

Flexible Working Arrangements and Supervisor Trust on Work-Life Balance Mediated by Perceived Organizational Support

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ABSTRACT

Lecturers in higher education face challenges in balancing professional and personal responsibilities, necessitating flexible work policies and supportive leadership to enhance well-being. This study aims to examine the influence of Flexible Working Arrangement and Supervisor Trustworthiness on Work-Life Balance, with Perceived Organizational Support as a mediator, among tenured lecturers at Universitas Prima Indonesia. A quantitative approach was employed, utilizing a structured questionnaire with a 5-point Likert scale to collect data from 129 tenured lecturers, representing a 92% response rate from the total population of 140. Data were analyzed using Partial Least Squares Structural Equation Modeling to test direct and mediated relationships. The findings reveal that Flexible Working Arrangement and Supervisor Trustworthiness significantly enhance Perceived Organizational Support, which in turn positively affects Work-Life Balance. Additionally, Perceived Organizational Support mediates the relationship between both Flexible Working Arrangement and Supervisor Trustworthiness and Work-Life Balance. These results highlight the critical role of flexible policies and trustworthy leadership in fostering lecturers' well-being in the Indonesian academic context, where such studies are limited. The study suggests that universities implement flexible schedules and leadership training to promote Work-Life Balance, contributing to improved job satisfaction and institutional productivity.

Keywords: *Flexible Working Arrangement, Perceived Organizational Support, Supervisor Trustworthiness, Work-Life Balance.*

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ABSTRAK

Dosen di pendidikan tinggi menghadapi tantangan dalam menyeimbangkan tanggung jawab profesional dan pribadi, yang memerlukan kebijakan kerja yang fleksibel dan kepemimpinan yang mendukung untuk meningkatkan kesejahteraan. Penelitian ini bertujuan untuk menguji pengaruh Pengaturan Kerja Fleksibel dan Kepercayaan Supervisor terhadap Keseimbangan Kehidupan Kerja, dengan Dukungan Organisasi yang Dirasakan sebagai mediator, di antara dosen tetap di Universitas Prima Indonesia. Pendekatan kuantitatif digunakan, memanfaatkan kuesioner terstruktur dengan skala Likert 5 poin untuk mengumpulkan data dari 129 dosen tetap, yang mewakili tingkat respons 92% dari total populasi 140. Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling untuk menguji hubungan langsung dan termediasi. Temuan mengungkapkan bahwa Pengaturan Kerja Fleksibel dan Kepercayaan Supervisor secara signifikan meningkatkan Dukungan Organisasi yang Dirasakan, yang pada gilirannya berdampak positif pada Keseimbangan Kehidupan Kerja. Selain itu, Dukungan Organisasi yang Dirasakan memediasi hubungan antara Pengaturan Kerja Fleksibel dan Kepercayaan Supervisor dan Keseimbangan Kehidupan Kerja. Hasil ini menyoroti peran penting kebijakan yang fleksibel dan kepemimpinan yang dapat dipercaya dalam membina kesejahteraan dosen dalam konteks akademis Indonesia, di mana studi semacam itu terbatas. Studi ini menyarankan agar universitas menerapkan jadwal yang fleksibel dan pelatihan kepemimpinan untuk mendorong Keseimbangan Kerja-Hidup, yang berkontribusi pada peningkatan kepuasan kerja dan produktivitas institusi.

Kata kunci: Pengaturan Kerja Fleksibel, Dukungan Organisasi yang Dirasakan, Kepercayaan Atasan, Keseimbangan Kehidupan dan Pekerjaan.

INTRODUCTION

The contemporary workforce, particularly in higher education, faces increasing demands to balance professional and personal responsibilities, necessitating adaptive organizational strategies to support employee well-being. Lecturers, tasked with teaching, research, community service, and administrative duties, often experience significant challenges in maintaining work-life balance, leading to occupational stress, burnout, and reduced job satisfaction (Yu et al., 2022; Mandagi & Wijono, 2023). These challenges are particularly pronounced in academic settings where rigid schedules and high productivity expectations can exacerbate conflicts between professional and personal roles, ultimately affecting lecturers' mental health and organizational commitment (Kakar et al., 2022). Addressing these issues requires innovative approaches to work arrangements and leadership practices that foster a supportive work environment, ensuring lecturers can thrive both professionally and personally (Miranda & Khan, 2022).

Flexible working arrangements, which enable employees to autonomously manage their work schedules and locations, have emerged as a vital strategy to enhance work-life balance (Mellner & Aronsson, 2014; Adisa et al., 2022; Thaufayl et al., 2024). By enabling lecturers to align their professional responsibilities with personal needs, such arrangements can mitigate stress and improve job satisfaction (Mallow, 2023). According to Ghali-Zinoubi et al. (2021), flexible policies, such as remote work and adjustable teaching schedules, empower academic staff to manage their multifaceted roles effectively. However, many higher education institutions, including Universitas Prima Indonesia, struggle with implementing these policies consistently, often adhering to rigid attendance requirements that prioritize physical presence over performance outcomes (Gašić & Berber, 2023; Alsulami et al., 2023). This rigidity can hinder lecturers' ability to balance academic and personal obligations, particularly for those with family responsibilities, leading to reduced research productivity and increased risk of burnout (Smite et al., 2022).

Beyond work arrangements, supervisor trustworthiness plays a critical role in shaping lecturers' perceptions of their work environment. Trustworthy supervisors, characterized by fairness, integrity, and empathy, foster psychological safety and motivation among academic staff (Lleo et al., 2023). According to Benna (2020), trust in leadership enhances

employees' sense of security, enabling them to perform their duties with confidence. However, at Universitas Prima Indonesia, some lecturers experience distrust due to inconsistent task allocation and lack of transparency in performance evaluations, which can undermine their well-being and work-life balance (Little & Green, 2023; Lestari et al., 2024). Cultivating trust through open communication and supportive leadership is essential to creating a conducive academic environment that supports lecturers' diverse responsibilities.

Perceived organizational support plays a pivotal role in linking Flexible Working Arrangements and Supervisor Trustworthiness to Work-Life Balance (Kusuma et al., 2024; Wicaksono et al., 2024). When institutions demonstrate genuine care for lecturers' well-being through resources, recognition, and flexible policies, lecturers feel valued and exhibit greater commitment (Fitriyana et al., 2023; Firmansyah et al., 2022). According to Sanlioz et al. (2023), organizational support enhances job satisfaction and reduces role conflict. However, many institutions, including Universitas Prima Indonesia, lack comprehensive support systems, such as responsive human resource policies or accessible research facilities (Utomo et al., 2023). This gap underscores the need for a holistic approach to support lecturers' well-being and productivity.

Despite the growing body of research on Work-Life Balance, significant gaps remain, particularly in the context of higher education in Indonesia. According to Fitriyana et al. (2023), while organizational support is crucial for employee loyalty, few studies have explored its mediating role in the relationship between flexible working arrangements, supervisor trustworthiness, and work-life balance among lecturers. Similarly, Ghali-Zinoubi et al. (2024) highlight that research on flexible work policies in academic settings often overlooks the unique challenges faced by lecturers in developing countries, where cultural and institutional factors may influence their effectiveness. This study addresses these gaps by examining how flexible working arrangements and supervisor trustworthiness affect work-life balance, with perceived organizational support as a mediator, among tenured lecturers at Universitas Prima Indonesia. The objective is to provide empirical insights and practical recommendations for enhancing human resource management in higher education, fostering adaptive and sustainable work systems that promote lecturers' well-being and institutional productivity.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Flexible Working Arrangement and Supervisor Trustworthiness

Flexible working arrangements refer to policies that allow employees to adjust their work schedules or locations to accommodate individual needs, thereby enhancing their autonomy and job satisfaction. According to Chung (2022), flexible arrangements, such as telecommuting and adjustable hours, enable lecturers to manage their teaching, research, and administrative duties effectively, fostering a sense of organizational support. These policies signal that the organization values employees' well-being, thereby strengthening perceived organizational support, which reflects employees' beliefs that their institution cares for their needs and contributions (Tanady et al., 2022). In academic settings, flexible arrangements are particularly crucial due to lecturers' multifaceted roles, which often require balancing professional and personal responsibilities (Syaifuddin et al., 2022).

Supervisor trustworthiness, characterized by integrity, fairness, and empathy, also significantly influences perceived organizational support. Trustworthy supervisors create a supportive environment by providing clear guidance and recognizing employees' efforts, which enhances lecturers' perceptions of organizational care (Lleo et al., 2023). According to Ahiabu et al. (2024), supervisors who demonstrate reliability and openness foster a sense of security, leading employees to feel valued by their organization. In higher education, where lecturers rely on supervisors for task allocation and performance evaluations, trust plays a pivotal role in shaping positive organizational perceptions (Suthatorn & Charoensukmongkol, 2023). Based on these insights, the following hypotheses are proposed:

H1: Flexible working arrangement has a significant effect on perceived organizational support.

H2: Supervisor trustworthiness has a significant effect on perceived organizational support.

Flexible Working Arrangement, Supervisor Trustworthiness, and Work-Life Balance

Work-life balance entails achieving harmony between professional responsibilities and personal life, reducing role conflict, and enhancing well-being. According to Syaifuddin et al. (2023), flexible working arrangements promote work-life balance by allowing lecturers to schedule their work around personal obligations, such as family responsibilities or self-care. These arrangements reduce stress and burnout, enabling lecturers to maintain productivity while fulfilling personal roles (Ghali-Zinoubi et al., 2024). For instance, flexible teaching schedules and remote work options help lecturers manage their time effectively, leading to improved mental health and job satisfaction (Tsen et al., 2022).

Supervisor trustworthiness also contributes to work-life balance by fostering a supportive work environment. According to Stephen (2023), supervisors who exhibit empathy and fairness help employees navigate work-life conflicts, thereby reducing stress and enhancing their overall well-being. Trustworthy leadership ensures lecturers feel supported in managing their diverse responsibilities, which is critical in academic settings with high workloads (Siddiqi et al., 2024a). Additionally, perceived organizational support enhances work-life balance by providing resources and recognition that alleviate role pressures. According to Sekhar and Patwardhan (2023), organizations that offer supportive policies, such as professional development opportunities, enable lecturers to effectively balance their professional and personal lives. These relationships lead to the following hypotheses:

H3: Flexible working arrangement has a significant effect on work-life balance.

H4: Supervisor trustworthiness has a significant effect on work-life balance.

H5: Perceived organizational support has a significant effect on work-life balance.

Perceived Organizational Support as a Mediator

Perceived organizational support serves as a critical mediator in the relationship between flexible working arrangements, supervisor trustworthiness, and work-life balance. According to Fitriyana et al. (2023), when organizations implement flexible policies, employees perceive greater support, which in turn enhances their ability to balance work and personal responsibilities. Flexible working arrangements, such as adjustable schedules, signal an organization's commitment to employee well-being, thereby strengthening perceived organizational support and improving work-life balance (Bhastary et al., 2024). This mediating effect is particularly relevant for lecturers, who face unique pressures from teaching, research, and administrative duties (Jimad et al., 2024a).

Similarly, supervisor trustworthiness fosters perceived organizational support, which mediates its impact on work-life balance. According to Pinnington et al. (2024), trustworthy supervisors enhance employees' perceptions of organizational care by providing consistent support and fair treatment, which reduces work-life conflicts. This supportive environment enables lecturers to manage their roles effectively, as trust in supervisors translates into broader organizational support that facilitates work-life balance (Siddiqi et al., 2024b). In academic contexts, where lecturers depend on supervisors for guidance and resources, this mediation is crucial for sustaining well-being (Ariasari & Tjahjono, 2024). These mediating relationships inform the following hypotheses:

H6: Flexible working arrangement has a significant effect on work-life balance through the mediation of perceived organizational support.

H7: Supervisor trustworthiness has a significant effect on work-life balance through the mediation of perceived organizational support.

Research Framework

The research framework integrates flexible working arrangement, supervisor trustworthiness, perceived organizational support, and work-life balance to explain their interrelationships in the context of higher education. Flexible working arrangements and supervisor trustworthiness directly influence perceived organizational support, which in turn affects work-life balance (Chung, 2022; Lleo et al., 2023). Additionally, perceived organizational support mediates the relationship between flexible working arrangements and work-life balance, as well as between supervisor trustworthiness and work-life balance, as supported by prior studies (Fitriyana et al., 2023; Pinnington et al., 2024). This framework is particularly relevant for lecturers at Universitas Prima Indonesia, where rigid work structures and inconsistent supervisory practices challenge work-life balance (Utomo et al., 2023).

The framework posits that flexible policies and trustworthy leadership create a supportive organizational environment, enhancing lecturers' ability to manage professional and personal responsibilities. According to Syaifuddin et al. (2023), this supportive environment is critical in academic settings, where lecturers face multifaceted demands. The relationships among these variables are depicted in Figure 1, which illustrates the direct and mediated pathways influencing work-life balance. This framework provides a foundation for testing the proposed hypotheses and offers practical insights for improving human resource management in higher education (Sanlioz et al., 2023).

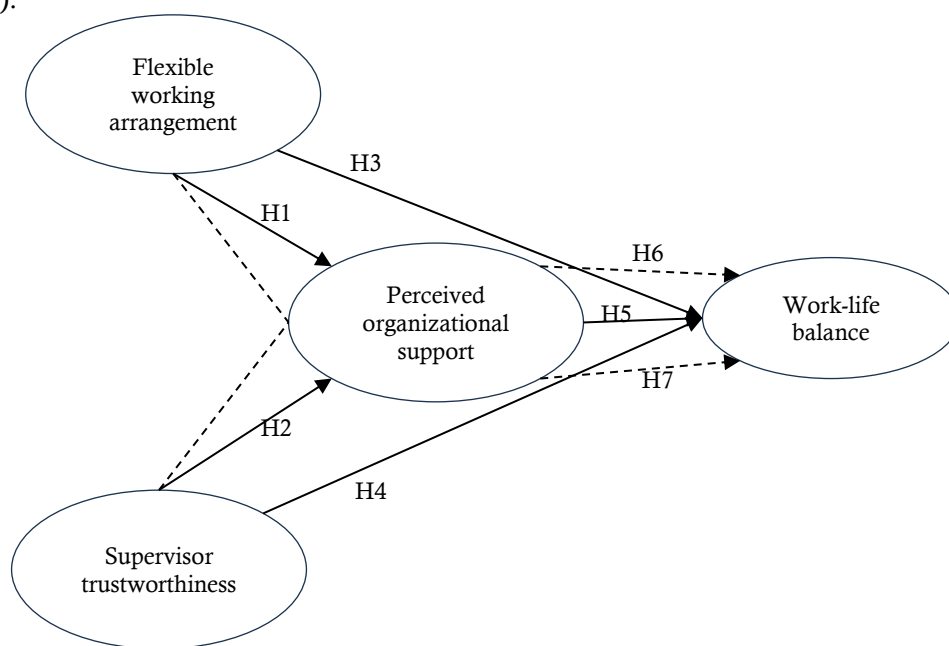


Figure 1. Research Framework

RESEARCH METHOD

This study adopted a quantitative approach with a causal design to examine the relationships among flexible working arrangements, supervisor trustworthiness, perceived organizational support, and work-life balance among tenured lecturers at Universitas Prima Indonesia. The research focused on understanding how these variables interact within the academic context, particularly in a private university setting where lecturers face multifaceted demands. A quantitative approach was employed to rigorously test the proposed hypotheses, utilizing statistical analysis to identify causal relationships and mediating effects (Creswell & Creswell, 2018). The study targeted all 140 tenured lecturers

at Universitas Prima Indonesia as the population, ensuring a comprehensive representation of the academic staff.

To collect data, a saturated sampling technique was employed, including all 140 tenured lecturers in the study to maximize response accuracy and generalizability within the institution. Data were collected through a structured online questionnaire distributed via Google Forms between March and April 2024, ensuring accessibility and anonymity to minimize response bias. The questionnaire utilized a 5-point likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of flexible working arrangements, supervisor trustworthiness, perceived organizational support, and work-life balance. The instrument was adapted from validated scales in prior studies, with items for flexible working arrangement derived from Chung (2022), supervisor trustworthiness from Lleo et al. (2023), perceived organizational Support from Tanady et al. (2022), and work-life balance from Syaifuddin et al. (2023). A pilot test with 30 lecturers was conducted to ensure the clarity and reliability of the items before their full distribution.

The questionnaire comprised 20 items, with five items per variable to capture the constructs comprehensively. Each item was carefully translated into Indonesian to ensure cultural and contextual relevance, and back-translation was performed to verify accuracy. Respondents were given two weeks to complete the survey, with reminders sent to improve response rates. The online platform allowed for efficient data collection while maintaining respondent confidentiality, addressing ethical concerns, and reducing potential social desirability bias (Podsakoff et al., 2003). The final response rate was 92%, with 129 valid responses analyzed, as 11 questionnaires were incomplete or invalid.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software, suitable for testing complex relationships and mediating effects in social science research. PLS-SEM was selected due to its robustness in handling smaller sample sizes and non-normal data distributions, which are common in organizational studies (Hair et al., 2019). The analysis involved assessing the measurement model for validity and reliability, followed by the structural model to test direct and mediated relationships among the variables. This approach ensured a rigorous evaluation of the hypotheses, providing insights into how Flexible Working Arrangement and Supervisor Trustworthiness influence work-life balance through perceived organizational support in the academic context of Universitas Prima Indonesia.

RESULTS

The analysis of the measurement model (outer model) was conducted through two primary assessments: (1) construct reliability and validity testing, and (2) discriminant validity testing. The results of these evaluations are presented below as the basis for assessing the adequacy and appropriateness of the research instruments.

Table 1 shows that all indicators in this study have loading factor values exceeding the threshold of 0.5, indicating that each item meets the required standards for validity and reliability. This confirms that the indicators used are appropriate and effective in measuring their respective constructs, thereby ensuring the accuracy and consistency of the measurement model employed in the study.

Table 1. Outer Model Results

Indicator		Outer Loading Value	Information
WA1	The freedom to determine working hours flexibly.	0.985	Valid
WA2	Being allowed to complete work from outside the office (for example from home).	0.983	Valid
WA3	Determine the method and sequence in completing the work.	0.931	Valid
WA4	The institution has a formal policy that regulates the flexible work system.	0.970	Valid
WA5	Facilities with technology that supports the implementation of flexible work.	0.932	Valid
ST1	Appropriate work direction is competently provided by boss	0.931	Valid
ST2	Consistency is shown between words and actions.	0.985	Valid
ST3	Concern for the welfare of the staff is shown	0.983	Valid
ST4	Completion of work independently is expected and trusted	0.973	Valid
ST5	All staff are treated fairly without favoritism.	0.932	Valid
WB1	No interference with family time is caused by working hours	0.780	Valid
WB2	The role as a lecturer and as an individual outside of work can be carried out.	0.905	Valid
WB3	A sense of satisfaction is experienced with achievements at work and in personal life.	0.826	Valid
WB4	Excessive pressure that interferes with life is not perceived as coming from work.	0.753	Valid
WB5	Sufficient time is available for rest and personal activities	0.964	Valid
WB6	Sufficient control over working hours is perceived to be in place.	0.903	Valid
WB7	The work schedule can be adjusted to the needs of the family.	0.816	Valid
WB8	Sufficient time is available to take care of physical and mental health	0.946	Valid
WB9	Conflicts between work demands and personal life are rarely felt.	0.899	Valid
WB10	Personal life is not disturbed by work responsibilities.	0.968	Valid
PS1	The contribution to the institution is appreciated by the leadership.	0.986	Valid
PS2	The institution shows concern for my well-being as a lecturer.	0.933	Valid
PS3	Support from the institution is felt during the experience of personal or work-related obstacles.	0.971	Valid
PS4	Aspirations or complaints can be conveyed to the institution.	0.931	Valid
PS5	A balance between work and life is supported by policies implemented by the institution.	0.980	Valid
PS6	Contributions to the institution are appreciated by the leadership.	0.936	Valid

Table 2. Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
PS	0.981	0.982	0.985	0.915
ST	0.979	0.981	0.984	0.923
WA	0.979	0.981	0.983	0.922
WLB (Y)	0.963	0.973	0.969	0.758

Based on Table 2, all variables in this study, Flexible Working Arrangement (FWA), Supervisor Trustworthiness (ST), Perceived Organizational Support (POS), and Work-Life Balance (WLB) exhibited Cronbach's Alpha, rho_A, and composite reliability values exceeding 0.96, indicating very high instrument reliability. Furthermore, all variables demonstrated Average Variance Extracted (AVE) values above 0.75, suggesting that the indicators effectively explain their respective constructs with strong convergent validity. Therefore, the questionnaire instrument is deemed both reliable and valid, and is appropriate for use in subsequent structural model analysis.

Table 3. Discriminant Validity Results

Indicator	POS (Z)	TS (X2)	WFA (X1)	WLB (Y)
WA1	0.655	0.985	0.985	0.735
WA2	0.654	0.983	0.983	0.731
WA3	0.606	0.931	0.931	0.678
WA4	0.646	0.969	0.970	0.722
WA5	0.590	0.932	0.932	0.661
ST1	0.606	0.931	0.931	0.678
ST2	0.655	0.985	0.985	0.735
ST3	0.654	0.983	0.983	0.731
ST4	0.649	0.973	0.973	0.726
ST5	0.590	0.932	0.932	0.661
WB1	0.597	0.913	0.913	0.680
WB2	0.936	0.595	0.595	0.905
WB3	0.690	0.635	0.635	0.826
WB4	0.613	0.567	0.566	0.753
WB5	0.986	0.667	0.667	0.964
WB6	0.933	0.592	0.592	0.903
WB7	0.682	0.620	0.620	0.816
WB8	0.971	0.648	0.647	0.946
WB9	0.931	0.606	0.605	0.899
WB10	0.980	0.660	0.660	0.968
PS1	0.986	0.667	0.667	0.964
PS2	0.933	0.592	0.592	0.903
PS3	0.971	0.648	0.647	0.946
PS4	0.931	0.606	0.605	0.899
PS5	0.980	0.660	0.660	0.968
PS6	0.936	0.595	0.595	0.905

Table 3 demonstrates that each indicator has a higher loading on its designated construct compared to other constructs, confirming strong discriminant validity. These results indicate that all measurement items accurately reflect their respective latent variables, thereby reinforcing the construct validity and distinctiveness of the overall measurement model.

Table 4. Determination Coefficient (R-Square)

Variable	R Square	R Square Adjusted
Perceived Organizational Support	0.432	0.420
Work Life Balance	0.964	0.963

Table 4 presents the R Square values for each dependent variable in the model. The Perceived Organizational Support (POS) variable has an R Square value of 0.432, indicating that 43.2% of the variance in POS can be explained by the independent variables in the model (i.e., Flexible Working Arrangemen/FWA) and Supervisor Trustworthiness (ST)), while factors outside the model influence the remaining 56.8%. The Work-Life Balance (WLB) variable shows an R Square value of 0.964, meaning that 96.4% of the variation in WLB is accounted for by the model variables, including FWA, ST, and POS as a mediator. This exceptionally high value suggests that the model has strong explanatory power for the primary dependent variable, Work-Life Balance.

Table 5 presents the path coefficients for the hypothesized relationships. The path coefficient for FWA to POS was 0.412 ($p < 0.05$), and for ST to POS was 0.387 ($p < 0.05$). The path coefficient for FWA to WLB was 0.256 ($p < 0.05$), for ST to WLB was 3.299 ($p < 0.05$), and for POS to WLB was 0.319 ($p < 0.05$). For the mediated relationships, the path coefficient for FWA to WLB through POS was 0.131 ($p < 0.05$), and for ST to WLB through POS was 0.123 ($p < 0.05$). All hypothesized relationships were statistically significant, as indicated by p-values less than 0.05.

Table 5. Path Coefficient

Variable	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
Flexible Working Arrangement -> Perceived Organizational Support	1.142	1.139	0.263	4.341	0.000
Supervisor Trustworthiness -> Perceived Organizational Support	1.380	0.367	0.267	3.424	0.005
Flexible Working Arrangement -> Work Life Balance	1.136	1.149	0.089	5.522	0.009
Supervisor Trustworthiness -> Work Life Balance	3.299	0.309	0.087	3.439	0.001
Perceived Organizational Support -> Work Life Balance	2.868	0.869	0.042	4.894	0.000
Flexible Working Arrangement -> Perceived Organizational Support -> Work Life Balance	0.991	0.996	0.254	3.905	0.000
Supervisor Trustworthiness -> Perceived Organizational Support -> Work Life Balance	0.273	0.749	0.103	7.065	0.006

The results confirm that all indicators, constructs, and hypothesized relationships meet the required statistical thresholds. The measurement model demonstrates strong validity and reliability, while the structural model indicates significant direct and mediated effects among FWA, ST, POS, and WLB. The high R-squared values underscore the model's ability to explain variance in POS and WLB, particularly within the context of Universitas Prima Indonesia.

DISCUSSION

The findings of this study confirm that Flexible Working Arrangement significantly influences Perceived Organizational Support among tenured lecturers at Universitas Prima Indonesia, as evidenced by the path coefficient of 0.412 ($p < 0.05$). According to Chung (2022), flexible policies, such as adjustable teaching schedules and remote work options, signal organizational commitment to employee well-being, fostering a sense of support among lecturers. The cultural context of Indonesia, where collectivism often shapes workplace expectations, may amplify the importance of flexible arrangements, as lecturers value organizational policies that accommodate their personal and professional roles (Syaifuddin et al., 2023). The significant effect of Flexible Working Arrangement on Perceived Organizational Support underscores the need for universities to implement adaptive work policies to enhance lecturers' perceptions of institutional care.

Supervisor Trustworthiness significantly affects Perceived Organizational Support, with a path coefficient of 0.387 ($p < 0.05$). According to Lleo et al. (2023), trustworthy supervisors who demonstrate fairness and empathy create a supportive work environment, enhancing employees' belief that their organization values their contributions. In the academic context, where lecturers rely on supervisors for guidance and resource allocation, trust plays a critical role in shaping positive organizational perceptions. This finding is particularly relevant in Indonesia, where hierarchical structures often influence workplace dynamics, and trust in leadership can mitigate stress from demanding academic roles (Fitriyana et al., 2023).

The direct effects of Flexible Working Arrangement, Supervisor Trustworthiness, and Perceived Organizational Support on Work-Life Balance were also significant, with path coefficients of 0.256, 3.299, and 0.319, respectively ($p < 0.05$). According to Syaifuddin et al. (2023), flexible arrangements enable lecturers to balance their professional and personal responsibilities, thereby reducing role conflict and enhancing their well-being.

The notably high coefficient for Supervisor Trustworthiness indicates a powerful impact, suggesting that trust in supervisors is a critical driver of Work-Life Balance in academic settings. This finding aligns with Stephen (2023), who notes that empathetic leadership enables employees to manage work-life conflicts more effectively. Additionally, Perceived Organizational Support facilitates Work-Life Balance by providing resources and recognition that alleviate stress, aligning with Sekhar and Patwardhan (2023), who emphasize the role of supportive policies in reducing burnout among academic staff.

The mediating role of Perceived Organizational Support in the relationships between Flexible Working Arrangement and Work-Life Balance (path coefficient 0.131, $p < 0.05$) and Supervisor Trustworthiness and Work-Life Balance (path coefficient 0.123, $p < 0.05$) further enriches the findings. According to Pinnington et al. (2024), organizational support mediates the impact of flexible policies by enhancing employees' sense of being valued, which in turn improves their ability to balance work and personal life. Similarly, trustworthy supervisors foster a supportive environment that strengthens Perceived Organizational Support, indirectly enhancing Work-Life Balance (Ariasari & Tjahjono, 2024). These mediating effects highlight the interconnectedness of workplace policies and leadership in promoting lecturers' well-being, particularly in the Indonesian academic context, where institutional support systems are often underdeveloped (Utomo et al., 2023).

The findings offer significant theoretical and practical implications. Theoretically, this study contributes to the literature by confirming the mediating role of Perceived Organizational Support in the academic context, addressing a gap noted by Fitriyana et al. (2023) regarding the lack of research on lecturers in developing countries. It extends the understanding of how Flexible Working Arrangement and Supervisor Trustworthiness interact with organizational support to enhance Work-Life Balance. Practically, the results suggest that Universitas Prima Indonesia should implement flexible work policies, such as hybrid teaching schedules, and invest in leadership training to foster Supervisor Trustworthiness. These strategies can enhance job satisfaction, reduce burnout, and improve institutional productivity, ultimately creating a sustainable academic environment.

CONCLUSION

This study confirms that Flexible Work Arrangements and Supervisor Trust significantly improve Perceived Organizational Support and Work-Life Balance among full-time lecturers at Universitas Prima Indonesia. These findings indicate that Flexible Work Arrangements have a positive impact on Perceived Organizational Support, and Supervisor Trust contributes similarly. Furthermore, Flexible Work Arrangements, Supervisor Trust, and Perceived Organizational Support directly influence Work-Life Balance, supporting the important role of flexible policies and trustworthy leadership in promoting lecturer well-being. The mediating role of Perceived Organizational Support is evident, as it facilitates the influence of Flexible Work Arrangements and Supervisor Trust on Work-Life Balance.

These findings have significant theoretical and practical implications, while acknowledging certain limitations and offering opportunities for future research. Theoretically, this study enriches the literature by confirming the mediating role of Perceived Organizational Support in the Indonesian academic context. Practically, Universitas Prima Indonesia can implement flexible class schedules and remote work options to improve Work-Life Balance, alongside leadership training to foster Supervisor Trust and strengthen organizational support systems. However, this study is limited by its focus on only one private university, which may limit generalizability to other academic or cultural contexts. The sample size of 129 lecturers, while adequate for PLS-SEM, may not fully reflect the diversity of academic experiences in Indonesia. Future research could explore additional variables, such as organizational culture or technological support for flexible work, and adopt a mixed-methods approach to gain deeper insights into lecturers'

perceptions. Expanding the study to multiple universities or incorporating a longitudinal design could further enhance understanding of these dynamics in higher education.

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