International Research Journal of
BUSINESS STUDIES

ISSN: 2089-6271 | e-ISSN: 2338-4565 | https://doi.org/10.21632/irjbs

Vol. 19 | No. 2

Family-Supportive Organizations, Work-Family Balance, and Employee Outcomes in West Kalimantan

Venesia[1], Nur Afifah[2], Mustaruddin[2], Titik Rosnani[2]

1. Universitas Widya Dharma, Jl. Hos Cokroaminoto No.445, Darat Sekip, Kec. Pontianak Kota, Kota Pontianak, Kalimantan Barat 78243, Indonesia
2. Universitas Tanjungpura, Jl. Profesor Dokter H. Hadari Nawawi, Bansir Laut, Kec. Pontianak Tenggara, Kota Pontianak, Kalimantan Barat 78124, Indonesia

ARTICLE INFO

Keywords:
Family-supportive organization;
Supervisor support;
Work-family balance;
Employee outcomes;
Human resource management.

Kata Kunci:
Organisasi yang mendukung keluarga;
Dukungan atasan;
Keseimbangan kerja-keluarga;
Hasil karyawan;
Manajemen sumber daya manusia

Corresponding author:
b3081251012@student.untan.ac.id

Copyright © 2026 by Authors, Published by IRJBS.
This is an open access article under the CC BY-SA License

ABSTRACT

This study examined the influence of family-supportive organizations on employee outcomes through the roles of supervisor support and work-family balance in organizations in West Kalimantan. A quantitative approach was employed using survey data collected from 150 employees across various sectors. The data were analyzed using Structural Equation Modeling with Partial Least Squares. The results showed that family-supportive organizations significantly influenced supervisor support and work-family balance. Supervisor support also had a strong effect on work-family balance, which in turn positively affected employee outcomes. The findings further indicated that the effect of family-supportive organizations on employee outcomes was primarily indirect, operating through a sequential mechanism involving supervisor support and work-family balance. This study highlighted the importance of integrating organizational policies and supervisory practices to improve employee outcomes.

SARI PATI

Penelitian ini mengkaji pengaruh organisasi yang mendukung keluarga terhadap hasil karyawan melalui peran dukungan supervisor dan keseimbangan kerja–keluarga pada organisasi di Kalimantan Barat. Pendekatan kuantitatif digunakan dengan data survei yang dikumpulkan dari 150 karyawan di berbagai sektor. Data dianalisis menggunakan Structural Equation Modeling dengan Partial Least Squares. Hasil penelitian menunjukkan bahwa organisasi yang mendukung keluarga berpengaruh signifikan terhadap dukungan supervisor dan keseimbangan kerja–keluarga. Dukungan supervisor juga memiliki pengaruh kuat terhadap keseimbangan kerja–keluarga, yang selanjutnya berdampak positif terhadap hasil karyawan. Temuan ini juga menunjukkan bahwa pengaruh organisasi yang mendukung keluarga terhadap hasil karyawan terutama terjadi secara tidak langsung melalui mekanisme berurutan yang melibatkan dukungan supervisor dan keseimbangan kerja–keluarga. Penelitian ini menegaskan pentingnya integrasi kebijakan organisasi dan praktik supervisor dalam meningkatkan hasil karyawan.

INTRODUCTION

Work-family balance has become a central concern in contemporary human resource management, particularly in emerging economies where organizational changes and socio-cultural expectations converge to shape employees' experiences at work and at home (Greenhaus & Allen, 2011; Haar et al., 2014). In Indonesia, rapid economic development and the expansion of service and public sectors have increased job demands while family roles remain strongly embedded in cultural and religious norms, making the management of work and family responsibilities especially challenging for employees. These dynamics are particularly salient in regions outside Java, such as West Kalimantan, where organizational resources and formal family-supportive policies may be less developed yet extended family expectations remain strong.

Family-supportive organizations are defined as organizations that implement policies, practices, and a normative climate that support employees' efforts to integrate work and family roles, for example through flexible working arrangements, supportive supervisors, and tolerance for family demands (Allen, 2001; Kossek et al., 2025). A growing body of research shows that perceived organizational support and family-supportive climates are positively related to work-family balance and, in turn, to a range of positive employee outcomes such as job satisfaction, affective commitment, and reduced turnover intentions (Haar et al., 2014; McMullan et al., 2018). In the Indonesian context, empirical studies have reported that perceptions of organizational support significantly enhance employees' work-family balance and well-being, including among female academics and public sector employees (H & Aprilyani, 2025; Subarto & Solihin, 2025).

Despite these advances, existing research has largely focused on organizational support in metropolitan or Java-based settings and often treats work-family balance as a direct outcome of general organizational support, without explicitly examining family-supportive organizational climates in more peripheral regions. Moreover, many prior studies have emphasized either organizational support or supervisor support in isolation, rather than considering how these two levels of support interact to shape employees' work-family balance and subsequent outcomes (McMullan et al., 2018). This limits the understanding of how formal organizational policies and proximal supervisory behaviors jointly contribute to employee outcomes, particularly in regional contexts where formal HR systems may be less institutionalized.

Social exchange theory provides a useful lens for understanding these relationships by suggesting that when employees perceive that their organization and supervisors value their contributions and care about their well-being, they feel obliged to reciprocate through positive attitudes and behaviors (Blau, 2017; Cropanzano & Mitchell, 2005). Within this framework, family-supportive organizations can be viewed as providing socio-emotional and instrumental resources that signal organizational care for employees' non-work roles, which employees reciprocate through enhanced work-family balance, stronger affective attachment, and improved performance (Haar et al., 2014; Shanock & Eisenberger, 2006). Supervisor support, as a more immediate form of social exchange, may amplify these effects by translating organizational policies into day-to-day interactions that facilitate employees' management of work and family demands (Eisenberger et al., 2002; McMullan et al., 2018).

Several gaps in the existing literature motivate the present study. First, while numerous studies have examined perceived organizational support and general HR practices in relation to work-family outcomes, relatively few have focused specifically on family-supportive organizational climates in regional contexts of developing countries, such as West Kalimantan. Most empirical evidence still comes from Western countries or major Indonesian cities, which may not fully capture how cultural norms and local organizational structures shape

the way family-supportive practices influence employees' experiences and outcomes. By focusing on organizations in West Kalimantan, this study addresses a contextual gap and contributes region-specific evidence on how family-supportive organizations relate to work-family balance and employee outcomes.

Second, prior research often examines either organizational support or supervisor support as isolated predictors of work-family balance and employee outcomes, rather than modelling their combined, sequential effects. Studies in Indonesia, for example, have shown that organizational support and family support each contribute to work–life balance and job satisfaction, but they seldom test serial mediation mechanisms that capture how organizational-level support is channeled through supervisor support to shape employees' work-family balance (H & Aprilyani, 2025; Rahmadhani et al., 2025). This limits theoretical clarity regarding the pathways through which family-supportive organizations exert their influence on employee outcomes. The present study addresses this gap by proposing and testing a serial mediation model in which family-supportive organizations influence employee outcomes indirectly through supervisor support and work-family balance.

Third, although social exchange theory is frequently cited to justify the positive effects of organizational and supervisor support on employee attitudes and behaviors, many empirical studies stop at general references and do not explicitly integrate social exchange processes into the tested model. Specifically, there is limited evidence that links perceived family-supportive climates, supervisor support, work-family balance, and employee outcomes within a coherent social exchange framework in regional Indonesian settings. By conceptualizing family-supportive organizations and supervisor support as key social exchange resources that foster work-family balance and, in turn, enhance employee outcomes, this study offers a more explicit application of social exchange theory to work-family research in developing country contexts.

Taken together, this study makes several contributions. Conceptually, it extends social exchange theory by demonstrating how organizational-level family-supportive climates and supervisor support jointly function as exchange resources that promote employees' work-family balance and positive outcomes in a non-metropolitan Indonesian context. Empirically, it provides evidence from West Kalimantan on the serial mediating roles of supervisor support and work-family balance in the relationship between family-supportive organizations and employee outcomes, thereby clarifying the indirect nature of these effects. Practically, the findings offer insights for organizations in regional areas on how to align family-supportive policies with supervisory practices to enhance employee outcomes and, ultimately, organizational effectiveness.

Based on this background, this study aims to analyze the relationship between family-supportive organizations and employee outcomes, while considering the roles of supervisor support and work-family balance as important mechanisms within this relationship. This research is expected to contribute theoretically to the development of human resource management literature, particularly in understanding how organizational support for employees' family lives influences employees' attitudes and work behaviors. Furthermore, the findings of this study are expected to provide practical implications for organizations in West Kalimantan in designing human resource policies that are more responsive to employees' needs and their family responsibilities. This study contributes by proposing a serial mediation model integrating organizational support, supervisory behavior, and work-family balance in a regional context.

Conceptual Framework

Family-supportive organizations (FSOs) refer to workplaces that intentionally design and implement

both formal policies and informal practices to help employees manage work and family responsibilities. These practices include flexible work arrangements, parental leave, family-friendly organizational culture, and supportive supervisory behaviors. Such practices have become increasingly important as organizations face changing workforce demographics, dual-earner households, and rising concerns regarding work-family conflict and employee well-being. Research indicates that organizations with strong family-supportive climates tend to experience improved employee satisfaction, lower turnover intentions, and higher organizational performance.

A key mechanism through which family-supportive organizations influence employees is through the behavior of supervisors. Supervisors play a critical role in translating organizational policies into daily workplace practices. The concept of family-supportive supervisor behaviors (FSSB) emphasizes that supervisors who provide emotional and instrumental support can help employees manage the interface between work and family roles. Prior studies demonstrate that FSSB significantly contributes to reduced work-family conflict, improved psychological well-being, and enhanced employee performance (Hammer et al., 2009; Fan et al., 2023).

Another important mechanism linking organizational support and employee outcomes is work-family balance. Work-family balance refers to the ability of employees to effectively fulfill both work and family roles without experiencing excessive role conflict. Research shows that work-family balance is associated with higher levels of life satisfaction, work engagement, and organizational commitment. Organizations that provide family-friendly policies and supportive work environments enable employees to manage work and family responsibilities more effectively, thereby improving their well-being and productivity (Greenhaus & Allen, 2011; Blom et al., 2025).

Based on this theoretical reasoning, this study proposes that family-supportive organizational environments influence employee outcomes through the mediating roles of supervisor support and work-family balance. Organizational support is expected to encourage supportive supervisor behavior, which subsequently helps employees achieve better balance between work and family roles. Employees who experience higher work-family balance are more likely to demonstrate positive work attitudes and behaviors such as higher job satisfaction, stronger organizational commitment, and improved work performance.

Conceptual Model

Based on the conceptual framework above, the relationship between variables can be explained in Figure 1.

Hypotheses

1. **Family-Supportive Organization and Supervisor Support**

Family-supportive organizations are characterized

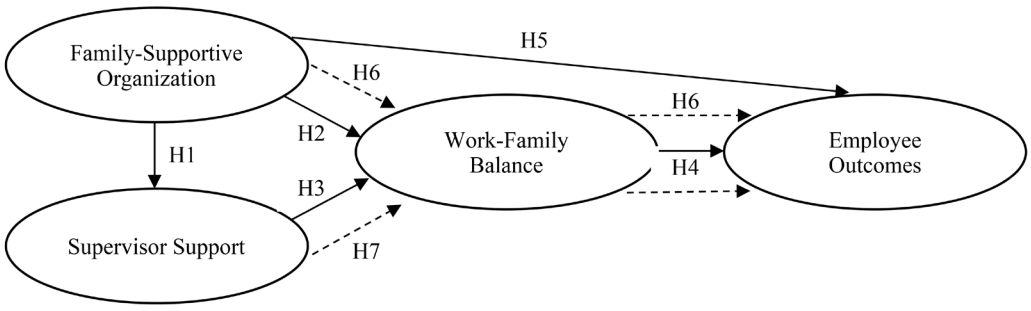


Figure 1. Conceptual Model

by policies, practices, and norms that explicitly recognize and support employees' family roles, including flexible schedules, understanding of family emergencies, and a climate that does not penalize employees for using family-friendly arrangements (Allen, 2001; Kossek et al., 2025). Empirical studies show that when employees perceive their organization as family-supportive, they also tend to perceive higher levels of supervisor support, because supervisors are expected to enact and interpret organizational policies in day-to-day interactions (Haar et al., 2014; McMullan et al., 2018). In the Indonesian context, research indicates that perceived organizational support is positively associated with supervisor supportive behavior, particularly in public sector and educational institutions where formal policies require supervisory endorsement (H & Aprilyani, 2025).

Drawing on social exchange theory, family-supportive climates signal organizational care and trust, which encourage supervisors to reciprocate by providing more socio-emotional and instrumental support to their subordinates (Blau, 2017; Cropanzano & Mitchell, 2005). This suggests that family-supportive organizations create an enabling context that fosters supportive supervisory relationships, thereby enhancing the overall support environment perceived by employees (Shanock & Eisenberger, 2006).

H1: Family-supportive organizations positively influence supervisor support.

2. Family-Supportive Organization and Work-family Balance

Work-family balance refers to the extent to which individuals perceive that they can meet role-related expectations in both work and family domains, with minimal conflict and adequate resources (Greenhaus & Allen, 2011). Family-supportive organizations are expected to facilitate work-family balance by providing structural resources (e.g., flexible schedules) and normative support (e.g., tolerance for family demands) that reduce work-family conflict and enhance role integration (Kossek et al., 2025; McMullan et al., 2018). Empirical evidence demonstrates that employees who perceive higher levels of organizational support for family responsibilities report greater work-family balance, lower burnout, and higher life satisfaction (Haar et al., 2014; Subarto & Solihin, 2025).

In Indonesia, studies have shown that perceived organizational and family support significantly contribute to employees' work–life balance, particularly among female employees who often carry primary family responsibilities (H & Aprilyani, 2025; Rahmadhani et al., 2025). These findings suggest that family-supportive organizational climates can play a crucial role in helping employees manage dual roles, especially in regions where extended family obligations are culturally salient.

H2: Family-supportive organizations positively influence work-family balance.

3. Supervisor Support and Work-family Balance

Supervisor support refers to employees' perceptions that their immediate supervisors value their contributions and care about their well-being, including their non-work responsibilities (Eisenberger et al., 2002). Supervisors can directly influence employees' work-family balance by adjusting workloads, providing schedule flexibility, and expressing understanding for family demands (McMullan et al., 2018). Empirical studies consistently find that supportive supervisors reduce work-family conflict and enhance work-family balance by acting as key social exchange partners who provide both emotional and instrumental resources (Haar et al., 2014; McMullan et al., 2018).

In Indonesian organizations, supervisor support has been shown to buffer the negative effects of job demands on work-family conflict and to strengthen the positive effects of organizational support on employees' well-being (H & Aprilyani, 2025). These

findings underline the importance of supervisors as proximal agents who translate organizational policies into practical accommodations that directly affect employees' ability to manage work and family roles.

H3: Supervisor support positively influence work-family balance.

4. Work-family Balance and Employee Outcomes

Employee outcomes in this study refer to positive work-related attitudes and behaviors such as job satisfaction, affective commitment, and self-reported performance. Prior research has shown that employees who experience higher work-family balance tend to report higher job satisfaction, stronger organizational commitment, lower turnover intentions, and better psychological well-being (Greenhaus & Allen, 2011; Haar et al., 2014). Work-family balance reduces role stress and energy depletion, enabling employees to invest more resources in their work roles and to develop more positive attitudes toward their organization (Haar et al., 2014).

Studies in Indonesian settings also indicate that work–life balance is positively associated with job satisfaction and employee engagement, particularly among employees in public sector and service organizations (H & Aprilyani, 2025; Subarto & Solihin, 2025). These results suggest that promoting work-family balance can be an effective strategy for improving key employee outcomes in developing country contexts.

H4: Work-family balance positively influence employee outcomes.

5. Family-Supportive Organization and Employee Outcomes

Family-supportive organizations reflect employees' perceptions that their organization provides policies, practices, and a supportive climate that help them manage work and family responsibilities. From the perspective of Social Exchange Theory, when employees perceive that the organization genuinely cares about their well-being and family needs, they tend to reciprocate through positive attitudes and behaviors, such as higher job satisfaction, stronger organizational commitment, and better performance (Blau, 2017; Eisenberger et al., 2002). In this sense, family-supportive organizational practices function not only as administrative arrangements but also as socio-emotional resources that strengthen employees' attachment to the organization and improve work-related outcomes.

Empirical studies have consistently shown that supportive organizational climates are positively associated with employee outcomes. Prior studies reported that family-supportive organizational environments contribute to higher job satisfaction, lower turnover intention, and better work performance because employees feel valued and supported in managing non-work responsibilities (Allen, 2001; Javed, 2022; Mills et al., 2014). When organizations provide flexible arrangements, understanding of family obligations, and a culture that does not penalize employees for family-related needs, employees are more likely to respond with positive work attitudes and behaviors. Therefore, family-supportive organizations are expected to directly enhance employee outcomes.

H5: Family-supportive organizations positively influence employee outcomes.

6. Work-family Balance as a Mediator

Work-family balance is widely recognized as an important mechanism through which organizational support influences employees' attitudes and behaviors. Family-supportive organizations provide employees with formal and informal resources, such as flexible work arrangements, family-friendly policies, and a supportive climate, which help them manage competing demands between work and family roles more effectively. When employees are able to achieve better work-family balance, they are less likely to experience role conflict and emotional strain, and more likely to demonstrate positive work

outcomes such as satisfaction, commitment, and performance (Greenhaus & Allen, 2011; Haar et al., 2014; Wayne & Casper, 2016).

This mediating logic is also consistent with Social Exchange Theory. Organizational support is not always translated directly into employee outcomes; rather, employees first experience the benefits of that support through improved balance between their work and family roles, and this positive experience then shapes favorable work attitudes and behaviors. Previous studies suggest that work-family balance functions as a meaningful intermediary linking organizational support with employee well-being and performance outcomes (Haar et al., 2014; Wayne & Casper, 2016). Thus, the positive influence of family-supportive organizations on employee outcomes is expected to occur partly through employees' ability to maintain work-family balance.

H6: Work-family balance mediates the relationship between family-supportive organizations and employee outcomes.

Supervisor support is one of the most immediate and influential forms of support experienced by employees in the workplace. Supervisors who provide emotional understanding, flexibility, and practical assistance help employees manage work and family demands more effectively, thereby reducing work-family conflict and strengthening work-family balance (Fan et al., 2023; Hammer et al., 2009). Because supervisors act as the frontline representatives of organizational policies, their supportive behaviors play a critical role in shaping employees' daily experiences at the work-family interface.

The effect of supervisor support on employee outcomes is often indirect. Employees who receive support from supervisors are better able to organize their roles, maintain balance between work and family responsibilities, and preserve their psychological well-being. In turn, this improved work-family balance contributes to more positive employee outcomes, including stronger commitment, higher satisfaction, and improved performance (Haar et al., 2014; Wayne & Casper, 2016). Empirical evidence also indicates that supervisor support contributes to employee outcomes through its effect on work-family balance and related well-being mechanisms (Fan et al., 2023; Hammer et al., 2009). Therefore, work-family balance is expected to mediate the relationship between supervisor support and employee outcomes.

H7: Work-family balance mediates the relationship between supervisor support and employee outcomes.

Besides the proposed direct and mediated relationships, this study also examines the sequential indirect effect of family-supportive organizations on employee outcomes through supervisor support and work-family balance as an additional mechanism in the structural model.

METHODS

Research Design

This study employed a quantitative research approach with a cross-sectional survey design to examine the relationships between family-supportive organizations, supervisor support, work-family balance, and employee outcomes. A quantitative design is appropriate when the objective is to test theoretically derived causal relationships among latent constructs using standardized measures and statistical modeling (Hair, et al., 2021). The cross-sectional design allows the collection of data from respondents at a single point in time, which is commonly used in organizational behavior and human resource management research to capture employees' perceptions and attitudes (Creswell & Creswell, 2018).

The study focused on employees working in organizations located in West Kalimantan Province,

Indonesia, including public institutions, regionally owned enterprises, and private companies. This regional context provides a unique setting for examining work-family issues because employees often face strong family obligations and limited formal resources, making the availability of family-supportive organizational practices particularly salient.

Population and Sample

The population of this study consisted of employees working in both public and private sector organizations in West Kalimantan. Employees were selected as the unit of analysis because they directly experience organizational policies, supervisor support, and work-family interactions in their daily work. The sample size of 150 respondents was obtained using non-probability sampling techniques, focusing on employees who had at least one year of work experience and family responsibilities.

In the context of PLS-SEM, sample size adequacy is often evaluated based on model complexity and statistical power. Recent methodological guidelines suggest that for models with multiple mediating paths and several latent constructs, sample sizes above 100 can be considered acceptable, especially when the minimum R^2 values and effect sizes are moderate (Hair, et al., 2021). To further justify the sample size, this study conducted a post hoc power analysis using the G*Power software, which indicated that a sample of 150 respondents provides sufficient statistical power (above 0.80) to detect medium effect sizes at a 5% significance level in a structural model with four latent constructs and multiple mediation paths.

Data Collection

Data were collected using self-administered questionnaires distributed to employees in selected organizations. Respondents received a brief explanation of the research purpose and were assured of the confidentiality and anonymity of their responses. Participation was voluntary, and respondents were informed that they could withdraw from the study at any time without any consequences. To reduce potential response bias, the order of items in the questionnaire was randomized across constructs, and different scale anchors were used for some sections.

Measurement of Variables

All constructs in this study were measured using multi-item scales adapted from established instruments in previous research. The items were translated into Indonesian and then back-translated into English to ensure semantic equivalence, following recommended procedures for cross-cultural research (Brislin, 1980). Responses were collected using a Likert-type scale, typically ranging from 1 ("strongly disagree") to 5 ("strongly agree").

1. Family-Supportive Organization

Family-supportive organization refers to employees' perceptions that their organization provides policies, practices, and a climate that support their family responsibilities. Measurement items were adapted from prior studies on family-supportive workplace practices, including indicators of family-supportive culture, flexible work arrangements, and organizational understanding of employees' family needs (Allen, 2001; Kossek et al., 2025). Example items include statements such as "My organization is understanding when I have to attend to family matters during work hours" and "This organization provides flexibility for employees with family responsibilities."

2. Supervisor Support

Supervisor support captures the extent to which supervisors provide emotional and instrumental support to help employees manage work and family responsibilities. This construct was measured based on the concept of family-supportive supervisor behaviors (FSSB), which include emotional support, instrumental support, role modeling, and creative work-family management (Hammer et al., 2009). Example items include "My supervisor is understanding when I talk about my family-related needs" and "My supervisor helps me find solutions that allow me to meet both work and family demands."

3. Work-family Balance

Work-family balance refers to employees' perceptions that they are able to effectively balance their work roles and family responsibilities without experiencing excessive conflict. Measurement items were adapted from established work-family balance scales that capture the extent to which employees feel satisfied with the integration of work and family roles, experience reduced conflict, and perceive adequate time and energy for both domains (Greenhaus & Allen, 2011; Wayne & Casper, 2016). Example items include "I am satisfied with how I divide my time between work and family" and "I am able to meet the demands of both my work and family roles."

4. Employee Outcomes

Employee outcomes represent positive work-related attitudes and behaviors, including job satisfaction, organizational commitment, and self-reported performance. Items for this construct were adapted from previous human resource management research that conceptualizes employee outcomes as a composite of affective and behavioral indicators (Haar et al., 2014). Example items include "I am satisfied with my job," "I feel committed to this organization," and "I perform well in my job compared to others."

Data Analysis

Data were analyzed using Structural Equation Modeling with Partial Least Squares (PLS-SEM). PLS-SEM is suitable for this study because the research model includes multiple mediation paths, latent constructs measured with reflective indicators, and a relatively moderate sample size. Methodological literature recommends PLS-SEM when the primary objective is prediction and theory development, particularly in complex models and when data may deviate from multivariate normality. The analysis was conducted using SmartPLS, following the two-step approach of evaluating the measurement model and then the structural model (Hair, et al., 2021).

Common Method Bias

Because the data were collected using a single questionnaire at a single point in time, common method bias (CMB) is a potential concern. To address this issue, both procedural and statistical remedies were employed. Procedurally, anonymity and confidentiality were assured, items were carefully worded to reduce ambiguity, and the order of items across constructs was varied. Statistically, Harman's single-factor test was conducted by loading all measurement items into an exploratory factor analysis to examine whether a single factor accounted for the majority of variance. The results showed that the first factor explained less than 50% of the total variance, indicating that common method bias is unlikely to be a serious problem in this study (Podsakoff et al., 2003). In addition, a single-common-factor approach was tested in the PLS model, and the inclusion of a common latent factor did not substantially change the path coefficients, providing further evidence that CMB does not threaten the validity of the findings (Kock, 2015).

Measurement Model Evaluation

The measurement model was evaluated by examining indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator reliability was assessed by checking that outer loadings exceeded the recommended threshold of 0.708 where possible, while indicators with loadings between 0.40 and 0.70 were retained when their removal did not substantially increase composite reliability or AVE (Hair, et al., 2021). Internal consistency reliability was evaluated using Composite Reliability (CR), with values above 0.70 indicating satisfactory reliability (Fornell & Larcker, 1981; Hair, et al., 2021).

Convergent validity was assessed through the Average Variance Extracted (AVE), with values of 0.50 or higher indicating that the construct explains more than half of the variance of its indicators (Fornell & Larcker, 1981). In this study, most constructs achieved AVE values above 0.50, while Family-Supportive Organization (0.448) and Employee

Outcomes (0.482) had AVE values slightly below the threshold. However, their composite reliability values exceeded 0.80, indicating adequate internal consistency. Consistent with Fornell & Larcker (1981), as well as more recent methodological guidance, AVE values slightly below 0.50 can be considered acceptable when composite reliability is above 0.60, because the construct still exhibits satisfactory convergent validity (Fornell & Larcker, 1981; Hair, et al., 2021). Therefore, the FSO and EO constructs were retained in the model with a note that their AVE values are marginal but acceptable given their high reliability.

Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). The square root of AVE for each construct was higher than its correlations with other constructs, and all HTMT values were below the recommended threshold of 0.85, indicating adequate discriminant validity (Henseler et al., 2015).

Structural Model Evaluation

After establishing the adequacy of the measurement model, the structural model was evaluated by examining path coefficients, coefficient of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2). The R^2 values indicate the proportion of variance explained in the endogenous constructs. The model explains 24.4% of the variance in supervisor support, 40.4% of the variance in work-family balance, and 15.0% of the variance in employee outcomes. According to commonly used benchmarks, R^2 values of 0.25, 0.50, and 0.75 can be interpreted as weak, moderate, and substantial in PLS-SEM, respectively (Hair, et al., 2021). Thus, the explained variance for work-family balance is moderate, while the variance explained in employee outcomes is relatively low.

Effect sizes (f^2) were calculated to assess the individual contribution of each exogenous construct to the endogenous constructs. Bootstrap procedures with 5,000 resamples were employed to test the significance of path coefficients and indirect effects. In addition to direct effects, this study examined the mediating role of work-family balance in the relationships between family-supportive organizations and employee outcomes, and between supervisor support and employee outcomes. Specific indirect effects and total effects were reported, and Variance Accounted For (VAF) was calculated to classify the type of mediation (full, partial, or complementary) in line with recent PLS-SEM guidelines (Hair, et al., 2021).

RESULTS AND DISCUSSION

Descriptive Statistics

This study involved 150 respondents from various organizations in West Kalimantan Province, including public sector institutions and private companies. The respondents consisted of employees with diverse demographic backgrounds in terms of age, gender, education, and work experience.

Table 1 provides an overview of the respondents' demographic characteristics, which are important for understanding the context of the study. Based on gender distribution, the majority of respondents were male (54.7%), while female respondents accounted for 45.3%. This relatively balanced distribution suggests that the findings of this study are not significantly biased toward a particular gender group, allowing for a more comprehensive representation of employee perceptions. In terms of age, most respondents were between 25–34 years (38.7%), followed by those aged 35–44 years (28.0%). This indicates that the majority of respondents are in their productive working age, which is typically associated with higher work responsibilities and family obligations. Therefore, this age group is particularly relevant for examining issues related to work-family balance.

Regarding educational background, the majority of respondents held a Bachelor's degree (46.7%), followed by high school graduates (23.3%). This suggests that most respondents possess adequate educational qualifications, enabling them to

Table 1. Interview Guide And Semi-Structured Questionnaires

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	82	54.7
	Female	68	45.3
Age	< 25 years	20	13.3
	25–34 years	58	38.7
	35–44 years	42	28.0
	≥ 45 years	30	20.0
Education	High School	35	23.3
	Diploma	28	18.7
	Bachelor	70	46.7
	Master	17	11.3
Work Experience	< 3 years	40	26.7
	3–5 years	45	30.0
	6–10 years	38	25.3
	> 10 years	27	18.0
Sector	Public Sector	65	43.3
	Private Sector	85	56.7

understand and respond to the questionnaire items effectively. In terms of work experience, most respondents had between 3–5 years of experience (30.0%), followed by less than 3 years (26.7%). This indicates that respondents generally have sufficient experience within their organizations to assess organizational support and supervisor behavior accurately. Finally, based on sector classification, respondents were relatively evenly distributed between the private sector (56.7%) and the public sector (43.3%). This diversity enhances the generalizability of the findings, as it captures perspectives from different types of organizational environments in West Kalimantan.

Measurement Model Evaluation

The measurement model (Figure 2) was assessed to evaluate the reliability and validity of the constructs

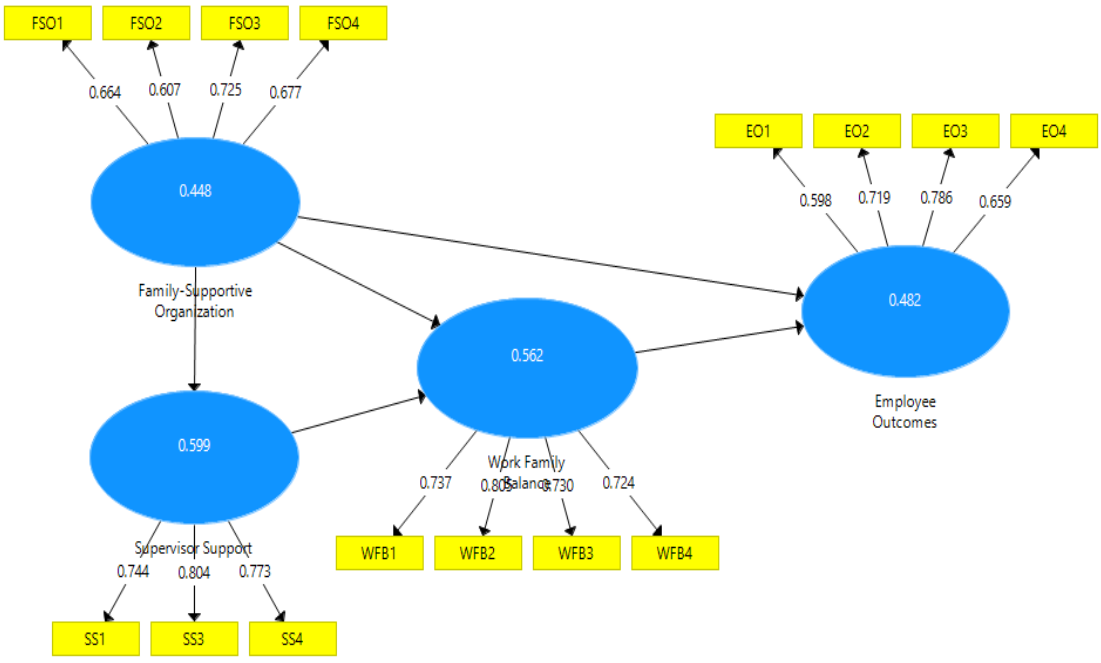


Figure 2. Measurement Model

used in this study, including family-supportive organization (FSO), supervisor support (SS), work-family balance (WFB), and employee outcomes (EO).

1. Convergent Validity

Convergent validity was examined using outer loadings and Average Variance Extracted (AVE). Most indicator loadings exceeded the recommended threshold of 0.70, although several indicators were within the acceptable range of 0.60–0.70. The AVE values for all constructs were close to or above the threshold of 0.50, indicating acceptable convergent validity.

Table 2 indicates that the measurement items adequately represent their respective constructs, consistent with recommendations in PLS-SEM literature (Hair, et al., 2021).

2. Reliability and AVE

The composite reliability values for all constructs exceeded 0.70, indicating acceptable internal consistency. Although some AVE values were slightly below 0.50, they remain acceptable for exploratory studies, particularly in regional contexts. This is acceptable as composite reliability values exceed 0.70, indicating sufficient convergent validity (Hair, et al., 2021).

3. Discriminant Validity

Discriminant validity was assessed using the HTMT criterion. The HTMT (Table 4) values were below the conservative threshold of 0.95, indicating acceptable discriminant validity. The relatively high value between supervisor support and work-family balance reflects their close conceptual relationship, as also reported in prior studies (Hammer et al., 2009).

Table 2. Outer Loadings

Construct	Indicator	Loading
Family-Supportive Organization	FSO1	0.664
	FSO2	0.607
	FSO3	0.725
	FSO4	0.677
Supervisor Support	SS1	0.744
	SS3	0.804
	SS4	0.773
Work-family Balance	WFB1	0.737
	WFB2	0.805
	WFB3	0.730
	WFB4	0.724
Employee Outcomes	EO1	0.598
	EO2	0.719
	EO3	0.786
	EO4	0.659

Table 3. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Family-Supportive Organization	0.591	0.764	0.448
Supervisor Support	0.665	0.817	0.599
Work-family Balance	0.741	0.837	0.562
Employee Outcomes	0.644	0.786	0.482

Table 4. HTMT Ratio

Construct	EO	FSO	SS	WFB
EO	-			
FSO	0.519	-		
SS	0.414	0.806	-	
WFB	0.443	0.674	0.796	-

Structural Model Evaluation

1. Coefficient of Determination (R^2)

The results indicate that the model explains 40.4% of the variance in work-family balance, which can be considered moderate. However, the model explains only 15.0% of employee outcomes, suggesting that other variables may also influence employee outcomes.

2. Path Coefficients (Table 6)

All direct relationships were positive, indicating that family-supportive organizational practices play an important role in influencing supervisor support, work-family balance, and employee outcomes. The strong relationship between FSO and supervisor support suggests that organizational climate significantly shapes supervisory behavior, consistent with previous findings (Mills et al., 2014).

3. Mediation Analysis

Mediation effects were examined by assessing the specific indirect effects of family-supportive organizations and supervisor support on employee outcomes through work-family balance, as well as the serial indirect effect of family-supportive organizations through supervisor support and work-family balance. Bootstrapping with 5,000 resamples was used to obtain confidence intervals for all indirect paths, which is recommended in mediation analysis because it does not assume normality of the indirect effects (Hair, et al., 2021).

Table 5. R-Square Values

Endogenous Variable	R^2
Supervisor Support	0.244
Work-family Balance	0.404
Employee Outcomes	0.150

Table 6. Path Coefficients and Hypothesis Testing

Hypothesis	Path	Coefficient	Result
H1	FSO → SS	0.509	Supported
H2	FSO → WFB	0.232	Supported
H3	SS → WFB	0.447	Supported
H4	WFB → EO	0.227	Supported
H5	FSO → EO	0.206	Supported

Table 6. Path Coefficients and Hypothesis Testing

Hypothesis	Mediation Path	Coefficient	Result
H6	FSO → WFB → EO	0.044	Supported
H7	SS → WFB → EO	0.106	Supported
-	FSO → SS → WFB → EO	0.052	Supported

Note. Coefficients are specific indirect effects obtained via bootstrapping. Mediation type (full, partial, complementary) should be interpreted based on Variance Accounted For (VAF) and total effects following Hair et al. (2021).

The results in Table 7 show that the specific indirect effect of family-supportive organizations on employee outcomes through work-family balance (FSO → WFB → EO) is positive and supported (→ = 0.044). This indicates that employees' perceptions of a family-supportive organizational climate enhance their work-family balance, which subsequently leads to better employee outcomes.

The specific indirect effect of supervisor support on employee outcomes through work-family balance (SS → WFB → EO) is also positive and supported (β = 0.106). This result suggests that supportive supervisors primarily improve employee outcomes by helping employees achieve higher levels of work-family balance.

In addition, the serial specific indirect effect of family-supportive organizations on employee outcomes through supervisor support and work-family balance (FSO → SS → WFB → EO) is supported (→ = 0.052). This finding implies that family-supportive organizational practices influence employee outcomes not only directly, but also indirectly through sequential mechanisms involving supervisory support and employees' work-family balance.

Discussion

This study examined how family-supportive organizations influence employee outcomes through the mechanisms of supervisor support and work-family balance in organizations in West Kalimantan. The results showed that family-supportive organizations significantly enhance supervisor support and work-family balance, while supervisor support strongly contributes to work-family balance, which in turn positively affects employee outcomes. In addition, the findings indicated that the effect of family-supportive organizations on employee outcomes is primarily indirect, operating through both a single mediation path via work-family balance and a serial path via supervisor support and work-family balance. These results underscore the importance of integrating organizational policies and supervisory practices to improve employee outcomes, particularly in regional contexts where formal HR systems may still be developing.

The positive relationships between family-supportive organizations, supervisor support, and work-family balance observed in this study are consistent with previous research on family-supportive work environments. Prior studies have shown that family-supportive policies and climates, such as flexible working arrangements and tolerance for family responsibilities, are associated with higher levels of work-family balance and employee well-being (Greenhaus & Allen, 2011; Haar et al., 2014). In the Indonesian context, research on family-friendly policies and work–life balance has also found that support from organizations and significant others helps employees manage multiple roles and improves job satisfaction (Husna et al., 2025). The present findings extend this literature by showing that in West Kalimantan, family-supportive organizational practices not only enhance employees' work-family balance but also shape supervisors' supportive behavior, highlighting the multi-level nature of support in regional organizations.

From a Social Exchange Theory perspective, the findings indicate that family-supportive organizational practices and supervisor support function as key socio-emotional resources that foster high-quality exchanges between employees and their organizations. Social Exchange Theory posits that when employees perceive that their organization and supervisors value their contributions and care about their well-being, they feel obliged to reciprocate through positive attitudes and behaviors (Blau, 2017; Cropanzano & Mitchell, 2005). In this study, employees who perceive a strong family-supportive climate and supportive supervisors report higher levels of work-family balance and better employee outcomes, suggesting that they reciprocate the support they receive by investing more energy and commitment

in their work roles. These results are in line with recent systematic reviews showing that Social Exchange Theory remains a robust framework for explaining how organizational support and supervisory behavior influence employee attitudes and performance across different cultural contexts (Muttaqien, 2023).

The significant indirect effect of family-supportive organizations on employee outcomes through work-family balance supports the hypothesis that organizational support for family responsibilities enables employees to better manage their work and family roles, which subsequently leads to more positive work outcomes. This pattern is consistent with studies showing that work–life balance mediates the relationship between family-friendly policies and job attitudes, such as job satisfaction and organizational commitment, including in Indonesian organizations (Haar et al., 2014; Husna et al., 2025). Similarly, the finding that supervisor support affects employee outcomes indirectly through work-family balance highlights the pivotal role of supervisors in helping employees navigate work-family demands. Empirical research has documented that supervisor support can enhance employee performance and satisfaction indirectly through mediators such as work–life balance, job satisfaction, and psychological well-being (Widyakto, 2024; Wirdani & Wulansari, 2019). The current study reinforces this evidence by demonstrating that employees in West Kalimantan benefit from supportive supervisors primarily because such support helps them achieve better balance between their work and family responsibilities.

The significant serial specific indirect effect of family-supportive organizations on employee outcomes through supervisor support and work-family balance provides further insight into the sequential processes through which organizational support influences employees. The results suggest that family-supportive organizational climates encourage supervisors to adopt more supportive behaviors, which then help employees maintain work-family balance, ultimately enhancing employee outcomes. This sequential mechanism aligns with the idea that organizational-level support is often interpreted and enacted through immediate supervisors before it is fully experienced by employees (Greenhaus & Allen, 2011; Haar et al., 2014). It also resonates with recent work-family studies that reimagine work-family balance and psychological well-being as outcomes of multiple, layered resources within organizations, particularly in emerging economies where formal policies and informal practices coexist (Husna et al., 2025).

An important finding of this study is that the direct effect of family-supportive organizations on employee outcomes is relatively weaker than the indirect effects through supervisor support and work-family balance. This suggests that family-supportive organizational practices are most effective when they are reinforced by supportive supervisors and experienced by employees as tangible improvements in their work-family balance. In other words, formal policies and organizational climates alone may not be sufficient; their impact depends on how they are implemented and communicated by supervisors and on whether they actually help employees manage their roles more effectively. This observation is consistent with previous research indicating that the effectiveness of organizational support depends heavily on employees' perceptions and on the quality of supervisory relationships (H & Aprilyani, 2025; Wirdani & Wulansari, 2019). The findings therefore highlight the need for organizations to align formal family-supportive policies with supervisory practices and day-to-day support.

At the same time, the low R^2 value for employee outcomes (15.0%) suggests that there are other important factors influencing employee outcomes that were not included in the present model. While the model explains a moderate proportion of variance in work-family balance (40.4%), a substantial portion of the variance in employee

outcomes remains unexplained. This is not uncommon in organizational research, where some studies report relatively low R^2 values when modeling complex attitudes and behaviors with only a limited set of predictors. In the context of West Kalimantan, cultural norms emphasizing collectivism, strong family and community ties, sector-specific working conditions, and job security considerations may all influence employee outcomes but were not explicitly captured in this study. Future research could incorporate additional individual factors (e.g., personality, resilience), organizational factors (e.g., leadership style, job demands), and contextual variables (e.g., sector, organizational size) to improve the explanatory power of models predicting employee outcomes (Hair, et al., 2021).

Overall, the findings of this study make several contributions to the literature on human resource management and work-family interfaces in developing country contexts. Conceptually, the study extends Social Exchange Theory by demonstrating how organizational-level family-supportive climates and supervisor support jointly function as exchange resources that promote work-family balance and positive employee outcomes in a regional Indonesian context. Empirically, it provides evidence that the influence of family-supportive organizations on employee outcomes is largely indirect, operating through both single and serial mediation mechanisms involving supervisor support and work-family balance. Practically, the study underscores the importance of integrating family-supportive policies with supervisory practices and context-sensitive HR strategies to enhance employee outcomes in regions where employees face strong family obligations and limited formal resources.

MANAGERIAL IMPLICATION

The findings of this study provide several important managerial implications, particularly for organizations operating in regional contexts such as West Kalimantan. The results highlight that the effectiveness of family-supportive organizational practices depends not only on formal policies but also on how these policies are implemented through supervisors and experienced by employees in their daily work.

First, organizations need to recognize that family-supportive policies alone are insufficient if they are not supported by managerial behavior. The strong relationship between family-supportive organization and supervisor support indicates that organizational culture and values play a crucial role in shaping supervisory practices. Therefore, top management should actively promote a family-supportive culture by integrating work-family balance into organizational values, leadership principles, and human resource policies. This includes formalizing flexible work arrangements, providing family leave options, and ensuring that these policies are clearly communicated and consistently applied.

Second, the results emphasize that supervisors are the most critical leverage point in improving employees' work-family balance. Organizations should invest in developing supervisors' competencies in managing work-family issues. This can be achieved through targeted training programs focusing on family-supportive supervisor behaviors, such as providing emotional support, allowing flexible scheduling, and helping employees manage work-family conflicts. Previous research suggests that supervisors who demonstrate supportive behaviors significantly improve employees' well-being and work outcomes (Hammer et al., 2009; Fan et al., 2023). Therefore, leadership development programs should explicitly incorporate work-family management skills as a core competency.

Third, organizations should focus on enhancing work-family balance as a strategic HR outcome, rather than treating it as an individual responsibility. The findings show that work-family balance is a key mechanism linking organizational support to employee outcomes. As such, organizations should design work systems that allow employees

to better manage their time and responsibilities. This may include flexible working hours, hybrid work arrangements, workload adjustments, and supportive scheduling practices. By doing so, organizations can reduce work-family conflict and improve employee satisfaction, commitment, and performance.

Fourth, the relatively weak direct effect of family-supportive organization on employee outcomes suggests that organizations must ensure that employees perceive and experience support in a meaningful way. This implies that organizations should regularly assess employees' perceptions of organizational support and supervisor behavior through surveys or feedback systems. Creating open communication channels where employees can express their needs and challenges related to work-family balance is also essential. Such practices can strengthen the effectiveness of family-supportive policies and ensure their alignment with employees' expectations.

Finally, in the context of West Kalimantan, where family roles and social responsibilities are often deeply embedded in local culture, organizations should adopt a context-sensitive approach to human resource management. Family-supportive practices should be tailored to reflect local socio-cultural conditions, such as strong family ties and community obligations. By aligning organizational practices with local values, organizations can enhance employee engagement and create a more inclusive and supportive work environment.

Overall, this study suggests that organizations should move beyond policy-oriented approaches and adopt a more integrated strategy that combines organizational culture, supervisory support, and work-family balance initiatives. Such an approach is more likely to produce sustainable improvements in employee outcomes and organizational performance.

Limitations and Future Research

This study has several limitations that should be acknowledged when interpreting the findings. First, the study used a cross-sectional design, which limits the ability to draw strong causal inferences regarding the relationships among family-supportive organizations, supervisor support, work-family balance, and employee outcomes. Although the hypothesized relationships were developed based on Social Exchange Theory and supported by the empirical results, the data were collected at a single point in time, making it difficult to fully capture the dynamic and reciprocal nature of exchange relationships in organizations. Future studies are therefore encouraged to adopt longitudinal or time-lagged designs to better examine causal ordering and the temporal development of family-supportive organizational effects on employee outcomes, as recommended in recent work-family research.

Second, the study relied on self-reported questionnaire data collected from a single source, which raises the possibility of common method bias. Although procedural and statistical remedies were applied, including anonymity assurances and Harman's single-factor test, self-report data may still reflect respondents' subjective evaluations and social desirability tendencies. Future research could reduce this limitation by using multi-source data, such as combining employee responses with supervisor ratings, HR policy records, or objective performance indicators, to provide a more comprehensive assessment of employee outcomes and organizational support processes.

Third, this study was conducted in West Kalimantan and involved employees from regional organizations in both public and private sectors. While this context is an important strength because it addresses an understudied regional setting, it also limits the generalizability of the findings to other provinces, metropolitan areas, or national contexts with different cultural, institutional, and labor market characteristics. Research on family-supportive organizational culture suggests that the

effectiveness of work-family practices may vary across countries and governance settings, indicating that contextual factors shape how organizational support is perceived and translated into employee outcomes. Future studies should therefore conduct comparative research across regions, sectors, and organizational types to determine whether the relationships observed in this study remain stable in other settings, including large urban centers and different institutional environments.

Fourth, the measurement model showed that the AVE values for family-supportive organization and employee outcomes were slightly below the commonly recommended threshold of 0.50. Although these constructs were retained because their composite reliability values exceeded acceptable standards, this result suggests that some indicators may not fully capture the underlying constructs with maximum precision. Future research should refine and validate the measurement scales further, particularly by reassessing item wording, conducting pilot testing in regional Indonesian contexts, and considering context-sensitive indicators that better reflect employees' lived experiences of family-supportive organizational practices and outcomes.

Fifth, the explanatory power of the model for employee outcomes was relatively low, with an R2 value of 15.0%. This indicates that a substantial proportion of the variance in employee outcomes remains unexplained by family-supportive organizations, supervisor support, and work-family balance alone. In the context of West Kalimantan, employee outcomes may also be shaped by other variables, such as leadership style, job characteristics, psychological well-being, organizational justice, sector-specific demands, collectivist norms, and strong family or community obligations. The relatively low R2 should therefore be interpreted not as a weakness of the theoretical logic, but as evidence that employee outcomes are multidimensional and influenced by broader contextual and organizational conditions. Future studies are encouraged to include relevant control variables such as age, tenure, marital status, gender, and employment sector, as well as additional explanatory constructs, to improve predictive power and provide a more comprehensive model of employee outcomes.

Finally, this study focused primarily on the mediating role of work-family balance and the sequential role of supervisor support. Other potentially important mediating or moderating mechanisms, such as job satisfaction, work engagement, psychological capital, family support, and gender or caregiving responsibilities, were not examined. Future research could extend the present model by testing alternative pathways and boundary conditions, thereby offering a richer understanding of when and how family-supportive organizational practices are most effective in enhancing employee outcomes in developing country settings.

CONCLUSION

This study examines the role of family-supportive organizations (FSO) in influencing employee outcomes (EO) through the mechanisms of supervisor support (SS) and work-family balance (WFB) in the context of organizations in West Kalimantan. The findings demonstrate that family-supportive organizational practices play a significant role in shaping supervisor behavior and enhancing employees' ability to balance work and family responsibilities.

The results indicate that supervisor support is a critical mechanism through which organizational support is translated into employees' work-family balance. In turn, work-family balance serves as a key mediator that links organizational and supervisory support to employee outcomes. The relatively stronger indirect effects compared to direct effects suggest that the influence of family-supportive organizations on employee outcomes operates primarily through a serial mediation process, rather than through direct relationships.

This study contributes to the human resource management literature by providing empirical evidence that integrates organizational support, supervisory behavior, and work-family balance within a single framework. The findings support the argument that organizational policies alone are insufficient unless they are effectively implemented through supervisors and experienced by employees in their daily work. Furthermore, this study extends prior research by highlighting the importance of family-supportive practices in a regional and developing context, where socio-cultural factors play a significant role in shaping work-family dynamics.

In conclusion, this study highlights that organizations seeking to improve employee outcomes should adopt an integrated approach that combines family-supportive organizational practices, supportive supervisory behavior, and work-family balance initiatives. Such an approach is particularly relevant in regional contexts such as West Kalimantan, where balancing work and family responsibilities remains a critical issue for employees.

Acknowledgements
The author would like to express sincere appreciation to the organizations and employees in West Kalimantan who generously participated in this study. The author also acknowledges the support and contributions from colleagues and all parties who assisted in the data collection process

REFERENCES

Allen, T. D. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. *Journal of Vocational Behavior*, *58*(3), 414–435. Scopus. https://doi.org/10.1006/jvbe.2000.1774

Blau, P. (2017). *Exchange and Power in Social Life* (2nd ed.). Routledge. https://doi.org/10.4324/9780203792643

Blom, R., Jaspers, E., Knies, E., & van der Lippe, T. (2025). Family-friendly policies and workplace supports: A meta-analysis of their effects on career, job, and work-family outcomes. *Journal of Vocational Behavior*, *157*. Scopus. https://doi.org/10.1016/j.jvb.2025.104091

Creswell, J. W., & Creswell, J. D. (2018). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches*. https://www.scirp.org/reference/referencespapers?referenceid=2895169

Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, *31*(6), 874–900. https://doi.org/10.1177/0149206305279602

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, *87*(3), 565–573. https://doi.org/10.1037/0021-9010.87.3.565

Fan, C., Ye, C., Zhang, L., & Gong, Y. (2023). The Impact of Family Supportive Supervisor Behavior on Employees' Proactive Behavior: A Cognitive and Affective Integration Perspective. *Sustainability (Switzerland)*, *15*(17). Scopus. https://doi.org/10.3390/su151712739

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/10.2307/3151312

Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In *Handbook of occupational health psychology, 2nd ed* (pp. 165–183). American Psychological Association. https://doi.org/10.1037/10474-000

H, H., & Aprilyani, R. (2025). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Pada Aparatur Sipil Negara (ASN) di Lingkungan Kantor Pusat Badan Kepegawaian Negara (BKN). *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial*, *2*(10). https://doi.org/10.5281/zenodo.15355622

Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, *85*(3), 361–373. https://doi.org/10.1016/j.jvb.2014.08.010

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications Ltd. https://uk.sagepub.com/en-gb/eur/a-primer-on-partial-least-squares-structural-equation-modeling-pls-sem/book270548

Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and Validation of a Multidimensional Measure of Family Supportive Supervisor Behaviors (FSSB). *Journal of Management*, *35*(4), 837–856. https://doi.org/10.1177/0149206308328510

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Husna, B., Farida, I. A., & Utomo, H. B. (2025). *Reimagining Work–Family Balance and Psychological Well-Being of Working Mothers: A Post-Pandemic Systematic Review*. *3*(04).

Javed, U. (2022). Work-Family Conflict and Employee Wellbeing: Examining the Buffering Effects of Workplace Provided Family-Friendly Resources. *Pakistan Journal of Psychological Research*, *37*(4), 761–779. Scopus. https://doi.org/10.33824/PJPR.2022.37.4.45

Kock, N. (2015). Common Method Bias in PLS-SEM: A Full Collinearity Assessment Approach. *International Journal of E-Collaboration (IJeC)*, *11*(4), 1–10. https://doi.org/10.4018/ijec.2015100101

Kossek, E. E., Vaziri, H., Perrigino, M. B., Lautsch, B. A., Pratt, B. R., & King, E. B. (2025). Reenvisioning Family-Supportive Organizations Through a Diversity, Equity, and Inclusion Perspective: A Review and Research Agenda. *Journal of Management*, *51*(6), 2520–2548. Scopus. https://doi.org/10.1177/01492063241310149

McMullan, A. D., Lapierre, L. M., & Li, Y. (2018). A qualitative investigation of work-family-supportive coworker behaviors. *Journal of Vocational Behavior*, *107*, 25–41. Scopus. https://doi.org/10.1016/j.jvb.2018.03.007

Mills, M. J., Matthews, R. A., Henning, J. B., & Woo, V. A. (2014). Family-supportive organizations and supervisors: How do they influence employee outcomes and for whom? *International Journal of Human Resource Management*, *25*(12), 1763–1785. Scopus. https://doi.org/10.1080/09585192.2013.860387

Muttaqien, P. F. (2023). *KAJIAN LITERATUR SISTEMATIS TEORI PERTUKARAN SOSIAL DALAM HUBUNGAN DUA ARAH*. *4*(1).

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *The Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Rahmadhani, A., Nabillah, A., Firdaus, K. N., Najmal, I., Hidayat, E. A., Idamatussilmi, F., Achdiani, Y., & Nurul, S. (2025). *Peran Dukungan Keluarga dalam Membangun Work-Family Balance dan Mengatasi Stres Pengasuhan Ibu Bekerja*.

Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology*, *91*(3), 689–695. https://doi.org/10.1037/0021-9010.91.3.689

Subarto, S., & Solihin, D. (2025). The Influence of Work-Life Balance and Employee Engagement on Performance Through Job Satisfaction. *Jurnal Economia*, *21*(1), 106–124. https://doi.org/10.21831/economia.v21i1.70925

Wayne, J. H., & Casper, W. J. (2016). Why Having a Family-Supportive Culture, Not Just Policies, Matters to Male and Female Job Seekers: An Examination of Work-Family Conflict, Values, and Self-Interest. *Sex Roles*, *75*(9–10), 459–475. Scopus. https://doi.org/10.1007/s11199-016-0645-7

Widyakto, A. (2024). *DETERMINAN KINERJA KARYAWAN: KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI*. *22*(2).

Wirdani, D. S., & Wulansari, N. A. (2019). Does Transfer Motivation Succeed in Mediating in the Context of Training Transfer? *Esensi: Jurnal Bisnis Dan Manajemen*, *9*(2), 191–200. https://doi.org/10.15408/ess.v9i2.12660