support makes employees feel valued and attended to, which is crucial for their psychological well-being. Support from supervisors creates a safe and encouraging work environment where employees feel comfortable sharing ideas and tackling job challenges. When employees feel supported, they are more motivated and engaged in their work. This is consistent with the idea that social support from supervisors and colleagues can enhance employee well-being and engagement.

### **The Impact of Work Engagement on Employee Performance**

The results of this study indicate a significant and positive impact of Work Engagement on Employee Performance. This finding aligns with Hypothesis 3 of the research, which posits that Work Engagement influences Employee Performance among employees at Perfetti Van Melle. The results suggest that psychological conditions involving vigor (energy), dedication (commitment), and absorption (full involvement) in work can positively affect employee performance. Employees who are engaged in their work are generally more motivated, productive, and exhibit higher performance quality. Work engagement fosters a positive psychological state that encourages employees to work with enthusiasm and commitment (Sukoco et al., 2021).

Research by Ramadhan and Budiono (2023) and Setyawati and Nugrohoseno (2019) further supports this, showing a positive relationship between Work Engagement and employee performance, indicating that high levels of work engagement are associated with improved performance. The positive impact of Work Engagement on Employee Performance arises because employees who are emotionally, cognitively, and physically involved in their work tend to exhibit proactive and performance-oriented behaviors (Wulur & Mandagi, 2023). Engaged employees perceive their work as meaningful and important, which enhances their motivation to work diligently and achieve high results. Additionally,

high work engagement is linked to lower stress levels and higher well-being, which in turn contributes to better employee performance (Bakker & Demerouti, 2008).

#### **Flexible Working Arrangements and Employee Performance with Work Engagement as mediator.**

The results of this study demonstrate a significant and positive effect of Flexible Working Arrangements on Employee Performance through Work Engagement as a mediating variable. This finding aligns with Hypothesis 4 of the study, which posits that Flexible Working Arrangements impact Employee Performance through Work Engagement as a mediating variable for employees at Perfetti Van Melle.

The study reveals that when employees have the flexibility to determine their work schedule and location, they tend to feel more satisfied and engaged in their work. This increased satisfaction and engagement subsequently enhance their motivation and performance. Research by Rahmawati and Pusparini (2023) and Witriaryani et al. (2022) supports these findings, showing that Flexible Working Arrangements positively influence employee performance through Work Engagement. According to Bakker and Demerouti (2008), work flexibility allows employees to better align their work with their personal lives, leading to increased engagement and motivation.

The impact of Flexible Working Arrangements on employee performance through the mediation of Work Engagement indicates that such flexibility gives employees a greater sense of control over their work environment, which boosts their engagement and motivation. When employees feel they can adjust their schedules and work locations to suit their personal needs, they are more likely to be satisfied and engaged with their work (Wuryaningrat et al., 2024). This high level of engagement, in turn, enhances employee performance, as engaged employees tend to work harder, be more motivated, and demonstrate better performance (Bakker & Demerouti, 2008).

#### **Perceived Supervisor Support and Employee Performance with Work Engagement as Mediator**

**The results of this study indicate that Perceived Supervisor Support has a significant impact on Employee Performance through Work Engagement as a mediating variable.** This aligns with Hypothesis 5 of the study, which states that Perceived Supervisor Support affects Employee Performance via Work Engagement among employees at Perfetti Van Melle. The findings are consistent with research by Rahmawati and Pusparini (2023) and Pradipta and Martdianty (2023), which demonstrate that Perceived Supervisor Support positively influences Employee Performance through the mediation of Work Engagement. Support from supervisors makes employees feel valued and acknowledged, which enhances their engagement in work. Employees who perceive support from their supervisors are more motivated and tend to show better performance (Pradipta & Martdianty, 2023).

According to Hasibuan (2018), supervisor support includes constructive feedback, recognition of work results, and assistance in overcoming job challenges. Such support makes employees feel appreciated and backed, which psychologically motivates them to contribute more effectively and remain engaged in their work. Work Engagement serves as a mediator linking Perceived Supervisor Support with Employee Performance. It encompasses dimensions such as vigor, dedication, and absorption, all of which are bolstered by supervisor support. This support enhances employee engagement, which, in turn, improves their performance.

This highlights that employee engagement is a crucial bridge transferring the effects of supervisor support into better performance. The impact of Perceived Supervisor Support on Employee Performance through Work Engagement is that supervisor support creates a positive and supportive work environment, which is essential for employee engagement and performance. When employees feel supported by their supervisors, they are generally more motivated and engaged in their work. This support fosters confidence and provides an additional drive to perform at their best. High work engagement, in turn, enhances employee performance as employees become more focused and committed. Engaged employees are likely to work harder, be more motivated, and demonstrate better performance. They are also more prepared to face challenges, take initiative, and innovate in their roles, contributing overall to organizational success and productivity (Bakker & Demerouti, 2008).

## 5. CONCLUSIONS

Based on the analysis, it can be concluded that Flexible Working Arrangements at PT. Perfetti Van Melle provide the flexibility of time and location, helping employees balance work responsibilities with personal life, thereby enhancing productivity and efficiency. Perceived Supervisor Support, which includes emotional support and recognition, fosters a sense of appreciation among employees, boosting their motivation and work quality. Work Engagement serves as a link between work flexibility and supervisor support, where high engagement encourages focus and dedication. Consequently, the policies on work flexibility and supervisor support create an environment that promotes full employee engagement, enhancing productivity and fostering a positive work culture.

The researcher acknowledges that this study has several limitations. First, the research involved a limited number of respondents from Perfetti Van Melle, which may restrict the generalizability of the findings to other companies or industries. Second, the use of questionnaires to measure the research variables relies on employees' subjective perceptions, which may introduce bias in assessing performance and supervisor support. Given these strengths and weaknesses, several recommendations can be made. First, it is suggested that Perfetti Van Melle expand the implementation of Flexible Working Arrangements, such as remote work or flexible scheduling, to improve employee comfort without compromising productivity. Additionally, the company should provide training for supervisors to optimize their support through effective communication, recognition, and guidance. Second, for future research, it is recommended to increase the sample size and consider other sectors or business units within Perfetti Van Melle to yield more comprehensive results. Furthermore, it is advised to include additional variables, such as job satisfaction or employee well-being, which may also impact performance.

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