

Research Article

Perceived Supervisor Support as a Mediator Between Flexible Working Arrangements and Employee Performance in a Work From Home

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Abstract: The shift towards flexible working arrangements (FWA), especially in the context of remote work or work-from-home (WFH) settings, has prompted organizations to rethink how flexibility impacts employee performance. While FWA offers potential benefits such as improved work-life balance and autonomy, it can also create challenges related to time management, coordination, and communication—particularly in the absence of adequate support from supervisors. This study addresses the problem of whether work flexibility alone is sufficient to enhance employee performance, or if perceived supervisor support (PSS) serves as a mediating factor in this relationship. The objective of this research is to investigate the role of PSS as a mediator between FWA and employee performance. A quantitative research method was employed, with data collected via structured questionnaires distributed to 35 employees working under flexible arrangements. The collected data were then analyzed using statistical techniques to assess both direct and indirect relationships among the variables. The findings indicate that while FWA does not directly improve employee performance, it significantly enhances employees' perception of supervisor support. Furthermore, PSS was found to have a strong positive influence on performance outcomes. These results suggest that flexibility in work arrangements must be complemented by consistent and active supervisory engagement to yield positive effects on employee performance. In conclusion, the study emphasizes that PSS plays a critical mediating role in the FWA–performance link. Organizations seeking to implement or optimize flexible work policies should prioritize supervisor training and engagement strategies to ensure that flexibility translates into measurable performance improvements. Future research may explore these dynamics in larger populations and across different industries.

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Keywords: Employee Performance; Flexible Working Arrangement; Perceived Supervisor Support; Remote Work Productivity; Work From Home

1. Introduction

Human resources are regarded as one of the most valuable assets of the company (Wayan Sri Pradnyani & Ganesha Rahyuda, 2022). Given their essential role in the company's operations and policy execution, organizations consistently seek to enhance employee performance to attain organizational objectives (Novendra & Kustini, 2024). As modern businesses encounter more complex and rapidly changing challenges, it becomes crucial to focus on elements that contribute to enhancing employee performance (Fikri & Rosyanti, 2023). Achieving organizational objectives requires effective performance contributions from employees. Employee performance is defined as the outcome of an employee's efforts in carrying out assigned responsibilities, reflecting the successful execution of their duties (Kamila & Irbayuni, 2024).

The work from home arrangement offers employees increased flexibility in maintaining a balance between their professional and personal lives (Irawanto et al., 2021). It allows organizations to maintain operational continuity, despite constraints, through the use of

telecommuting, virtual engagement, and cloud-based technologies (Kaushik & Noida, 2020). The adoption of remote work remains limited to certain roles and departments, largely influenced by job characteristics and technological infrastructure. Departments equipped with robust digital capabilities, like IT and software development, are better positioned to apply this model successfully.

Employee performance in remote work settings is significantly shaped by the degree of flexibility granted by the organization. Flexible Work Arrangements (FWA) are organizational options that allow employees to determine their own work schedules and locations with ease. By enabling individuals to tailor working hours to their personal routines, FWA can improve productivity. However, in the absence of sufficient support systems, such flexibility may impede interpersonal communication among employees and pose risks to overall performance outcomes. Human resources are vital to the sustainability of a company. The success or failure of an organization is determined by its people. Therefore, the achievement of an organization's or company's goals can be measured by the quality of the individuals within it.

Beyond flexible work arrangements, employee performance in a work-from-home setting is also influenced by perceived supervisor support, which encompasses acknowledgment of employee contributions and attention to their well-being (Hidayatullah & Kurniawan, 2023). A lack of perceived supervisor support may diminish employee motivation and productivity, thereby negatively affecting performance. According to Buulolo and Ratnasari (2020), supervisor support is regarded as an emotional necessity, indicating a supervisor's readiness to recognize employee efforts and provide assistance to promote effective organizational functioning. For remote workers, perceived support from supervisors is especially crucial. Without direct oversight, many employees may experience a drop in motivation.

Moreover, insufficient supervisor support has the potential to diminish employee performance levels. This issue is particularly concerning, as both motivation and managerial support have been identified as key predictors of employee performance. Research also indicates that the quality of the supervisor–employee relationship significantly impacts job satisfaction. Consequently, the implementation of well-structured and systematic human resource planning and management is imperative to foster professional employees capable of realizing the organization's vision, mission, and objectives (Machmuda & Adiwati, 2024).

Human resources play a crucial role in the sustainability of a company. The success or failure of an organization largely depends on the quality of its human capital. As such, the overall success of a business can be attributed to the capabilities and competence of the people within it (Ihsani & Rini, 2023).

2. Literature Review

2.1. Flexible Working Arrangement

Define work flexibility, specifically in terms of workplace flexibility, as the employee's ability to make decisions regarding the timing, location, and manner in which they perform job-related tasks (Sa'adah & Sopiah, 2022). According to (Nurafifah & Pasaribu, 2023), flexibility in the work environment entails allowing employees to independently choose the timing, location, and method of their involvement in job-related responsibilities. Practices like remote working or flexible scheduling serve as expressions of an organization's concern for employees' work-life harmony (Zaman, 2024). According to (Samudra & Swasti, 2025), FWA refers to a flexible arrangement of working hours and locations, enabling employees to work according to their needs. Decisions regarding work time and location are made based on the specific requirements of employees.

According to (Sultan et al., 2024) the indicators of a flexible working arrangement are as follows:

a) How Long to Work

Refers to an individual's ability to organize or adjust their activities according to their preferred available time, whether in terms of shopping, consumption, or work. When to Start Working

Refers to an individual's process of making decisions and carrying out specific activities, such as shopping or using services. Time flexibility is often a crucial factor in attracting consumers' attention, especially in today's dynamic modern economy. Research shows

that time is a key element in consumer decisions, influencing preferences toward products or services

b) Where to Work

Refers to an employee's ability to choose the most suitable location for carrying out their work or accessing the necessary facilities. This concept is particularly important in the digital era, where both physical and virtual access to workplaces or facilities have become an integral part of the employee experience.

2.2 Perceived Supervisor Support

Perceived supervisor support is commonly understood as the extent to which supervisors value and appreciate employees' contributions to their work (Yose et al., 2023). De Clercq et al. (2016), as referenced in (Astuti & Helmi, 2021), argue that perceived supervisor support referring to the degree of care and support provided by supervisors with regard to employee well-being plays a critical role in enhancing employees' emotional and psychological resources for managing job-related stress. According to (Eisenberger et al., 2002) perceived supervisor support refers to employees' perceptions of the extent and quality of support available to them from their supervisors.

Indicators of Perceived Supervisor Support according to Karessek (1998) as cited in (Amanda, 2024) are:

a) Career Support

The relationship between supervisors and employees is based on the principle of mutual give-and-take. When supervisors provide career support, such as opportunities for development, employees feel valued and become more committed to the organization, which in turn improves performance

b) Word Feedback

Constructive feedback helps employees identify areas for improvement and strengthen existing skills, ultimately enhancing their performance

c) Praise and Recognition

Rewards and acknowledgment for achievements serve as motivational factors that increase job satisfaction and performance. Recognition gives employees a sense of being valued and motivated to continue performing well

d) Support for Developing New Skills

Individuals have a basic need to develop their competencies. When supervisors support the development of new skills, they fulfill employees' needs for mastery and autonomy, thereby improving performance and job satisfaction

2.3 Employee Performance

The role of employees as human resources is a key determinant of whether an organization or company succeeds or fails. According to (Lahagu et al., 2023), performance is the result of an individual's work that reflects the quality and quantity of the tasks performed. Performance can serve as a measurement tool to assess the extent to which the quality of work results has been achieved by an employee while carrying out duties in accordance with the responsibilities assigned to them. As explained by (Ardiansyah & Budiono, 2022) performance refers to the company's strategic approach in planning and formulating its vision, mission, and objectives, aiming for their achievement and realization through the implementation of internal policies collectively referred to as performance.

According to Mangkunegara (2017), the indicators of employee performance are as follows:

a) Quality of Work

The extent to which an employee performs the tasks that are expected of them effectively.

b) Quantity of Work

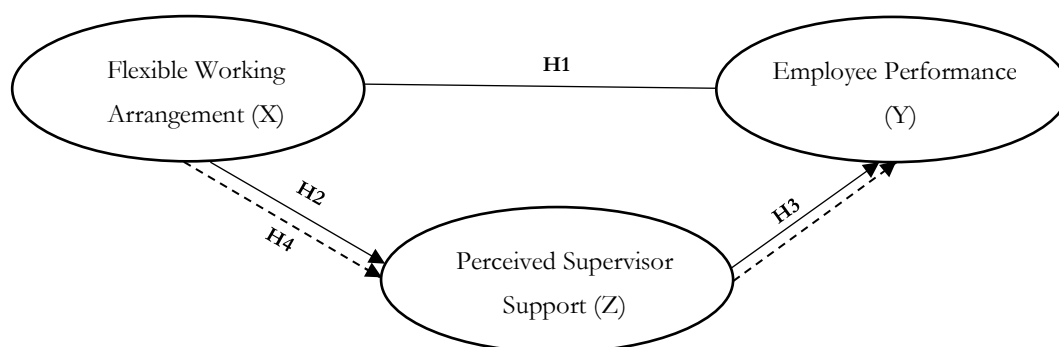
The amount of time an employee works in a day. This is measured by the speed at which each employee completes their tasks.

c) Task Execution

The extent to which an employee is able to perform their duties accurately and without errors.

d) Responsibility

The awareness of the obligation to carry out work accurately and without mistakes.



H1 : Flexible working arrangements are positively related to employee performance

H2: Flexible working arrangements are positively related to perceived supervisor support

H3: Perceived supervisor support is positively related to employee performance

H4: Perceived supervisor support mediates the relationship between flexible working arrangement and employee performance

3. Proposed Method

The research method used is a quantitative approach. The population in this study consists of employees working from home at a technology service company. This study employed a saturated sampling technique, where all members of the population who met the criteria were included as the sample, totaling 35 respondents. Data was collected through a questionnaire using a five-point Likert scale instrument. Data analysis was conducted using the Partial Least Squares (PLS) technique to examine the relationship between the variables: flexible working arrangement (X), perceived supervisor support (Z), and employee performance (Y).

4. Results and Discussion

4.1. Result

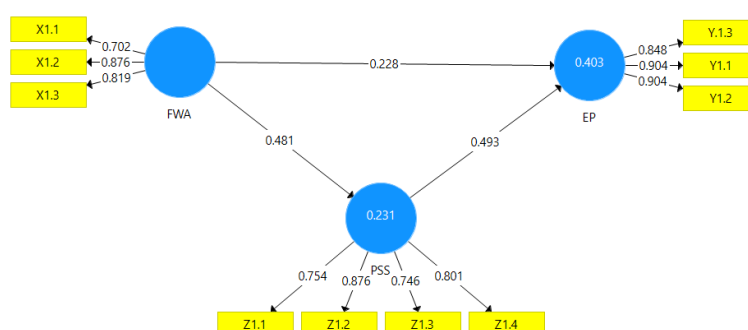


Figure 1. Output PLS.

4.2. Outer Model

Validity and Reliability

The outer model, also known as the measurement model, serves to ensure that the research instrument employed is both valid and reliable. The aspect of validity is reflected in the value of the Average Variance Extracted (AVE). A construct can be considered to have good convergent validity if it meets the criteria established in the SmartPLS system, namely when the factor loading exceeds 0.6 and the AVE value is greater than 0.5. In other words, the higher the factor loading and AVE values, the stronger the evidence that the indicators within a variable are truly capable of measuring the intended construct.

Table 1. Validity and Reliability.

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extraced (AVE)
Flexible Working Arrangement	0,732	0,843	0,643
Perceived Supervisor Support	0,810	0,873	0,633
Employee Performanace	0,810	0,916	0,785

Table 1 illustrates that the Cronbach's Alpha score for the flexible working arrangement variable is 0.732, which is relatively lower compared to the other variables, yet it still reflects acceptable internal consistency. On the other hand, the variables of perceived supervisor support and employee performance each present a higher Cronbach's Alpha value of 0.810. Nevertheless, among all variables, employee performance records the highest Composite Reliability (CR) value at 0.916, signifying strong construct reliability, followed by perceived supervisor support with a CR value of 0.873 and flexible working arrangement with a CR score of 0.843. According to the test outcomes, every variable demonstrates an Average Variance Extracted (AVE) value greater than 0.5, which confirms that each construct satisfies the standard for convergent validity. In particular, the AVE score for flexible working arrangement is reported at 0.643, for perceived supervisor support at 0.633, and for employee performance at 0.785.

Inner Model

The inner model analysis functions as a tool to evaluate and predict the causal relationships that exist among latent variables. Within this analysis, two crucial statistical outputs are considered, namely the coefficient of determination (R^2) and the p-value. The process of testing is primarily based on the R^2 value, which serves to illustrate the extent to which one variable influences or explains variations in another variable within the research model. A higher R^2 indicates that the independent variable has a stronger explanatory power over the dependent variable, whereas a lower R^2 suggests a weaker predictive relationship.

In addition, the p-value is employed to determine the level of significance of these causal paths, thereby confirming whether the relationships observed are statistically meaningful. Together, the coefficient of determination and the p-value provide a comprehensive understanding of the strength, accuracy, and significance of the hypothesized connections among latent constructs. Hence, inner model testing becomes a critical step to validate the overall structural model, ensuring that the theoretical framework proposed in the study is empirically supported.

Coefficient of Determination

Table 2. R-square.

Variable	R-Square
Employee Performance	0,403
Perceived Supervisor Support	0,231

Table 3 presents the R-square values for the endogenous variables included in the model. The R-square value obtained for the employee performance variable is 0.403, which implies that 40.3% of the variation in employee performance is accounted for by the predictor variables in the model. In contrast, the perceived supervisor support variable records an R-square value of 0.231, indicating that 23.1% of its variance is explained by the corresponding independent variable. These results demonstrate that the model possesses a moderate level of explanatory power, especially in predicting employee performance.

Path Coefficients

Another essential outcome of the analysis is the hypothesis testing results. Hypothesis testing, or t-tests, are conducted to determine whether the proposed hypotheses are accepted or rejected. In this research, the t-tests were carried out using the bootstrapping procedure available in SmartPLS.

Table 3. Path Coefficients (Mean, STDEV, T-Values).

Direct Effect	Original Sample	T-Statistics	P-Value
FWA -> EP	0,228	1,142	0,261
FWA -> PSS	0,481	5.096	0,000
PSS -> EP	0,493	3.597	0,001

Table 4 demonstrates that the flexible working arrangement (FWA) variable exerts a positive, yet statistically insignificant, influence on employee performance (EP). This conclusion is supported by the path coefficient value of 0.228, alongside a t-statistic of 1.142, which falls below the critical threshold of 1.96, and a p-value of 0.261, which exceeds the significance level of 0.05. As a result, the first hypothesis, which proposed that flexible working arrangement has an effect on employee performance, must be rejected. This finding implies that although FWA may provide employees with more autonomy in managing their work schedules, such flexibility alone does not necessarily lead to a significant increase in performance outcomes.

The second path reveals that flexible working arrangement significantly and positively influences perceived supervisor support (PSS). The statistical evidence is shown through a path coefficient of 0.481, a t-statistic of 5.096—well above the threshold of 1.96—and a p-value of 0.000, which is far below the 0.05 significance level. Consequently, the second hypothesis suggesting that flexible working arrangement impacts perceived supervisor support is accepted. This result indicates that when organizations implement flexible work policies, employees tend to perceive higher levels of support from their supervisors, possibly because such arrangements reflect trust and consideration for employees' needs.

Lastly, the analysis confirms that perceived supervisor support exerts a positive and statistically significant effect on employee performance. This is evident from the path coefficient of 0.493, the t-statistic value of 3.597, which is greater than 1.96, and the p-value of 0.001, which is below 0.05. Therefore, the third hypothesis, asserting that perceived supervisor support affects employee performance, is accepted. These findings suggest that when employees feel supported and valued by their supervisors, they are more likely to be motivated, engaged, and perform better in their roles. Taken together, the results highlight that while flexible working arrangements may not directly enhance performance, they can foster a supportive supervisory environment, which in turn plays a crucial role in boosting employee outcomes.

Discussion

Flexible Working Arrangement and Employee Performance

The results show that *Flexible Working Arrangements* (FWA) have a positive but not statistically significant effect on employee performance. This finding indicates that although flexibility in working time and location may provide comfort and autonomy for employees working from home, it does not automatically lead to improved performance outcomes. One possible explanation is that without sufficient structure or supervision, employees may face difficulties in time management, coordination, or communication, which can ultimately reduce productivity. These findings are in line with the arguments of (Kaushik & Noida, 2020), who state that flexibility must be accompanied by clear support systems to produce optimal performance. Therefore, the first hypothesis (H1) is rejected.

Furthermore, the rejection of FWA direct influence on employee performance in this study may also be attributed to the characteristics of the respondents, the majority of whom were male and predominantly in the age range of 23–26 years. From the perspective of occupational psychology, male workers tend to have a highly concentrated *task-oriented focus*, which, when faced with flexible working patterns that require time management skills and dynamic adaptability, may lead to higher potential for concentration disruption and reduced coordination. This aligns with the view that intense focus on a single activity can make individuals less effective in managing multitasking or adapting to rapid shifts in work rhythm, thereby limiting the effectiveness of FWA for this demographic group.

Flexible Working Arrangement and Perceived Supervisor Support

The analysis indicates that flexible working arrangements have a positive and statistically significant effect on perceived supervisor support. This suggests that when employees are

given the autonomy to choose when and where to work, they tend to perceive their supervisors as being more trusting, accommodating, and supportive. This aligns with the findings of (Sultan et al., 2024), which argue that flexibility in work systems reflects an organization's concern for employee well-being and autonomy. The ability to self-manage working time may also enhance the perception that supervisors respect employees' independence and professional judgment. Thus, the second hypothesis (H2) is accepted.

Perceived Supervisor Support and Employee Performance

Perceived supervisor support is found to have a positive and significant effect on employee performance. This confirms the importance of supervisors in fostering a supportive work environment, especially in a remote work setting. When employees feel that their supervisor is available, attentive, and responsive to their needs, it boosts their motivation and sense of responsibility. This is consistent with the study of (Hidayatullah & Kurniawan, 2023), which emphasizes that supervisor support contributes to higher levels of employee engagement, motivation, and overall productivity. As a result, the third hypothesis (H3) is accepted.

Flexible Working Arrangement, Perceived Supervisor Support, and Employee Performance

Although the direct effect of flexible working arrangement on employee performance is not significant, the significant pathways from flexible working arrangement to perceived supervisor support and from perceived supervisor support to employee performance indicate a mediating effect. This suggests that flexible working arrangements can still enhance performance, but indirectly by first increasing the perception of supervisor support. These findings support the mediation hypothesis (H4), showing that perceived supervisor support serves as a bridge in the relationship between flexible working arrangement and employee performance. This result echoes (Buulolo & Ratnasari, 2020), who argue that supervisory acknowledgment and guidance are crucial in remote settings to ensure performance consistency. Thus, hypothesis (H4) is accepted.

5. Conclusions and Suggestions

5.1. Conclusion

The findings indicate that Flexible Working Arrangements (FWA) do not directly enhance employee performance in a meaningful way. Although flexibility in time and place offers employees comfort and independence, without proper direction and oversight these advantages may not lead to better work outcomes. However, FWA strengthens employees' perception of supervisor support, as flexible work policies are often interpreted as signs of trust, appreciation, and consideration from leaders. Perceived supervisor support in turn fosters higher levels of motivation, accountability, and productivity among employees. It also serves as a crucial link between FWA and performance, showing that while flexibility alone does not significantly improve results, it can indirectly boost performance by shaping a more supportive and empowering work environment.

5.2. Suggestions

Based on these findings, organizations should strengthen the role of supervisors in providing consistent attention, assistance, and feedback to employees working under flexible arrangements to maintain performance levels. The implementation of FWA should be supported by clear work guidelines, defined targets, and effective coordination systems to minimize time management and communication challenges. Supervisors should also be equipped with remote team management training to maximize the use of communication technology, demonstrate empathy, and monitor productivity without undermining trust. In addition, building an adaptive work culture that values flexibility while emphasizing responsibility will help ensure the success of FWA implementation. Regular evaluations of both FWA and PSS are also essential to ensure these policies deliver sustainable positive impacts on employee performance.

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