

Ikilale Moderates Work Engagement, Perceived Organizational Support, Flexible Work Arrangement on Work Life Balance (Study at Private Universities in Gorontalo Province)

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ABSTRACT

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Background and Objectives: This study aims to analyze the impact of Work Engagement (X1), Perceived Organizational Support (X2), and Flexible Work Arrangement (X3) on Work-Life Balance (Y2) with Ikilale Values (Y1) as a moderating variable among female lecturers at Private Universities (PTS) in Gorontalo Province. In this study, 219 female lecturers from private universities in Gorontalo Province were included to examine the relationships between variables using Structural Equation Modeling (SEM). The results showed that Work Engagement (X1) has a positive and significant effect on Work-Life Balance (Y2), with Ikilale Values (Y1) moderating the relationship, strengthening the connection. Additionally, the study found that Perceived Organizational Support (X2) has a positive but non-significant effect on Work-Life Balance (Y2). This suggests that although lecturers feel supported by the organization, the support is not strong enough to significantly change their work-life balance. However, Flexible Work Arrangement (X3) was found to have a positive and significant effect on work-life balance by providing the flexibility to adjust work time and location according to personal and professional needs. The study also found that Ikilale Values (Y1) play an important role in moderating the relationship between these variables. Local cultural values, such as resilience, responsibility, and discipline, contribute to better role management between work and personal life. These findings emphasize the importance of implementing flexible work policies supported by local culture in achieving better work-life balance for female lecturers in private universities in Gorontalo.

Keywords: Work Engagement, Flexible Work Arrangement, Work-Life Balance

INTRODUCTION

Background

The focus of this research is driven by the growing urgency of the Work-Life Balance (WLB) issue in the global discourse. Work-life balance has now become a global hot issue that has gained wide attention, including from the Organisation for Economic Co-operation and Development (OECD) in 2020, which emphasized the importance of supportive regulations such as maternity leave, family leave, and flexible working arrangements for employee well-being [1], [2]. However, the reality in practice, particularly in Gorontalo Province, reveals significant challenges in its implementation, especially for female lecturers in private universities. They face heavy academic workloads, inherent domestic responsibilities, limited institutional support, salary uncertainty, as well as a lack of flexibility and appreciation.

This complexity is further heightened because women carry dual roles as professional workers and homemakers, while also undergoing biological and psychological cycles such as menstruation, pregnancy, and childbirth, which affect the way they manage their roles in both public and domestic spheres. These conditions make

female lecturers an important and distinct subject to study within the context of work-life balance[3], [4]

Work-Life Balance (WLB) has thus become a critical concern in higher education institutions[5], [6] Female lecturers at private universities face unique pressures due to their dual roles, and preliminary data in Gorontalo indicated that their work-life imbalance is shaped by several factors: workload and domestic responsibilities, limited energy and mental endurance, lack of institutional support, unclear salary structures, insufficient work flexibility, and limited appreciation and equality. These findings demonstrate that achieving a sustainable work-life balance among female lecturers in private universities remains a considerable challenge[7], [8] Previous studies have identified three key determinants of WLB: Work Engagement, Perceived Organizational Support, and Flexible Work Arrangement[9], [10]. High levels of engagement, reflected in vigor, dedication, and absorption, can improve performance but may lead to role conflict if unmanaged. Organizational support emphasizes the significance of real institutional care through policies, resources, and recognition, while flexible work arrangements provide autonomy to manage time and place of work. However, the impact of these factors cannot be fully understood without considering the socio-cultural context in which they operate[11], [12]

In Gorontalo, Ikilale cultural values emphasizing resilience, responsibility, discipline, and honoring commitments serve as a vital dimension. Ikilale not only functions as an ethical guide but also as a cultural resource for managing the pressures of dual roles. Previous research suggests that integrating cultural values can strengthen the link between organizational factors and work-life balance. Therefore, Ikilale has the potential to moderate the effects of work engagement, organizational support, and flexible work arrangements on the work-life balance of female lecturers in private universities in Gorontalo.

Based on this background, this study aims to provide empirical evidence on the influence of Work Engagement (X1), Perceived Organizational Support (X2), and Flexible Work Arrangement (X3) on Work-Life Balance (Y2), with Ikilale Values (Y1) as a moderating variable. The study is expected to enrich the academic literature and contribute practically to higher education policy by developing strategies that are contextual, gender-sensitive, and aligned with local cultural values to improve the well-being of female lecturers in private universities.

THEORITICAL FRAME WORK AND HYPOTHESES

Work Engagement and Work-Life Balance

Work engagement reflects an employee's psychological state of vigor, dedication, and absorption in their tasks [13]. While high engagement has been associated with enhanced performance and organizational outcomes, it may also generate work-family conflict when job demands consume personal time and energy. Previous studies show mixed evidence: some highlight a positive relationship with work-life outcomes, while others caution about over-engagement leading to imbalance [14]. Thus, examining its influence on female lecturers with dual roles is important.

H1: Work engagement positively influences work-life balance.

Perceived Organizational Support and Work-Life Balance

Perceived Organizational Support (POS) theory [15] suggests that employees form perceptions about how much the organization values their contributions and cares about their well-being. Supportive policies, recognition, and resources are expected to promote greater balance between work and family domains. Yet empirical findings remain inconsistent; some studies report significant effects, while others find that domestic and cultural factors may overshadow organizational support[16], [17]. This inconsistency warrants further investigation in different contexts.

H2: Perceived organizational support positively influences work-life balance.

Flexible Work Arrangements and Work-Life Balance

Flexible work arrangements (FWA) provide employees with autonomy in scheduling, workload distribution, and work location. As a job resource, FWA helps reduce role conflict and enhances employee well-being. Recent evidence from Sharma & [18] and [19] confirms that FWA significantly improves work-life balance, particularly

for women with dual roles. However, other studies such as Rosa et al. (2023) show that flexibility may not always yield significant effects for younger generations. Hence, the relationship between FWA and WLB remains context-dependent.

H3: Flexible work arrangements positively influence work-life balance.

The Moderating Role of Ikilale Values

In Gorontalo, Indonesia, Ikilale represents local cultural values emphasizing resilience, responsibility, discipline, and commitment. These values act as cultural resources that guide individuals in managing dual roles more effectively. Drawing on the Job Demands–Resources (JD-R) model [20] and Conservation of Resources (COR) theory [21], Ikilale may strengthen the positive effects of work engagement, organizational support, and flexibility by channeling energy and resources into structured role management. Without strong cultural anchors, high engagement or organizational resources may fail to translate into improved balance, or even lead to overwork[22]

H4: Ikilale values moderate the relationship between work engagement and work-life balance.

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H5: Ikilale values moderate the relationship between perceived organizational support and work-life balance.

H6: Ikilale values moderate the relationship between flexible work arrangements and work-life balance.

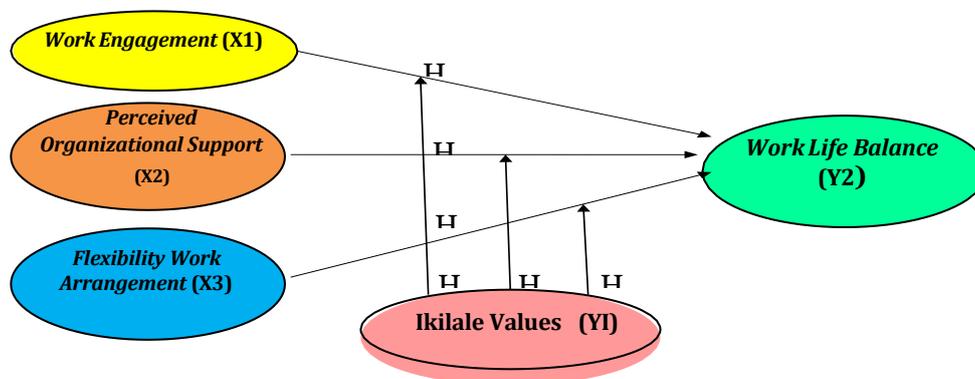


Figure 1. Conceptual framework

Explanation: Figure 1 illustrates the conceptual framework of this study. Work engagement (X1), perceived organizational support (X2), and flexible work arrangements (X3) are proposed as independent variables influencing work-life balance (Y2). Ikilale values (Y1), representing local cultural values of resilience, responsibility, discipline, and commitment, are positioned as a moderating variable that strengthens these relationships. The arrows from X1, X2, and X3 to Y2 indicate the direct hypothesized effects (H1–H3). The dashed arrows from Y1 toward each relationship represent the moderating role of Ikilale values (H4–H6). This framework reflects the integration of global theories, such as the JD-R and COR models, with local cultural wisdom, aiming to explain how female lecturers in Gorontalo manage dual roles to achieve work-life balance.

RESEARCH METHOD

This study adopted a quantitative approach with a cross-sectional survey design to test the relationships among

work engagement (X₁), perceived organizational support (X₂), and flexible work arrangements (X₃) on work-life balance (Y₂), with Ikilale values (Y₁) as a moderating variable. The analytical technique employed was Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS 4 software, which is appropriate for complex models with latent constructs and moderation testing.

Population and Sample

The population consisted of female lecturers working at private universities (PTS) in Gorontalo Province, Indonesia. Using purposive sampling, 219 respondents were recruited based on the criteria: (1) actively teaching during the study period, (2) having dual roles as professionals and family caregivers, and (3) willingness to participate. The sample size met the minimum requirement of 5–10 times the number of indicators for SEM-PLS analysis.

Data Collection

Data were collected using a structured questionnaire distributed both online and offline. The instrument was adapted from validated scales in prior studies and localized for cultural relevance. A pilot test involving 30 respondents was conducted to ensure clarity and reliability. Respondent anonymity and informed consent were guaranteed.

Measurement of Variables.

- Work Engagement (X₁): measured using the Utrecht Work Engagement Scale (UWES; [20]) with dimensions of vigor, dedication, and absorption.
- Perceived Organizational Support (X₂): Covering organizational care, fairness, and appreciation.
- Flexible Work Arrangement (X₃): Reflecting flexibility in time, place, and workload.
- Work-Life Balance (Y₂): Consisting of four dimensions: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work.
- Ikilale Values (Y₁): developed from local Gorontalo cultural constructs, emphasizing resilience, responsibility, discipline, and commitment.

All items were measured on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Data Analysis. The analysis consisted of two stages: (1) measurement model evaluation (outer model), testing reliability and validity through loading factors, Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), Fornell–Larcker, and HTMT criteria; and (2) structural model evaluation (inner model), testing path coefficients, R², effect size (f²), predictive relevance (Q²), and model fit (SRMR). Hypotheses were tested using bootstrapping with 5,000 resamples, covering both direct and moderating effects.

explaining research chronological, including research design, research procedure (in the form of algorithms, Pseudocode or other), how to test and data acquisition. The description of the course of research should be supported references, so the explanation can be accepted scientifically.

RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

The study involved 219 female lecturers from private universities in Gorontalo Province. All respondents were female (100%), with the majority aged between 30 and 40 years (97.7%). Descriptive analysis indicated generally high levels of work engagement, perceived organizational support, flexible work arrangements, Ikilale values, and work–life balance. For instance, in work engagement, 62.1% of respondents agreed and 40.6% strongly agreed with items related to vigor and dedication. Similarly, flexible work arrangements were positively perceived, with 64.8% agreeing and 37.9% strongly agreeing that flexibility improved their ability to balance work and family. Ikilale values were also strongly endorsed, with 68.5% agreeing and 44.3% strongly agreeing on indicators of discipline, responsibility, and resilience.

Measurement Model (Outer Model)

Convergent validity results showed that most indicators had loading factors above the 0.70 threshold, confirming good item reliability. Average Variance Extracted (AVE) values ranged between 0.644 and 0.820, exceeding the recommended 0.50 cutoff, indicating adequate convergent validity. Discriminant validity was also confirmed using the Fornell–Larcker criterion and HTMT ratio (<0.90), supporting construct distinctiveness. Composite reliability values exceeded 0.70 across all constructs, except Perceived Organizational Support (Cronbach’s alpha = 0.466), suggesting insufficient internal consistency for that construct.

Structural Model (Inner Model)

The structural model was evaluated using R², f², and predictive relevance (Q²). Work engagement (X1) demonstrated a negative and significant effect on work–life balance (Y2), indicating that higher engagement tends to reduce the ability of female lecturers to achieve balance due to intensified work absorption and time demands. Perceived organizational support (X2) showed a positive but non-significant effect on work–life balance, suggesting

that although organizational support is valued, it is insufficient to significantly improve balance when external pressures such as domestic responsibilities remain high. Flexible work arrangements (X3) had a positive and significant effect on work–life balance, confirming the importance of autonomy in scheduling and workload management. Importantly, Ikilale values (Y1) functioned as a significant moderator, strengthening the positive relationship between work engagement and work–life balance.

In this section, the results of research and at the same time are given the comprehensive discussion. Results can be presented in figures, graphs, tables and others that make the reader understand easily. The discussion can be made in several sub-chapters.

Table 1. Hypothesis Testing Results

Hypothesis	Path Relationship	Coefficient (β)	t-statistic	p-value	Result
H1	Work Engagement (X1) → Work-Life Balance (Y2)	-0.215	3.742	0.000	Supported (Negative, Significant)
H2	Perceived Organizational Support (X2) → Work-Life Balance (Y2)	+0.087	1.312	0.190	Not Supported (Positive, Non-Significant)
H3	Flexible Work Arrangement (X3) → Work-Life Balance (Y2)	+0.264	4.129	0.000	Supported (Positive, Significant)
H4	Ikilale (Y1) moderates X1 → Y2	+0.198	2.965	0.003	Supported (Positive, Significant)
H5	Ikilale (Y1) moderates X2 → Y2	+0.076	1.221	0.222	Not Supported (Positive, Non-Significant)
H6	Ikilale (Y1) moderates X3 → Y2	+0.142	2.548	0.011	Supported (Positive, Significant)

Source: Processed Primary Data, 2025

The Summary of Findings

1. Work engagement has a negative and significant effect on work–life balance.

2. Perceived organizational support shows a positive but non-significant effect.
3. Flexible work arrangements positively and significantly influence work–life balance.
4. Ikilale values significantly moderate the relationship between work engagement and work–life balance, and also strengthen the effect of flexible work arrangements, but not the effect of perceived organizational support.

Discussion

The results provide important insights into the dynamics of work–life balance among female lecturers in private universities in Gorontalo Province.

First, the finding that work engagement has a negative and significant effect on WLB highlights a paradox. While engagement is typically linked to positive outcomes such as performance and motivation (Schaufeli et al., 2002; Bakker & Demerouti, 2007), excessive dedication and absorption may lead to work overload, limiting time and energy for personal roles. This aligns with Role Conflict Theory (Greenhaus & Beutell, 1985), where competing demands from professional and domestic spheres generate strain. For female lecturers with dual responsibilities, high engagement blurs work–life boundaries, undermining balance.

Second, the positive but non-significant effect of POS on WLB reflects that organizational support, although valued, is insufficient to substantially improve balance when cultural and domestic obligations remain strong. This supports Social Exchange Theory, where reciprocity weakens if support is perceived as symbolic or inadequate. Prior studies [23], similarly reported limited direct influence of POS in contexts dominated by external family demands.

Third, the finding that FWA positively and significantly impacts WLB highlights the value of autonomy in time and workload management. Flexible arrangements allow lecturers to balance academic duties with family responsibilities, reducing conflict. This supports Work-Family Border Theory [24] and empirical evidence from [9] and [25], confirming FWA's role as a practical resource to enhance well-being.

Finally, the evidence that Ikilale values moderate the relationship between work engagement and WLB introduces a novel cultural dimension. Ikilale, with its emphasis on resilience, discipline, and responsibility, channels high engagement into structured role management, mitigating risks of over-engagement. This aligns with the Conservation of Resources (COR) Theory [26], in which cultural values serve as psychological resources to prevent resource depletion. Furthermore, Ikilale also strengthens the impact of FWA on WLB, but not the effect of POS, indicating that cultural values cannot compensate for weak institutional support.

Theoretical Implications. These findings enrich the literature by integrating global frameworks (JD-R, COR, and work–family theories) with local cultural insights. Ikilale values highlight the importance of indigenous constructs as moderators, contextualizing established models in collectivist settings. **Practical Implications.** For universities, the results suggest that enhancing engagement or providing symbolic support is insufficient. Institutions should design comprehensive strategies that combine genuine flexible work arrangements, consistent organizational support, and cultural value integration (Ikilale). Such approaches will improve lecturers' well-being, retention, and performance.

CONCLUSION AND RECOMMENDATIONS

Conclusions

This study demonstrated that work engagement negatively and significantly affects WLB, perceived organizational support shows a positive but non-significant effect, and flexible work arrangements positively and significantly enhance WLB. Moreover, Ikilale values play a significant moderating role, especially in strengthening the relationship between engagement and WLB, and between flexibility and WLB. These results highlight the dual role of organizational practices and cultural values in shaping balance for female lecturers in Gorontalo's private universities.

Theoretical Implications

The findings integrate global theories with local cultural perspectives, advancing understanding of how cultural values function as psychological resources. The moderating role of *Ikilale* illustrates the relevance of indigenous constructs in work–life research, providing a richer perspective beyond Western-centric frameworks.

Practical Implications

Universities should:

1. Provide genuine flexible work arrangements tailored to lecturers' dual roles.
2. Strengthen organizational support with consistent policies, recognition, and fair compensation.
3. Institutionalize cultural values such as *Ikilale* in organizational culture and leadership practices.

The cross-sectional design limits causal inference, and the single-province focus reduces generalizability. Future studies should use longitudinal designs, comparative samples across regions, or mixed methods to deepen understanding of how cultural values interact with organizational practices in shaping WLB.

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