

# Pengaruh supervisor support dan flexible working arrangement terhadap job satisfaction dan job performance, dimediasi oleh work-life balance pada pegawai ASN di instansi pemerintah di Indonesia = The implication of supervisor support and flexible working arrangement on job satisfaction and job performance, mediated by the work-life balance of civil servants in government institutions in Indonesia.

Anggita Rachmanantya, author

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## Abstrak

Instansi pemerintah merupakan salah satu dari delapan klaster sebagai penyumbang kasus Covid-19 terbesar di Indonesia. Oleh karena itu, mekanisme kerja yang lebih fleksibel atau flexible working arrangement menjadi alternatif yang semakin dipertimbangkan pada masa pandemi Covid-19. Meski demikian, dampak dari implementasi flexible working arrangement terhadap kinerja individu maupun organisasi masih menjadi perdebatan. Di sisi lain, beberapa studi mengidentifikasi bahwa dukungan dari atasan juga dapat mempengaruhi dampak psikologis karyawan yang akan berimplikasi pada pencapaian work-life balance karyawan. Tercapainya work-life balance diharapkan dapat menghasilkan outcomes yang positif dari para karyawan di antaranya kepuasan kerja dan kinerja yang tinggi. Penelitian ini bertujuan untuk mengidentifikasi hubungan antara flexible work arrangement, dukungan atasan terhadap kepuasan dan kinerja, dimediasi oleh work-life balance pada pegawai ASN pada instansi pemerintah di Indonesia. Penelitian ini merupakan penelitian kuantitatif. Data penelitian diperoleh melalui kuesioner yang dilakukan dengan menggunakan cross sectional design. Kuesioner disebarikan secara online dan memperoleh 391 responden yang meliputi pegawai ASN yang telah bekerja setidaknya selama satu tahun pada instansi pemerintah di Indonesia. Analisis hubungan antar variabel dilakukan melalui Structural Equation Modeling (SEM) menggunakan bantuan software LISREL. Hasil dari penelitian menunjukkan bahwa supervisor support dan flexible working arrangement secara signifikan mempengaruhi kepuasan kerja (job satisfaction) yang dimediasi oleh work-life balance. Secara lebih lanjut, penelitian ini menemukan bahwa kepuasan kerja memiliki hubungan langsung terhadap kinerja (job performance). Dengan demikian, dapat disimpulkan bahwa supervisor support dan flexible working arrangement secara tidak langsung dapat mempengaruhi job performance.

.....Government institutions are on of the eight clusters as the largest contributors of Covid-19 cases in Indonesia. Therefore, a more flexible working mechanism or flexible working arrangement to become alternative that is increasingly being considered during the Covid-19 pandemic. However, the impact of flexible working arrangements implementation on individual and organizational performance is still a matter of debate. On the other hand, several studies have identified that support from supervisor also have a role in influencing the psychological impact on employees which will have implications to the employees' work-life balance. The achievement of work-life balance is expected to produce positive outcomes, including the achievement of job satisfaction and high performance. This study aims to identify the relationship between flexible working arrangements, supervisor support on job satisfaction and job performance, mediated by the work-life balance of civil servants in government institutions in Indonesia. This research is a quantitative research. The data were collected by distributing questionnaire conducted using a cross sectional design.

The questionnaire was distributed online and obtained 391 respondents which included civil servants who have worked for at least one year in government institution in Indonesia. The relationship between variables was carried out through Structural Equation Modeling (SEM) using LISREL software. The results of the study indicate that supervisor support and flexible working arrangements significantly affect job satisfaction mediated by work-life balance. Furthermore, this study found that job satisfaction has a direct relationship to job performance. Thus, it can be concluded that supervisor support and flexible working arrangements indirectly affect employees' job performance.