

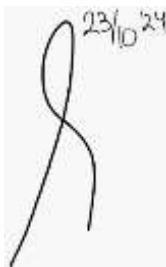
PENGARUH *FLEXIBLE WORKING ARRANGEMENTS* DAN *PERCEIVED SUPERVISOR SUPPORT* TERHADAP *EMPLOYEE PERFORMANCE* DENGAN *WORK ENGAGEMENT* SEBAGAI VARIABEL MEDIASI PADA KARYAWAN DI PERFETTI VAN MELLE BOGOR

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Abstrak

Penelitian ini bertujuan mengeksplorasi dampak *Flexible Working Arrangements* (FWA) dan *Perceived Supervisor Support* (PSS) terhadap *Work Engagement* (WE) serta kinerja karyawan di Perfetti Van Melle. Selain itu, penelitian ini juga menilai peran mediasi WE dalam hubungan antara FWA dan PSS dengan kinerja karyawan. Metode kuantitatif digunakan dengan populasi seluruh 200 karyawan Perfetti Van Melle Indonesia. Data dikumpulkan melalui kuesioner serta dianalisis menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa FWA dan PSS memiliki pengaruh positif signifikan terhadap WE, dengan nilai t-hitung 3,814 dan 3,499 serta p-value 0,000 dan 0,001, mendukung hipotesis H1 dan H2. WE juga berpengaruh positif signifikan terhadap kinerja karyawan, dengan nilai t-hitung 15,804 dan p-value 0,000, mendukung hipotesis H3. FWA dan PSS meningkatkan kinerja karyawan melalui WE sebagai mediator, dengan nilai t-hitung 3,425 dan 3,404 serta p-value 0,001, mendukung hipotesis H4 dan H5. Kesimpulannya, pengaturan kerja fleksibel dan dukungan atasan secara signifikan mempengaruhi keterlibatan kerja, yang pada gilirannya meningkatkan kinerja karyawan. Keterlibatan kerja berfungsi sebagai mediator yang memperkuat pengaruh kedua faktor ini terhadap kinerja, menunjukkan pentingnya FWA dan dukungan atasan dalam meningkatkan produktivitas.

Kata Kunci: *Flexible Working Arrangements, Perceived Supervisor Support, Employee Performance, Work Engagement.*



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**THE EFFECT OF FLEXIBLE WORKING ARRANGEMENTS AND
PERCEIVED SUPERVISOR SUPPORT ON EMPLOYEE PERFORMANCE
WITH WORK ENGAGEMENT AS A MEDIATING VARIABLE
ON PERFETTI VAN MELLE EMPLOYEES IN BOGOR**

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Abstract

This research aims to explore the impact of Flexible Working Arrangements (FWA) and Perceived Supervisor Support (PSS) on Work Engagement (WE) and employee performance at Perfetti Van Melle. In addition, this research also assesses the mediating role of WE in the relationship between FWA and PSS and employee performance. Quantitative methods were used with a population of all 200 PT employees. Perfetti Van Melle Indonesia. Data was collected through questionnaires and analyzed using SEM-PLS. The research results show that FWA and PSS significantly positively influence WE, with t-values of 3.814 and 3.499 and p-values of 0.000 and 0.001, supporting hypotheses H1 and H2. WE also have a significant positive effect on employee performance, with a t-value of 15.804 and a p-value of 0.000, supporting hypothesis H3. FWA and PSS improve employee performance through WE as a mediator, with a t-value of 3.425 and 3.404 and a p-value of 0.001, supporting hypotheses H4 and H5. In conclusion, flexible work arrangements and supervisor support significantly influence work engagement, improving employee performance. Work engagement is a mediator that strengthens the influence of these two factors on performance, showing the importance of FWA and superior support in increasing productivity.

Keywords: *Flexible Working Arrangements, Perceived Supervisor Support, Employee Performance, Work Engagement.*