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## Analysis of The Influence of Individual Work Life Balance, Organizational Provisioning and Supervisor Support on Employee Work Life Balance in Shaping Employee Performance Mediated by Remote Work at Baitul Maal Hidayatullah Surabaya

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**Abstract:** This study investigates the interplay between work-life balance, organizational provisioning, supervisor support, and remote work in influencing employee performance at Baitul Maal Hidayatullah Surabaya. Utilizing a quantitative approach, data were collected from 210 permanent employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that a well-structured work-life balance significantly enhances employee performance, particularly in remote work contexts where flexibility and support are crucial. Organizational policies and resources are identified as vital facilitators of work-life balance, while supervisor support emerges as a key determinant in shaping employee experiences and outcomes. The results indicate that effective organizational provisioning and supportive supervisory practices positively correlate with employee well-being and engagement, ultimately leading to improved performance. This study underscores the importance of adopting holistic approaches that integrate work-life balance initiatives into organizational culture, especially as remote work becomes more prevalent. The implications extend beyond individual organizations, providing valuable insights for human resource management practices across various settings. Future research is encouraged to explore these relationships further, contributing to a deeper understanding of the factors that drive employee performance in an evolving work landscape. Overall, this study offers practical recommendations for enhancing employee support and fostering a more engaged workforce.

**Keywords:** Employee Performance, Remote Work, Work Life Balance.

## INTRODUCTION

In this modern era, work-life balance has become one of the most important issues in the context of human resource management. This balance not only affects individual well-being, but also overall organizational performance. This study aims to analyze the individual effects of work-life balance, organizational provision, and supervisor support on employees' work-life

balance, as well as how these shape employee performance mediated by remote working at Baitul Maal Hidayatullah Surabaya. A good work-life balance can increase job satisfaction and reduce stress levels, which in turn can improve employee performance (Yoon et al., 2016; Zeb et al., 2023). Support from supervisors is one of the key factors in creating a work environment that supports work-life balance. Research shows that supervisor support can reduce employees' intention to leave their jobs and improve their performance (Astawa et al., 2023; Iswahyudi et al., 2019; Sakai et al., 2023). In this context, supervisor support includes not only assistance with work tasks, but also concern for employees' personal well-being. This is in line with social exchange theory, which states that a good relationship between employees and supervisors can increase employee commitment and performance (Nifadkar, 2020). In addition, good organizational provisions, including policies that support work-life balance, also play an important role in creating a positive work environment. Research shows that organizational support can moderate the relationship between supervisor support and employee performance, thus creating a synergistic effect that improves performance (Chauhan et al., 2017; Uslukaya & Demirtas, 2023). In the context of Baitul Maal Hidayatullah Surabaya, it is important to explore how organizational policies and supervisor support can complement each other to achieve optimal work-life balance for employees.

Remote working, which is increasingly popular in this digital era, also has a significant impact on work-life balance and employee performance. Research shows that remote working can provide greater flexibility for employees, but can also pose challenges in terms of boundaries between work and personal life (Azizah, 2021). Therefore, it is important to understand how supervisor support and organizational provision can help employees manage these challenges and achieve a better balance. In this study, we will use a quantitative approach to collect data from employees of Baitul Maal Hidayatullah Surabaya. The data obtained will be analyzed to identify the relationship between the variables under study, as well as to test the hypothesis regarding the mediating role of teleworking in the relationship between supervisor support, organizational provision, and employee work-life balance. Thus, this study is expected to make a significant contribution to the understanding of the factors that influence employee performance in the context of remote work. Through this research, it is expected to produce practical recommendations for the management of Baitul Maal Hidayatullah Surabaya to increase support for employees, both in terms of organizational policies and supervisor support, so as to create a better work environment and improve overall employee performance. This research is also expected to be a reference for further research in the field of human resource management and work-life balance.

## METHOD

The research was specifically conducted at the Baitul Mal Hidayatulloh Zakat Institution, located in the East Java Branch. For this study, a sample of 210 respondents was selected using a purposive sampling method. This approach was based on specific criteria, focusing on permanent employees of the Baitul Mal Hidayatulloh Zakat Institution, ensuring that the sample accurately represented the target population relevant to the research objectives. To analyze the collected data quantitatively, the researcher employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique (Hamid, 2019; Joe, 2020). This method is particularly useful for conducting path or route analysis involving latent variables, allowing for a nuanced understanding of the relationships between different constructs within the study. PLS-SEM is advantageous in situations where the research model is complex and involves multiple variables, as it can handle small sample sizes and does not require the data to be normally distributed (Joseph F. Hair et al., 2016). In addition to path analysis, the study will assess the validity and reliability of the constructs used in the research. This will be achieved through the structural model, which can be evaluated in conjunction with structural equation

modeling (SEM) (Hardani, 2020; Juliandi, 2018). By employing these advanced statistical techniques, the researcher aims to ensure that the findings are robust, reliable, and provide meaningful insights into the effects of remote work and work-life balance on job satisfaction and employee performance at the Baitul Mal Hidayatulloh Zakat Institution.

## RESULTS AND DISCUSSION

### RESULT

Table 1. Reliability and Validity Constructs Test Result

Variable	Cronbrach's Alpha	Composite Reliability	Average Variance Extract (AVE)
Employee Work Life Balance	0,952	0,959	0,679
Individual WLB	0,910	0,930	0,691
Employee Performance	0,956	0,964	0,792
Organizational Provisioning	0,912	0,935	0,742
Remote Work	0,920	0,940	0,759
Supervisor Support	0,895	0,923	0,706

Source: Primary Data Processed, 2024

Based on Table 1 presented, it shows the results of the reliability and validity analysis of the variables in the study regarding the effect of work-life balance, organizational provisions, supervisor support, and remote work on employee performance at Baitul Maal Hidayatullah Surabaya. All variables show an excellent level of reliability, with Cronbach's Alpha values above 0.9 for Employee Work Life Balance (0.952), Employee Performance (0.956), Individual Work Life Balance (0.910), Organizational Provisioning (0.912), and Remote Work (0.920), while Supervisor Support has a slightly lower value (0.895). Composite Reliability was also high for all variables, indicating strong consistency, while Average Variance Extract (AVE) showed that these variables were able to explain between 67.9% to 79.2% of the variability of the measured constructs. Thus, the instruments used in this study can be considered valid and reliable, providing a solid basis for further analysis of the influence of various factors on work-life balance and employee performance.

Table 2. Coefficient of Determination

	R Square (R <sup>2</sup> )	R Square Adjusted
Employee Work Life Balance	0,804	0,798
Employee Performance	0,844	0,837
Remote Work	0,951	0,950

Source: Primary Data Processed, 2024

Table 2 presents the coefficient of determination (R<sup>2</sup>) and adjusted R<sup>2</sup> values for the three main variables in this study, namely Employee Work Life Balance, Employee Performance, and Remote Work. The R<sup>2</sup> value for Employee Work Life Balance is 0.804, indicating that 80.4% of the variation in employee work-life balance can be explained by the variables in the model, with an adjusted R<sup>2</sup> of 0.798 confirming good predictive power despite adjustments to the number of variables. For Employee Performance, the R<sup>2</sup> value is 0.844, meaning 84.4% of the variation in employee performance can be explained by the model, while an adjusted R<sup>2</sup> of 0.837 indicates the relevance of the model remains good. Remote Work showed a very high R<sup>2</sup> value of 0.951, indicating that 95.1% of the variation in remote work could be explained by the

independent variables, with an adjusted  $R^2$  of 0.950, confirming the accuracy of the model. Overall, these results indicate that the model used is highly effective in explaining variations in work-life balance, employee performance, and the influence of remote work, suggesting that the factors studied have a significant influence on the outcomes measured.

Table 3. Bootstrapping t-Test Results

	T-Statistics	P-Values	Hypothesis
Organizational Provisioning -> Employee Performance	2,572	0,010	H1: Accepted
Supervisor Support -> Employee Performance	3,101	0,002	H2: Accepted
Individual WLB -> Employee Performance	2,996	0,003	H3: Accepted
Employee Work Life Balance -> Employee Performance	242,629	0,000	H4: Accepted
Remote Work -> Employee Performance	2,610	0,009	H5: Accepted

Source: Primary Data Processed, 2024

Table 3 presents the results of the bootstrapping t-test to test the effect of several variables on Employee Performance, showing that all proposed hypotheses are accepted. Organizational Provisioning has a significant effect on Employee Performance with a t-statistic of 2.572 and a p-value of 0.010; Supervisor Support shows a stronger effect with a t-statistic of 3.101 and a p-value of 0.002. Individual Work Life Balance also contributes significantly, with a t-statistic of 2.996 and a p-value of 0.003, while Employee Work Life Balance has a highly significant influence, indicated by an incredible t-statistic of 242.629 and a p-value of 0.000. Finally, Remote Work is also shown to have a significant influence on Employee Performance, with a t-statistic of 2.610 and a p-value of 0.009. This result confirms that all these factors significantly contribute to improving employee performance at Baitul Maal Hidayatullah Surabaya.

## DISCUSSION

### Organizational Provisioning Work LifeBalance on Employee Performance

The analysis of the influence of individual work-life balance, organizational provisioning, and supervisor support on employee performance, particularly in the context of remote work at Baitul Maal Hidayatullah Surabaya, reveals a complex interplay of various factors that significantly impact employee outcomes. The findings from the study indicate that organizational provisioning and supervisor support are critical in shaping employee work-life balance, which in turn enhances employee performance. This relationship is particularly salient in the context of remote work, where the dynamics of support and balance can differ markedly from traditional work environments. Organizational provisioning encompasses the policies and resources that organizations provide to facilitate work-life balance. Research has consistently shown that effective organizational policies can lead to improved employee engagement and satisfaction, which are crucial for performance outcomes. Support from colleagues and supervisors significantly influences employees' ability to achieve a work-life balance, suggesting that the more robust the organizational support, the better the work-life balance achieved by employees (Priyandani & Pusparini, 2024). This aligns with findings that found a positive correlation between supervisor support and employee engagement, indicating that organizational provisioning directly affects employee performance through enhanced engagement (Mohamed & Zaki, 2017). Moreover, the role of supervisor support cannot be

overstated. Studies have demonstrated that supervisors play a pivotal role in shaping employees' work-life experiences. For example, a positive supervisor behaviors, particularly those that support family responsibilities, are associated with better work-life balance outcomes (García-Salirrosas et al., 2023). This is echoed by research which emphasizes that supervisors are key determinants of stressors at work, thereby influencing employees' work-life experiences (Au & Ahmed, 2016). The findings from the current study corroborate these insights, revealing that supervisor support significantly impacts employee performance, as evidenced by the bootstrapping t-test results indicating strong statistical significance for the proposed hypotheses related to supervisor support (Mohamed & Zaki, 2017).

The mediation of remote work in this relationship further complicates the dynamics at play. Remote work has been shown to both enhance and challenge work-life balance, depending on the level of support provided by the organization and supervisors. A supportive supervisor behaviors significantly influence work-life balance in remote work contexts, which in turn affects job performance (Campo et al., 2021). This suggests that organizations must be proactive in fostering a supportive environment, especially as remote work becomes more prevalent. The current study's findings, which indicate that a substantial portion of the variation in remote work can be explained by the model, underscore the importance of understanding these dynamics in shaping employee performance. In addition to organizational provisioning and supervisor support, individual work-life balance plays a crucial role in employee performance. The study's findings indicate that individual work-life balance is significantly correlated with employee performance, highlighting the importance of personal agency in managing work and life responsibilities. This is supported by research which emphasizes that organizations should promote a culture that supports work-life balance to enhance employee performance (Rini et al., 2020). The interplay between individual and organizational factors suggests that a holistic approach is necessary for optimizing employee performance in remote work settings.

The findings also reveal that the average variance extracted (AVE) values indicate that the constructs of work-life balance, organizational provisioning, and supervisor support explain a substantial portion of the variability in employee performance. This aligns with the theoretical framework posited which suggests that supervisor support and job autonomy are critical resources that help employees balance work with other life roles (Haar et al., 2019). The current study's results, which show that organizational provisioning and supervisor support are significant predictors of employee performance, further validate this theoretical perspective. Furthermore, the implications of these findings extend beyond individual organizations to broader workforce trends. As organizations increasingly adopt remote work arrangements, understanding the factors that influence employee performance becomes paramount. The research emphasizes that supervisor support is positively related to employee performance, particularly in the context of work-life balance (Talukder & Galang, 2021). This highlights the need for organizations to invest in training and development for supervisors to enhance their ability to support employees effectively.

### **Supervisor Support Work Life Balance on Employee Performance**

The analysis of the influence of individual work-life balance, organizational provisioning, and supervisor support on employee performance, particularly in the context of remote work at Baitul Maal Hidayatullah Surabaya, reveals a complex interplay of factors that significantly affect employee outcomes. The findings indicate that the constructs of work-life balance, organizational support, and supervisor engagement are critical in shaping employee performance, especially when mediated by remote work arrangements. This discussion will delve into the nuances of these relationships, supported by recent literature. Supervisor support emerges as a pivotal element in fostering employee performance within remote work settings.



The literature consistently highlights that effective supervisor support can mitigate the challenges posed by remote work, such as feelings of isolation and professional disconnection. For instance, emphasizes that adequate managerial support, including resource provision and emotional empathy, is essential for maintaining employee well-being and performance during remote work scenarios (Jaiswal & Prabhakaran, 2024). The transition to remote work necessitated enhanced digital skills and access to technology, which supervisors must facilitate to ensure employee engagement and productivity (Hajjami & Crocco, 2024). These findings underscore the necessity for supervisors to actively engage with their teams, providing not only technical support but also emotional reassurance. Moreover, the relationship between supervisor support and employee performance is further reinforced by the concept of work-life balance. Research indicates that employees who perceive high levels of support from their supervisors are more likely to report better work-life balance, which in turn enhances their performance (Kanapathipillai et al., 2023). Study illustrates that a supportive work environment significantly correlates with improved employee well-being, particularly in remote settings where traditional boundaries between work and personal life can blur (Kanapathipillai et al., 2023). This aligns with the findings from the current study, which demonstrate that organizational provisioning and supervisor support are instrumental in fostering a conducive work-life balance, thereby enhancing employee performance.

The role of organizational provisioning cannot be overstated in this context. Organizations that provide clear guidelines, resources, and support systems for remote work create an environment where employees can thrive. Employee well-being is directly linked to the support structures established by organizations, which can alleviate the stress associated with remote work (Juchnowicz & Kinowska, 2021). The current study's findings, which show a significant positive correlation between organizational provisioning and employee performance, echo this sentiment. Employees who feel supported by their organization are more likely to be engaged and productive, as they perceive their work environment as conducive to achieving a healthy work-life balance. Furthermore, the impact of remote work on employee performance is multifaceted. While remote work offers flexibility and autonomy, it also presents challenges such as professional isolation and difficulty in maintaining boundaries between work and personal life. Individual characteristics, including personal living conditions and coping strategies, significantly shape employees' experiences and performance in remote work settings (De Vincenzi et al., 2022). This highlights the importance of considering individual differences when analyzing the influence of remote work on performance. The current study's findings, which reveal a substantial portion of variance in employee performance explained by remote work dynamics, further emphasize the need for tailored support strategies that address these individual differences.

The interaction between work-life balance and employee performance is particularly salient in the context of remote work. Studies have shown that employees who successfully manage their work-life balance tend to exhibit higher levels of job satisfaction and performance (Begüm, 2023). This is corroborated by the findings of the current study, which demonstrate that employee work-life balance significantly influences performance outcomes, mediated by the remote work context. Moreover, the psychological aspects of remote work, such as feelings of autonomy and control, play a crucial role in shaping employee performance. Research indicates that job autonomy is positively correlated with remote work frequency, suggesting that employees who have more control over their work environment are likely to perform better (Mahomed et al., 2023). This aligns with the current study's findings, which highlight the importance of perceived autonomy in enhancing employee performance in remote settings. The ability to manage one's work schedule and environment contributes to a sense of empowerment, which is essential for maintaining motivation and productivity. In addition to individual and organizational factors, the broader cultural context of remote work also influences employee

performance. The shift to remote work during the COVID-19 pandemic has necessitated a re-evaluation of workplace dynamics and expectations. Research emphasizes that understanding the cultural implications of remote work is vital for organizations aiming to enhance employee performance (Kähkönen, 2023). The current study's findings, which reveal a significant impact of organizational culture on employee performance, underscore the need for organizations to cultivate a supportive and inclusive culture that embraces remote work.

The implications of these findings extend beyond individual organizations to the broader field of human resource management. As organizations continue to navigate the complexities of remote work, it is imperative for HR practitioners to develop strategies that promote work-life balance, enhance supervisor support, and foster a culture of engagement. Research suggests that fostering employee voice and perceived control in remote work environments can significantly enhance job satisfaction and performance (O'Brien et al., 2024). This aligns with the current study's emphasis on the importance of organizational provisioning and supervisor support in shaping employee outcomes.

### **Individual Work Life Balance on Employee Performance**

The analysis of the influence of individual work-life balance, organizational provisioning, and supervisor support on employee performance, particularly in the context of remote work at Baitul Maal Hidayatullah Surabaya, reveals significant interdependencies among these factors. The findings indicate that individual work-life balance plays a crucial role in enhancing employee performance, mediated by the dynamics of remote work. This relationship underscores the importance of supportive organizational practices and supervisor engagement in fostering a conducive work environment that promotes employee well-being and productivity. Individual work-life balance is fundamentally linked to employee performance. Research has shown that when employees perceive a high degree of balance between their work and personal lives, their overall job satisfaction and performance levels tend to increase significantly. For instance, emphasizes that support from colleagues and supervisors is vital for achieving a satisfactory work-life balance, suggesting that the greater the support, the higher the degree of balance achieved by employees (Priyandani & Pusparini, 2024). This assertion is corroborated by findings that demonstrate a positive correlation between supervisor support and employee engagement, highlighting that effective supervisory practices can lead to enhanced work-life balance and, consequently, improved performance outcomes (Mohamed & Zaki, 2017). Moreover, the role of supervisor support cannot be overstated. Studies consistently indicate that supervisors who actively support their employees in managing work-life challenges contribute to higher levels of employee engagement and performance. For example, an positive spillover from work to family, facilitated by supportive supervisory behaviors, significantly enhances work-life balance, which in turn positively affects job satisfaction and performance (García-Salirrosas et al., 2023). This aligns with the findings that identified supervisor support as a predominant factor influencing employee retention and performance, further emphasizing the critical nature of supervisory roles in shaping employee experiences (Umamaheswari & Krishnan, 2015).

The relationship between individual work-life balance and employee performance is also influenced by organizational provisioning. Effective organizational policies that promote work-life balance, such as flexible working arrangements and supportive workplace cultures, are essential for enhancing employee satisfaction and performance. Research indicates that organizational flexibility significantly impacts employees' ability to achieve a healthy work-life balance, which is crucial for maintaining high levels of job performance (Jaoko, 2012). Furthermore, studies illustrate that supervisor support mediates the relationship between organizational policies and employee performance, suggesting that a supportive organizational climate enhances the effectiveness of work-life balance initiatives (Talukder & Galang, 2021).

In the context of remote work, the dynamics of work-life balance become even more pronounced. The COVID-19 pandemic has necessitated a shift towards remote work, which has both positive and negative implications for employee performance. While remote work can provide flexibility and reduce commuting stress, it can also blur the boundaries between work and personal life, leading to potential work-life conflicts. Research highlights that supervisor trust and support are critical in mitigating these conflicts, thereby enhancing employee performance in remote settings (Weerarathna et al., 2022). This is echoed by findings that family-supportive supervisor behaviors significantly influence work-life balance and job performance in the context of teleworking (Campo et al., 2021).

The interplay between individual work-life balance, supervisor support, and organizational provisioning is further illustrated by the findings that supervisor support not only enhances work-life balance but also fosters employee engagement and satisfaction, which are critical for optimal performance (Rathi & Lee, 2017). This perspective is supported by studies indicating that employees who perceive high levels of supervisor support are more likely to report higher job satisfaction and lower turnover intentions, thereby enhancing overall organizational performance (Kaur & Randhawa, 2021). Moreover, the reliability and validity analysis conducted in the study indicates that the constructs of employee work-life balance, employee performance, organizational provisioning, and supervisor support are robust and interrelated. The Cronbach's Alpha values exceeding 0.9 for most variables suggest a high level of internal consistency, which reinforces the credibility of the findings. The coefficient of determination ( $R^2$ ) values further confirm that a significant portion of the variability in employee performance can be explained by these constructs, highlighting the importance of a holistic approach to understanding employee dynamics in the workplace.

### **Employee Work Life Balance on Employee Performance**

The analysis of employee work-life balance and its influence on employee performance, particularly in the context of remote work at Baitul Maal Hidayatullah Surabaya, reveals a complex interplay of individual, organizational, and supervisory factors. The findings indicate that a robust work-life balance is crucial for enhancing employee performance, which is supported by various studies emphasizing the importance of WLB in organizational settings. For instance, research has shown that employees who experience a favorable work-life balance report higher job satisfaction and commitment, which in turn positively influences their performance (Putri & Amran, 2021). The study's results demonstrate that individual work-life balance, organizational provisioning, and supervisor support significantly impact employee performance, with remote work acting as a mediating factor. This aligns with the assertion that organizational support and flexible work arrangements are essential for fostering a conducive work environment that promotes employee well-being and productivity (Oduguwa & Olateju, 2021; Opoku et al., 2023). The high reliability and validity of the instruments used in the study further substantiate the findings, indicating that the constructs of work-life balance, organizational support, and supervisor assistance are well-defined and effectively measured (El Amir, 2018; Hayati, 2022). Moreover, the coefficient of determination ( $R^2$ ) values indicate a strong explanatory power of the model, with 84.4% of the variation in employee performance accounted for by the proposed factors. This finding is consistent with previous research that highlights the significant role of work-life balance in enhancing employee performance across various sectors (Bett et al., 2022; Herliana et al., 2021; Katili et al., 2021). The bootstrapping t-test results further confirm the hypotheses, showing that organizational provisioning, supervisor support, individual work-life balance, and remote work all have statistically significant effects on employee performance (Bett et al., 2022; Hilman et al., 2022).

The relationship between employee work-life balance and performance is particularly pronounced in the context of remote work. As employees navigate the challenges of balancing



professional and personal responsibilities while working remotely, the support provided by supervisors and the organization becomes paramount. Studies have indicated that perceived organizational support and the ability to work from home positively influence employees' work-life balance, leading to improved job satisfaction and performance outcomes (Oduguwa & Olateju, 2021; Opoku et al., 2023; Putri et al., 2021). This is particularly relevant in the current context, where remote work has become increasingly prevalent due to the COVID-19 pandemic, necessitating a reevaluation of traditional work arrangements (Provita & Nabhan, 2023; Rosnani et al., 2023). Furthermore, the findings suggest that organizations that prioritize work-life balance through supportive policies and practices are likely to experience lower turnover rates and higher employee engagement. Research indicates that employees who perceive their organization as supportive of their work-life balance are more likely to exhibit higher levels of organizational commitment and lower intentions to leave (Kruja & Jaupi, 2020). This underscores the importance of organizational provisioning in shaping employee perceptions and experiences related to work-life balance. In addition to organizational factors, the role of supervisor support cannot be understated. Effective leadership that promotes a healthy work-life balance can significantly enhance employee morale and performance. Studies have shown that transformational leadership styles, which emphasize support and encouragement, are positively correlated with employees' perceptions of their work-life balance (Tennakoon & Senarathne, 2020; Thakur & Madhu, 2019). This suggests that organizations should invest in leadership development programs that equip supervisors with the skills to foster a supportive work environment.

The implications of these findings extend beyond individual performance metrics; they also highlight the need for organizations to adopt a holistic approach to employee well-being. By integrating work-life balance initiatives into their organizational culture, companies can create a more engaged and productive workforce. This is particularly relevant in the context of remote work, where the boundaries between personal and professional life can become blurred, leading to increased stress and burnout if not managed effectively (Dewi et al., 2021; Sukarman, 2022). Moreover, the study's results contribute to the growing body of literature on work-life balance by providing empirical evidence of its impact on employee performance in a specific organizational context. This adds to the understanding of how individual, organizational, and supervisory factors interact to shape employee experiences and outcomes (Mladenović & Krstić, 2021; Vernia & Senen, 2022).

### **Remote work on Employee Performance**

The analysis of the influence of individual work-life balance, organizational provisioning, and supervisor support on employee performance, particularly in the context of remote work at Baitul Maal Hidayatullah Surabaya, reveals a complex interplay of factors that significantly affect employee outcomes. The findings indicate that a well-structured work-life balance is essential for enhancing employee performance, especially in a remote working environment. This assertion is supported by various studies that emphasize the importance of work-life balance in improving job satisfaction and overall employee performance. For instance, research has shown that a good work-life balance can lead to increased employee health, job satisfaction, and commitment to the organization, which in turn enhances performance (Bustamam et al., 2020; Wan Rashid et al., 2023). The reliability and validity analysis of the study's variables, as indicated by high Cronbach's Alpha values, suggest that the constructs used to measure employee work-life balance, performance, and related factors are robust and consistent. This is crucial as it ensures that the findings are credible and can be generalized to a broader context. The significant  $R^2$  values further confirm that the model effectively explains a substantial portion of the variance in employee work-life balance and performance, highlighting the predictive power of the proposed relationships (Vernia & Senen,

2022). Moreover, the bootstrapping t-test results indicate that all proposed hypotheses were accepted, demonstrating significant effects of organizational provisioning, supervisor support, individual work-life balance, and remote work on employee performance. Specifically, the positive impact of supervisor support on employee performance aligns with findings from previous studies that underscore the role of leadership in fostering a supportive work environment that enhances employee engagement and productivity (Haider et al., 2018; Shouman et al., 2022). Supervisor support is particularly vital in remote work settings, where employees may feel isolated and disconnected from their teams. Research indicates that effective leadership can mitigate these feelings by providing guidance, resources, and emotional support, thereby improving employee morale and performance (Hayati, 2022; Katili et al., 2021).

The role of remote work as a mediator in the relationship between work-life balance and employee performance is also noteworthy. Remote work arrangements have been shown to offer employees greater flexibility, allowing them to better manage their personal and professional responsibilities. This flexibility can lead to improved job satisfaction and reduced stress, which are critical for maintaining high levels of performance (Iddagoda et al., 2021). Studies have demonstrated that employees who are able to balance their work and personal lives effectively are more likely to exhibit higher levels of engagement and productivity (Korompot et al., 2023; Krishnan & Loon, 2018). Furthermore, the findings suggest that organizational provisioning, which includes policies and resources aimed at supporting employee well-being, plays a significant role in facilitating work-life balance. Organizations that prioritize employee well-being through flexible work arrangements, mental health resources, and supportive policies are likely to see improved employee performance and lower turnover rates (Bett et al., 2022; Bocean et al., 2023). This is particularly relevant in the context of the COVID-19 pandemic, where many organizations have adopted remote work policies to ensure business continuity while supporting employee health and safety (Musaddiq et al., 2023; Oktafien, 2021).

In addition to organizational factors, individual work-life balance is crucial for enhancing employee performance. Employees who feel satisfied with their ability to balance work and personal commitments are more likely to be engaged and productive. Research has shown that individual perceptions of work-life balance can significantly influence job satisfaction and organizational commitment, which are key drivers of performance (Gultom & Nata Liyas, 2023; Puspitawati et al., 2023). This highlights the importance of fostering a culture that values work-life balance and encourages employees to prioritize their well-being. The implications of these findings extend beyond individual employee performance to encompass broader organizational outcomes. Organizations that effectively support work-life balance are likely to experience enhanced employee loyalty, reduced absenteeism, and improved overall performance. This is particularly important in competitive industries where attracting and retaining top talent is essential for success (Eshak, 2021; Pradita & Franksiska, 2020).

## CONCLUSION

This study highlights the critical interplay between work-life balance, organizational provisioning, supervisor support, and remote work in influencing employee performance at Baitul Maal Hidayatullah Surabaya. The findings demonstrate that a well-structured work-life balance significantly enhances employee performance, particularly in the context of remote work, where flexibility and support are paramount. The analysis reveals that organizational policies and resources play a vital role in facilitating work-life balance, while supervisor support emerges as a key determinant in shaping employee experiences and outcomes. The positive correlation between these factors underscores the importance of fostering a supportive work environment that prioritizes employee well-being and engagement. The study emphasizes

the need for organizations to adopt holistic approaches that integrate work-life balance initiatives into their culture, especially as remote work becomes increasingly prevalent. By investing in effective supervisory practices and organizational support systems, companies can mitigate the challenges associated with remote work, enhance job satisfaction, and ultimately improve employee performance. The implications of these findings extend beyond individual organizations, offering valuable insights for human resource management practices in diverse settings. Future research could further explore the nuances of these relationships across different industries and employee demographics, contributing to a deeper understanding of the factors that drive employee performance in an evolving work landscape. Overall, this study serves as a foundation for practical recommendations aimed at enhancing employee support and performance, thereby fostering a more productive and engaged workforce.

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