BALANCING WORK LIFE FOR BETTER PERFORMANCE: INVESTIGATING THE MODERATING EFFECT OF FAMILY SUPPORTIVE SUPERVISOR BEHAVIOR

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Abstract

This study examines the effect of work-life balance on employee performance, with family supportive supervisor behavior as a moderating variable. The research was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Banten Province, Indonesia, involving civil servants as respondents. This study addresses the issue of fluctuating employee performance despite repeated institutional achievements, by investigating the role of work-life balance and supervisor support in enhancing individual outcomes. A quantitative approach with a descriptive design was used, and data were collected through structured questionnaires. The results show that work-life balance positively influences employee performance. However, family supportive supervisor behavior does not significantly strengthen this relationship, indicating that while supervisor support is appreciated, it may not be sufficient in the absence of broader organizational support systems. These findings highlight the importance of implementing formal work-life policies and promoting a supportive work culture to improve employee well-being and performance in public institutions.

Keywords: *Employee Performance, Family Supportive Supervisor Behavior, Job Demands-Resources Model, Public Sector, Work-Life Balance*

1. INTRODUCTION

Employee performance is a key driver of organizational effectiveness, particularly in public sector organizations where services directly affect community welfare. High-performing employees are capable of completing tasks more efficiently and delivering higher quality outcomes, which contribute not only to individual productivity but also to the broader organizational goals (Bieńkowska et al., 2022; Nagarajan et al., 2022). Optimal performance fosters a positive work environment, increases employee engagement, and ensures long-term organizational sustainability (Adrial & Ali, 2023; Omar et al., 2022). In the context of public administration, such as at the Regional Financial and Asset Management Agency (BPKAD) of Banten Province, performance is closely tied to

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achieving strategic objectives including transparency and accountability in managing regional finances and assets. Despite repeatedly achieving unqualified audit opinions (WTP) from the Audit Board of Indonesia (BPK), BPKAD continues to face recurring audit findings and fluctuating SAKIP performance scores, indicating persistent gaps in employee performance outcomes. These issues highlight the importance of identifying key factors that influence employee performance, especially post-pandemic, when new work challenges have emerged.

Among the factors influencing employee outcomes, work-life balance (WLB) has emerged as a significant determinant. WLB describes an individual's ability to effectively manage demands from both work and personal life, promoting mental health, reducing stress, and enhancing work performance (Dilhani & Dayarathna, 2017). A healthy balance between professional and private life has been associated with higher job satisfaction, greater employee retention, and improved performance (Duan & Deng, 2024; Talukder et al., 2018). Conversely, poor work-life balance can lead to emotional exhaustion and negatively impact employee performance, even when organizational support is present (Irfan et al., 2023). Field data from BPKAD shows that work-life conflicts are particularly evident during peak periods such as budget and financial reporting deadlines. These findings are corroborated by leadership interviews indicating that employees often struggle to manage work and personal obligations, especially in the absence of formal WLB policies.

Literature on the impact of work-life balance on performance presents mixed results. While several studies confirm a significant positive effect of WLB on job performance (Eddy Madiono Sutanto et al., 2024; Johari et al., 2018; Oyewobi et al., 2019; Venkatesan & Vishwanathan, 2024; Wolor et al., 2020), other research reports insignificant or even negative effects (Auliya et al., 2022; Borgia et al., 2022; Gultom & Nata Liyas, 2023; Putri et al., 2024; Saifullah, 2020). These inconsistencies suggest a research gap, particularly regarding contextual and organizational factors that may strengthen or weaken this relationship. One such factor is Family Supportive Supervisor Behavior (FSSB) — defined as supervisors' efforts to accommodate employees' family responsibilities with empathy and flexibility. Research shows that supervisors who demonstrate family-supportive behaviors can help mitigate work-family conflicts and foster a healthier, more productive work environment (Kaur, 2024; Wani, 2023). In many organizations, however, especially in the public sector, such support is often informal and lacks systemic integration.

From a theoretical perspective, this study is grounded in the Job Demands-Resources (JD-R) Model, which posits that job demands (such as workload and emotional stress) can be counterbalanced by job resources like social support and autonomy. In this model, work-life balance functions as a personal strategy to manage job demands, while family supportive supervisor behavior acts as an organizational resource that enhances resilience, motivation, and ultimately performance. Accordingly, this study aims to analyze the impact of work-life balance on employee performance, while also examining the moderating role of family

supportive supervisor behavior within the public sector setting. The findings are expected to provide theoretical contributions to HRM research and practical insights for government agencies aiming to design more effective performance and support systems.

2. RESEARCH METHOD

This research employs a quantitative approach with a descriptive design, intended to empirically test hypotheses through the analysis of relationships between measurable variables (Creswell & Creswell, 2018). Quantitative research is appropriate for examining objective theories by analyzing variables measured numerically and processed using statistical procedures. The descriptive approach enables the researcher to present a systematic and empirical depiction of the phenomena under investigation (Ferdinand, 2014).

The population in this study consists of all civil servants at the Regional Financial and Asset Management Agency (BPKAD) of Banten Province, totaling 102 employees. The sampling method applied is saturated sampling, meaning all members of the population were included as research respondents, thus eliminating sampling bias and enhancing the generalizability within the organizational context (Ferdinand, 2014).

The study relies on both primary and secondary data sources. Primary data were obtained directly from respondents through structured questionnaires distributed via Google Forms. Secondary data were gathered from literature including books, peer-reviewed journal articles, institutional reports, and supporting documents relevant to the research topic.

The instrument used was a questionnaire comprising closed-ended questions designed on a 1–10 interval scale, where 1 indicated "strongly disagree" and 10 represented "strongly agree". The instrument was subjected to a pre-test involving 30 respondents outside the target population to test for validity and reliability. The final indicators were validated using SmartPLS version 4.1 (Hair et al., 2019), and items not meeting the threshold for loading factors were removed from the final analysis.

For data analysis, both descriptive and inferential statistical techniques were used. Descriptive statistics provided empirical summaries of respondent characteristics (age, gender, job rank, marital status) and responses to variable indicators. The index scores were interpreted using the Three-Box Method to categorize responses into low, medium, and high ranges based on total index values. Inferential analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method through SmartPLS. This includes outer model testing (to assess convergent and discriminant validity and indicator reliability) and inner model testing (to examine hypotheses, direct and indirect effects, and the moderating role of Family Supportive Supervisor Behavior).

PLS-SEM was chosen due to its robustness with small sample sizes, non-normal data, and its suitability for predictive modeling and complex constructs like moderation and mediation effects (Hair et al., 2021). This approach also enhances the ability to assess latent

variable relationships and model accuracy, which is essential for testing hypotheses in a structured theoretical framework (Alessandri et al., 2017).

3. RESULTS AND DISCUSSION

3.1 Scope of Research and Instrument Testing

This research was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Banten Province, which is responsible for managing the region's financial and asset governance. The population in this study included all civil servants working within the BPKAD environment, totaling 102 individuals. Due to the relatively small number of employees, the sampling technique used was saturated sampling, where the entire population was taken as the research sample to obtain comprehensive, representative data and reduce sampling error. Data collection was carried out using a questionnaire distributed online via Google Forms. The questionnaire employed a closed-ended format with an interval scale ranging from 1 (strongly disagree) to 10 (strongly agree), allowing respondents to rate their level of agreement with each statement.

Before conducting the main data analysis, a thorough instrument test was conducted to assess the quality of the measurement model. The validity test showed that all indicator outer loading values were greater than 0.70, indicating acceptable convergent validity. Furthermore, the Composite Reliability (CR) values for each construct exceeded 0.70, and the Average Variance Extracted (AVE) values were above 0.50, confirming the reliability and internal consistency of the constructs being measured. To ensure that each construct was empirically distinct from others, the Heterotrait-Monotrait Ratio (HTMT) was also calculated. All HTMT values were found to be less than 0.90, which meets the discriminant validity threshold and demonstrates that each latent construct measures a unique concept. Based on these results, the research instrument was declared valid and reliable, and thus appropriate for use in hypothesis testing using SmartPLS version 4.1.

3.2 Descriptive Analysis of Respondents

The respondents were dominated by male employees (58.8%), mostly aged 31–40 years (45.1%), and had over 5 years of work experience (67.6%). The majority held undergraduate degrees (S1) and were married. These demographics reflect a mature, experienced, and stable workforce, which aligns with the organizational context of BPKAD.

These results indicate that employees generally perceive positive conditions related to WLB, satisfaction, support from supervisors, and their own performance. The highest indicator under WLB was related to time balance (X1.2), while for FSSB, it was the supervisor's responsiveness to family emergencies (Z1.3).

3.3 Inferensial Analysis
3.3.1 Outer Model

Based on the data presented in Table 1, loading factor values ranging from 0.50 to 0.60 are considered acceptable and indicative of moderate reliability, while values exceeding 0.70 are classified as strong indicators of construct representation. The outcomes generated by the SmartPLS software are detailed in Table 1. As illustrated in Figure 1, the outer loading values for the three main constructs (family supportive supervisor behavior, job performance, and work-life balance) fall within the ranges of 0.743–0.884, 0.698–0.840, and 0.620–0.904, respectively. According to established thresholds for convergent validity, several items (such as KP6 (0.698) and WLB9 (0.620) are categorized as moderate, yet still meet the minimum acceptable standards.
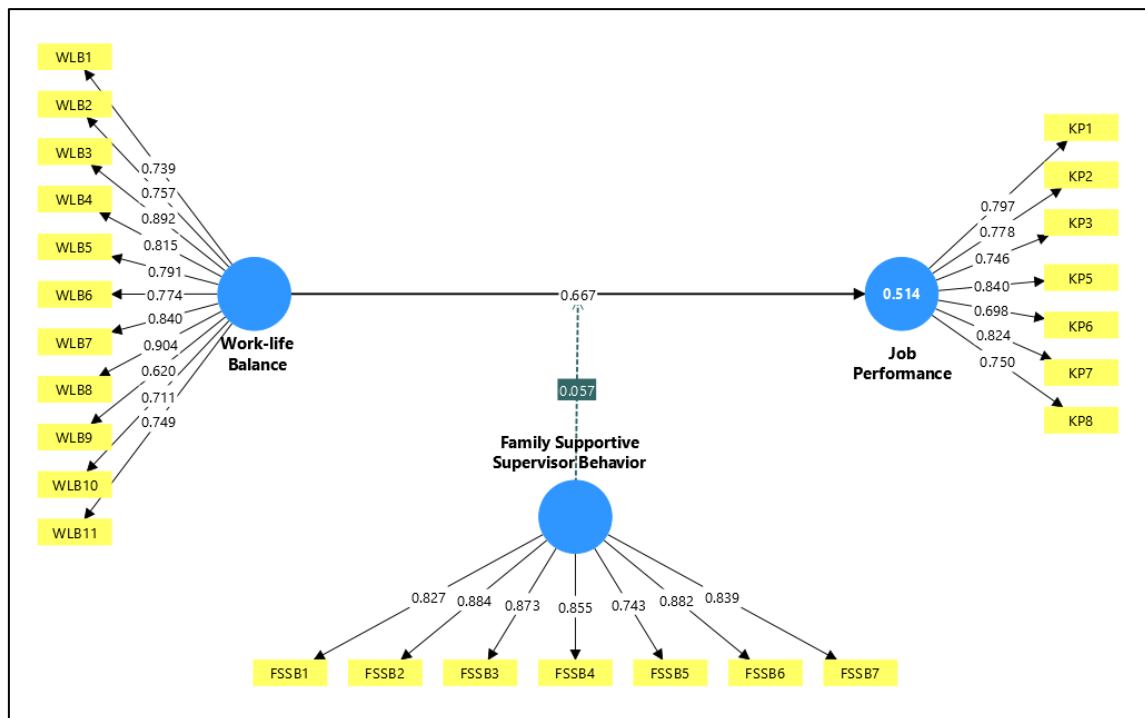

Figure 1. Research output Model.

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Table 1 Outer Loading Indicator Value

Matrix	*Family Supportive Supervisor Behavior*	Job Performance	*Work-life Balance*
FSSB1	**0.827**		
FSSB2	**0.884**		
FSSB3	**0.873**		
FSSB4	**0.855**		
FSSB5	**0.743**		
FSSB6	**0.882**		
FSSB7	**0.839**		
KP1		**0.797**	
KP2		**0.778**	
KP3		**0.746**	
KP5		**0.840**	
KP6		**0.698**	
KP7		**0.824**	
KP8		**0.750**	
WLB1			**0.739**
WLB2			**0.757**
WLB3			**0.892**
WLB4			**0.815**
WLB5			**0.791**
WLB6			**0.774**
WLB7			**0.840**
WLB8			**0.904**
WLB9			**0.620**
WLB10			**0.711**
WLB11			**0.749**

The estimation results shown in Figure 1 indicate that all items exhibit outer loading scores predominantly above 0.70, which suggests a sufficient level of correlation between indicators and their respective latent variables. Items are generally deemed valid when their loading values exceed 0.50, thereby satisfying the requirements for convergent validity. Table 1 further outlines the loading values for each item and their respective constructs.

To reinforce convergent validity, the Average Variance Extracted (AVE) for each construct was also considered. A construct is considered to meet convergent validity standards if its AVE exceeds 0.50. Meanwhile, to assess discriminant validity (i.e., the degree to which constructs are distinct from one another) the square root of each construct's AVE must be greater than its correlations with other constructs. The analysis confirmed that the model demonstrated satisfactory discriminant validity based on these criteria.

Table 2 Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Family Supportive Supervisor Behavior	0.933	0.937	0.946	0.713
Job Performance	0.891	0.897	0.914	0.605
Work-life Balance	0.936	0.942	0.946	0.616

The analysis results in the aforementioned table demonstrate that all constructs possess Average Variance Extracted (AVE) values exceeding 0.50, which confirms that the constructs fulfill the criteria for acceptable convergent validity. Construct reliability, on the other hand, is assessed using both Cronbach's alpha and composite reliability metrics. A construct is considered to exhibit strong internal consistency when both of these values surpass the threshold of 0.70. Referring to the values presented in Table 2, it is evident that Cronbach's alpha, composite reliability, and AVE for all constructs exceed the recommended minimum standards, thereby affirming that the constructs used in this study are reliable. Furthermore, the outer loading results presented in Figure 1 indicate that all measurement indicators score above 0.50, providing additional evidence that the model exhibits no issues with convergent validity. Consequently, the structural model can be deemed appropriate for further analysis.

3.3.2 Inner Model

The evaluation of the structural model (inner model) was conducted to determine the strength and significance of the relationships between latent variables in the research framework. The analysis used SmartPLS 4.1 software, and the coefficient of determination (R^2) was used to assess how much variance in the endogenous constructs could be explained by the exogenous variables. The results showed that the R^2 value for job performance was 0.514, indicating that work-life balance and FSSB jointly explained 51.4% of the variance in job performance.

The adjusted R^2 values were also analyzed to provide a more accurate estimate of explained variance while accounting for the number of predictors in the model. The adjusted R^2 value for job performance was 0.499. According to Hair et al. (2022), R^2 values of 0.26, 0.50, and 0.75 are categorized as weak, moderate, and substantial, respectively. Based on these benchmarks, the model in this study demonstrates weak to moderate explanatory power for both endogenous variables.

In addition to explanatory power, predictive relevance was evaluated using the Q-square (Q^2) value, obtained through the blindfolding technique. The Q^2 value for job performance was 0.399. Both values are greater than zero, indicating that the model has

adequate predictive relevance for these endogenous constructs and does not suffer from predictive deficiency.

The model's effect sizes (f^2) were assessed to determine the magnitude of the impact that each exogenous variable has on the endogenous constructs. The interaction between work-life balance and FSSB on job performance produced an f^2 value of 0.013, which is interpreted as a small effect size. The path from family supportive supervisor behavior to employee performance showed a small effect size of 0.019, while the influence of work-life balance on job performance had an even larger effect size of 0.557. These findings indicate that work-life balance a significant role in explaining performance.

3.3.3 Hypothesis Testing

Hypothesis testing serves to evaluate the statistical significance of the proposed hypotheses by examining both the probability value (p-value) and the t-statistic in comparison to the critical value from the t-distribution table. At a 5% significance level ($\alpha = 0.05$), a hypothesis is considered statistically supported when the p-value is less than 0.05 and the t-statistic exceeds 1.96. These conditions indicate that the null hypothesis can be rejected in favor of the alternative. In this study, the hypothesis testing process involved comparing the calculated t-statistics with the critical t-table values using results derived from the bootstrap resampling method in the SmartPLS 4.1 software. Bootstrapping was employed to enhance the robustness and precision of the estimates by minimizing potential biases in the dataset. The results from this analysis are summarized in Table 3.

Tabel 3 Result for Inner Weight

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Work-life Balance → Job Performance	0.667	0.682	0.107	6.224	0.000
Family Supportive Supervisor Behavior → Job Performance	0.119	0.139	0.076	1.576	0.115
Family Supportive Supervisor Behavior x Work-life Balance → Job Performance	0.057	0.047	0.055	1.052	0.293

Table 4 shows that there is a significant positive relationship between WLB and JP as indicated by a coefficient of 0.667 with a t-count of 6.224 and a p-value of 0.000 at t=1.96. In addition, FSSB moderates positively insignificantly between WLB and JP with a coefficient of 0.057 with a t-count of 1.052 and a p-value of 0.293 at t=1.96.
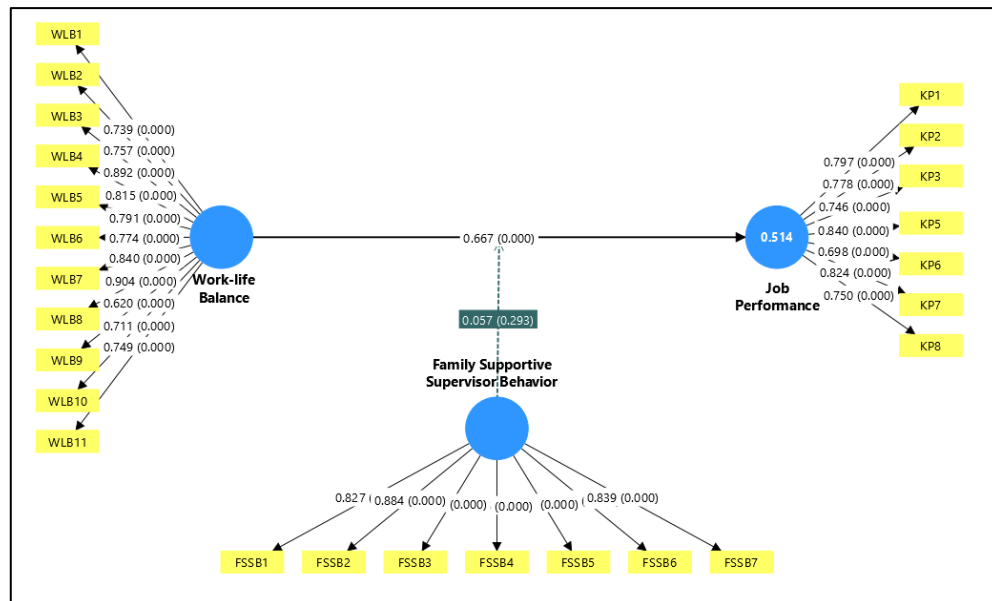
Figure 2 Partial Least Square Structural Model

Tabel 4 Research Hypotesys

Construct	Original sample (O)	T statistics	P values	Description
Work-life Balance → Job Performance	0.667	6.224	0.000	Significant: H1 Accepted
Family Supportive Supervisor Behavior x Work-life Balance → Job Performance	0.057	1.052	0.293	Not Significant: H2 Rejected

The following highlights the findings from the analysis:

1. The analysis of the path coefficient results supports the first hypothesis (H1), which posits that work-life balance (WLB) has a positive and significant impact on job performance (JP). This relationship is evidenced by the original sample coefficient value of 0.667, indicating a strong direct effect of WLB on JP. Furthermore, the statistical output yielded a t-value of 6.224 and a p-value of 0.000, both of which satisfy the criteria for significance at the 5% level (t > 1.96 and p < 0.05). These findings confirm that the first hypothesis is accepted, demonstrating that employees with a better balance between work and personal life tend to perform more effectively in their roles.

2. In contrast, the results for the second hypothesis (H2), which examines the moderating role of Family Supportive Supervisor Behavior (FSSB) in the relationship between WLB and JP, indicate a different outcome. Although the path coefficient for the

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interaction effect is positive (0.057), the t-statistic of 1.052 and p-value of 0.293 fall short of the thresholds required for statistical significance. These figures suggest that FSSB does not significantly enhance or strengthen the influence of WLB on JP. Consequently, the hypothesis proposing a significant moderating effect of FSSB on the WLB–JP relationship is not supported and must therefore be rejected.

4. CONCLUSION

This study aimed to examine the effect of work-life balance on employee performance in a public sector setting, with family supportive supervisor behavior acting as a moderating variable. The research was motivated by ongoing concerns about fluctuating employee performance within the Regional Financial and Asset Management Agency (BPKAD) of Banten Province, despite repeated institutional achievements such as unqualified audit opinions. By applying the Job Demands–Resources (JD-R) model as the theoretical foundation, the study explored how job resources and work-life integration influence employee outcomes in a bureaucratic environment.

The findings reveal that work-life balance has a significant and positive impact on job performance. This confirms the importance of maintaining equilibrium between personal and professional life as a means of improving workplace productivity. However, the analysis also shows that family supportive supervisor behavior (FSSB) does not significantly moderate this relationship. While supportive supervisors may play a helpful role, their influence alone is insufficient without broader structural or policy-level interventions. These results suggest that informal supervisory support (though appreciated) should be complemented by formal, institutional work-life policies in order to fully enhance employee performance.

Theoretically, this study contributes to the development of the JD-R model by demonstrating that job resources, such as work-life balance, influence performance indirectly through psychological well-being mechanisms. Practically, it emphasizes the need for government institutions to institutionalize work-life balance programs, provide training for supervisors to develop empathetic leadership, and ensure organizational support is embedded into policies, not just discretionary practices.

For future implementation, organizations may consider integrating flexible working arrangements, establishing formal family-supportive policies, and using digital tools to manage workload distribution more effectively. Further research could examine the interaction of FSSB with other mediators such as employee engagement or organizational commitment, or apply the model in different public sector contexts to strengthen the generalizability of findings.

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