

THE EFFECT OF FLEXIBLE WORK ARRANGEMENTS AND WORK-LIFE BALANCE ON INTENTION TO STAY: THE MEDIATING ROLE OF JOB SATISFACTION AND THE MODERATING ROLE OF PERCEIVED SUPERVISOR SUPPORT AMONG SALES EMPLOYEES OF AUTHORIZED CAR DEALERS IN MALANG CITY

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Abstract

Sales employee retention constitutes a strategic concern in the automotive industry because sales work is characterized by demanding targets, commission-based earnings, intensive mobility, and relatively unpredictable working hours. This study examines the effects of flexible work arrangements and work-life balance on employees' intention to stay, investigates the mediating role of job satisfaction, and assesses the moderating effect of perceived supervisor support. An explanatory quantitative approach with a survey design was employed. The population comprised 336 sales employees working for authorized car dealerships in Malang City. Using non-probability purposive sampling, 179 valid responses were obtained. Data were collected through a five-point Likert-scale questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling with SmartPLS 4.0. The results indicate that flexible work arrangements do not significantly affect job satisfaction, although they exert a positive effect on intention to stay. Work-life balance positively influences both job satisfaction and intention to stay, while job satisfaction significantly strengthens employees' willingness to remain with their current organizations. The indirect-effect analysis reveals that job satisfaction does not mediate the relationship between flexible work arrangements and intention to stay. In contrast, it partially mediates the effect of work-life balance on intention to stay. The interaction tests further demonstrate that perceived supervisor support does not moderate the effects of flexible work arrangements, work-life balance, or job satisfaction on intention to stay. These findings suggest that work-life balance and job satisfaction constitute more substantial retention mechanisms, whereas flexible work arrangements primarily operate as instrumental job resources that facilitate the execution of sales responsibilities.

Keywords: flexible work arrangements, work-life balance, job satisfaction, perceived supervisor support, intention to stay

INTRODUCTION

The automotive industry occupies a strategic position in the Indonesian economy because it contributes substantially to economic growth, employment creation, and large-scale commercial activity. Data published by Statistics Indonesia indicate that, in 2025, the sector employed approximately 486,200 workers, representing 0.17% of Indonesia's total population, while GAIKINDO recorded retail sales of 833,692 units and wholesale sales of 803,687 units. Despite this contribution, the sales function continues to face a serious employee-retention challenge. High performance targets, commission-based earnings, and long, unpredictable working hours create employment conditions that may encourage sales personnel to leave their organizations. The sustainability of dealership operations

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depends heavily on the availability of sales employees capable of maintaining transactional continuity and preventing inventory accumulation. Strategic resourcing requires organizations to ensure the availability of the human resources needed to achieve business objectives (Armstrong, 2014), while generational shifts in the workforce, socioeconomic dynamics, the COVID-19 pandemic, and technological developments continue to shape the contemporary labor market (Gašić & Berber, 2023). Salespeople are responsible for delivering product value to consumers (Kotler & Keller, 2016), while simultaneously identifying customer needs, developing relationships, communicating information accurately, and maintaining ethical standards throughout the transaction process (Kotler & Keller, 2016). High employee turnover within this function may undermine an organization's capacity to achieve its revenue targets (Sanjeev, 2017). Employee turnover refers to the rate at which individuals leave an organization (Armstrong, 2014), whereas intention to stay represents an employee's conscious willingness to maintain the existing employment relationship.

Employee-retention policies must be aligned with the characteristics of sales work, which is often performed across multiple locations and follows the temporal patterns of customer demand. Flexible work arrangements, including flexible scheduling, compressed workweeks, remote work, leave arrangements, and sabbaticals, have increasingly developed into important instruments for employee retention (Ajibola et al., 2023). Their implementation is also associated with organizational efforts to accommodate employees' nonwork needs and strengthen work-life balance (Armstrong, 2014). Working-from-home practices and flexible scheduling may support work-life balance (Groen et al., 2018, as cited in George & Poluru, 2024), enhance work effectiveness, and accommodate employees' personal needs (Allen et al., 2013). Such balance is attained when conflict between work responsibilities and nonwork life remains relatively limited (Bellavia, 2005).

Conceptually, workplace flexibility and work-life balance may be understood as organizational resources that foster positive reciprocity. Flexible work arrangements are positively associated with intention to stay (Vergini, 2020), while both flexible work arrangements and work-life balance have been shown to enhance job satisfaction (Ahdianita & Setyaningrum, 2024). Job satisfaction constitutes an important psychological mechanism because employees evaluate not only the formal availability of organizational policies, but also the extent to which those policies generate tangible benefits. The effectiveness of these two resources is also shaped by support from immediate supervisors, who represent the organization in translating formal policies into employees' everyday work experiences. For sales personnel, permission to adjust work schedules without corresponding operational support from supervisors may result in merely symbolic flexibility that fails to alleviate work-related pressure.

Existing empirical evidence has not yet demonstrated a consistent pattern of relationships among these constructs. Flexible work arrangements do not invariably reduce turnover intention, particularly when their effectiveness differs across specific forms of workplace flexibility (Itesa & Burchell, 2025). Job satisfaction does not necessarily increase intention to stay, as demonstrated among private-school teachers (Hungo et al., 2024). Work-life balance has even been found to exhibit a positive relationship with turnover intention, while job satisfaction has shown a similar directional effect (Azmi et al., 2021). Other findings indicate that person-organization fit mediates the relationship between work-life balance and turnover intention (Kakar et al., 2019). Perceived supervisor support enhances job satisfaction and influences turnover intention through job satisfaction and affective organizational commitment (Alkhateri et al., 2018), whereas perceived organizational support, job control, and job satisfaction affect nurses' intention to stay (Li et al., 2020).

This diversity of findings reveals three important research gaps. First, intention to stay is frequently inferred as the inverse of turnover intention, even though the two constructs are not always psychologically equivalent. Second, the effects of flexible work arrangements, work-life balance, and job satisfaction on employees' decisions to remain vary across occupational contexts, as illustrated by Azmi et al. (2021). Third, organizational or supervisory support may improve job satisfaction without necessarily producing stronger employee retention, as reflected in the findings of Alkhateri et al. (2018). A contextual limitation is also apparent because previous studies have primarily focused on teachers, nurses, technology professionals, and employees in the utilities sector rather than automotive sales personnel, whose work is characterized by individual performance targets and high occupational mobility.

This study extends Social Exchange Theory by positioning flexible work arrangements and work-life balance as forms of social rewards expected to enhance job satisfaction and, subsequently, strengthen intention to stay among sales employees working for authorized car dealerships. Perceived supervisor support is examined as a moderator of the relationships between flexible work arrangements, work-life balance, and job satisfaction, on the one hand, and intention to stay, on the other. This model development builds on George and Poluru's (2024) conceptualization of supervisory support, while shifting the analytical focus from turnover intention to employees' decisions to remain

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and incorporating work-life balance into the model. The study therefore seeks to examine the direct effects of flexible work arrangements and work-life balance on intention to stay, assess the mediating role of job satisfaction, and test the moderating role of perceived supervisor support among sales employees of authorized car dealerships in Malang City.

THEORETICAL FOUNDATION

Social Exchange Theory (SET) conceptualizes the employment relationship as a reciprocal exchange process between organizations and employees. When an organization provides valuable treatment, facilities, and support, employees are encouraged to reciprocate through positive attitudes and behaviors (Blau, 1964). Within this framework, flexible work arrangements and work-life balance represent forms of social reward, whereas job satisfaction reflects employees' affective evaluation of the quality of the exchange relationship. Perceived supervisor support reinforces this mechanism because supervisors act as organizational representatives by demonstrating concern, empathy, assistance, and recognition of employees' contributions (Eisenberger et al., 2002).

Job Demands–Resources Theory complements SET by explaining the balance between job demands and job resources. Every occupation involves job demands, such as performance-target pressure, role conflict, and time-related burdens, as well as job resources, including flexibility, autonomy, and support (Demerouti et al., 2001). Among car dealership sales employees, extensive mobility, intensive customer interactions, demanding sales targets, and irregular schedules may deplete physical and psychological energy. Workplace flexibility, work-life balance, and supervisory assistance therefore function as resources that help employees manage occupational demands, sustain motivation, and develop more satisfying work experiences.

Flexible work arrangements refer to employment options that give employees control over when and/or where they perform their work responsibilities (Hyland, 2000). These arrangements include flextime, flexplace, telecommuting, and other alternative working practices (Yustrianthe, 2008). Such autonomy can conserve time and energy while improving employees' ability to align professional responsibilities with personal needs (Shahzad et al., 2025). Their implementation is shaped by globalization, demographic shifts, women's increasing participation in the workforce, and technological advancement (Vergini, 2020). The value of these policies depends on their availability, employees' preferences, and their actual use; consequently, formal provision does not necessarily correspond to benefits that employees genuinely experience.

Work-life balance describes the quality of the interaction between occupational and personal-life roles, encompassing both cross-domain interference and enrichment (Nuryanti et al., 2023). Balance occurs when time, energy, satisfaction, demands, and pressures can be managed proportionately across work and nonwork domains (Widyanti & Dewi, 2023). An organization's capacity to reduce work-family conflict while facilitating enrichment between the two roles serves as an indicator of the quality of the employee–organization relationship (Adriano & Callaghan, 2020). The construct comprises work interference with personal life, personal-life interference with work, and reciprocal enhancement across the two domains (Fisher et al., 2009).

Job satisfaction is a pleasurable emotional state arising from an individual's appraisal of their job and work experiences (Locke, 1976, as cited in Spector, 1985). The concept captures how employees think about, feel toward, and evaluate their work (Rahman, 2019), including pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, the nature of the work, and communication (Spector, 1985). A harmonious and supportive work environment also contributes to higher levels of employee job satisfaction (Suprayitno et al., 2025). Greater satisfaction is associated with a stronger willingness to remain because employees perceive their essential occupational needs as being fulfilled (Bora et al., 2021; Mrayyan, 2007).

Intention to stay refers to an employee's conscious and deliberate intention to continue working and pursuing a career within the same organization in the future (Kyndt et al., 2009). This construct is not merely the mechanical inverse of intention to leave; rather, it represents a psychological decision shaped by career prospects, job preferences, personal circumstances, and external employment opportunities (Cho et al., 2009; Qian et al., 2024). Perceived supervisor support refers to employees' perceptions of the extent to which their supervisors value their contributions and care about their well-being (Kottke & Sharafinski, 1988). Supervisors constitute a primary source of workplace support because they perform organizational functions through recognition, protection, motivation, inspiration, performance-related assistance, and consideration of employees' views (Nabawanuka & Ekmekcioglu, 2026).

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RESEARCH METHOD

This study employed a survey-based explanatory quantitative design to examine the causal relationships among flexible work arrangements, work-life balance, job satisfaction, perceived supervisor support, and intention to stay. A quantitative approach was selected because it enables latent constructs to be operationalized through measurable indicators and analyzed using statistical procedures to test the proposed theoretical model empirically (Sekaran & Bougie, 2016). The unit of analysis comprised sales employees working at authorized car dealerships in Malang City, with a target population of 277 employees. Respondents were selected using non-probability purposive sampling. The eligibility criteria included male and female sales employees who had worked for more than six months at an authorized car dealership in Malang City. The minimum sample size was estimated using a sample-size calculator, which indicated a requirement of 162 respondents, while the final dataset comprised 179 valid responses. The sample was treated as a subset of the population selected to represent the characteristics of the target group (Creswell, 2009; Sekaran & Bougie, 2016).

Primary data were collected through a structured, closed-ended questionnaire distributed both online through Google Forms and directly in printed form, supplemented by brief interviews with several sales employees. Responses were measured using a five-point Likert scale ranging from 1, indicating strongly disagree, to 5, indicating strongly agree (Sekaran & Bougie, 2016). The measurement of flexible work arrangements was adapted from Hyland (2000), work-life balance from Fisher et al. (2009), intention to stay from Kyndt et al. (2009), job satisfaction from Spector (1985), and perceived supervisor support from Kottke and Sharafinski (1988). Secondary data were obtained from books, journal articles, and other relevant supporting sources.

The data were analyzed using descriptive statistics and Partial Least Squares–Structural Equation Modeling with SmartPLS 4.0. Descriptive analysis was used to summarize the distribution of responses, means, standard deviations, minimum values, and maximum values (Sekaran & Bougie, 2016). Measurement-model evaluation included outer loadings, average variance extracted, discriminant validity, Cronbach's alpha, and composite reliability. Indicator loadings of at least 0.70 and AVE values of at least 0.50 were used as validity criteria, while reliability coefficients ranging from 0.60 to 0.70 were considered acceptable in explanatory research (Hair et al., 2016). The structural model was assessed using R^2 , Q^2 , f^2 , path coefficients, mediation effects, moderation interactions, and bootstrapping procedures to determine the statistical significance of the relationships among the constructs.

RESEARCH RESULTS

The empirical analysis was conducted using 179 questionnaires that met the data-processing requirements. All participants were sales employees who had worked for at least six months at authorized car dealerships in Malang City. The respondents were drawn from 14 dealership groups marketing both conventionally powered vehicles and electric vehicles. This organizational diversity was necessary to capture variations in work arrangements, work-life balance, job satisfaction, perceived supervisory support, and employees' inclination to remain within automotive sales environments characterized by differing operational practices.

Respondent Characteristics

The sample profile describes the composition of sales employees according to gender, organizational tenure, and highest educational attainment. These characteristics are relevant because work experience and individual background may influence how employees assess flexible work policies, the quality of their interactions with supervisors, and their perceived career prospects within the organization.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	125	69.8%
	Female	54	30.2%
Organizational tenure	6–12 months	42	23.5%
	1–3 years	51	28.5%
	More than 3 years	86	48.0%
Highest educational attainment	Senior high school/vocational high school	43	24.0%
	Diploma (D1/D3/D4)	8	4.0%
	Bachelor's/postgraduate degree (S1/S2)	128	72.0%
Total		179	100%

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The respondent composition was dominated by male sales employees, who accounted for 69.8% of the sample, while female employees represented 30.2%. This distribution reflects the continuing predominance of men in automotive sales occupations, although women constituted nearly one-third of the participants. The data were not used to infer gender-based behavioral differences because the structural model examined relationships among the constructs across the sample as a whole.

In terms of organizational tenure, nearly half of the participants had worked for more than three years. This group consisted of 86 respondents, representing 48.0% of the total sample. A further 51 employees had between one and three years of experience, while 42 had worked for six to twelve months. This distribution indicates that most participants had moved beyond the initial adjustment stage and possessed sufficient experience to evaluate the work system, supervisory relationships, job satisfaction, and their future career continuity. The minimum six-month tenure criterion also ensured that respondents had undergone at least one sales-target evaluation cycle and had developed an adequate understanding of the operational patterns of their respective dealerships.

The sample was predominantly composed of respondents holding bachelor's or postgraduate degrees, totaling 128 individuals or 72.0%. Forty-three respondents had completed senior high school or vocational high school, while eight held diploma qualifications. The high proportion of university graduates suggests that automobile sales work depends not only on communication skills but also on the ability to understand product specifications, manage customer relationships, comprehend financing procedures, employ marketing technologies, and cultivate long-term client relationships.

Descriptive Statistics of the Research Variables

Descriptive statistics were used to identify response patterns before the relationships among the variables were examined through PLS-SEM. Mean scores were interpreted using the following intervals: 1.00–1.80 as very low, 1.81–2.60 as low, 2.61–3.40 as moderate, 3.41–4.20 as high, and 4.21–5.00 as very high. A summary of the five constructs is presented in Table 2.

Table 2. Summary of Construct-Level Descriptive Statistics

Construct	Number of Items	Mean	Average SD	Category
Flexible work arrangement	9	3.79	0.92	High
Work-life balance	6	4.02	0.79	High
Intention to stay	9	3.74	0.95	High
Job satisfaction	9	3.30	1.02	Moderate
Perceived supervisor support	11	3.86	0.84	High

Source: Data processed by the researchers, 2026.

Flexible work arrangement obtained a mean score of 3.79 and was classified in the high category. The strongest evaluation concerned company policies allowing employees to work from the office, dealership, exhibition venue, event booth, or other locations according to job requirements, with a mean of 4.61. This score indicates that spatial flexibility has become an established feature of automobile sales activities. Employees do not necessarily complete their work at the dealership because prospecting, exhibitions, customer surveys, negotiations, and post-contact follow-ups require mobility across multiple locations.

The lowest rating concerned employees' ability to arrive later after working overtime during event closures or customer surveys, with a mean of 2.69. The considerable gap between the availability of location flexibility and autonomy over working hours reveals that flexibility was not implemented uniformly. Sales employees enjoyed considerable discretion in choosing where to work, yet adjustments to attendance times following late-night assignments were not always permitted. Responses to the statement regarding working at a more relaxed pace after achieving sales targets were also relatively moderate, with a mean of 3.27, suggesting that reaching a target did not automatically reduce the intensity of subsequent work activities.

Work-life balance recorded a mean score of 4.02. The highest-rated item concerned adequate rest as a source of renewed enthusiasm for work the following day, with a mean of 4.42. The statement that personal life provided energy for work received a score of 4.18, while the contribution of work-related success to the fulfillment of personal needs reached 4.16. This pattern positions the relationship between work and personal life as a process of reciprocal enrichment. The lowest score within this construct related to the capacity of work to improve employees' mood at home, with a mean of 3.56. Although this result remained within the high category, its difference from the other indicators suggests that the economic benefits of work and the energizing effects of personal life were more strongly perceived than the transfer of positive emotions from the workplace to the home domain. Following measurement-

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model evaluation, the dimensions of work interference with personal life and personal life interference with work were removed because they did not satisfy the validity criteria. The retained construct therefore represented work enhancement of personal life and personal life enhancement of work more strongly. Accordingly, the empirical interpretation of work-life balance in this model centers on cross-domain enrichment rather than on the absence or low level of work-life conflict.

Intention to stay generated a mean score of 3.74. The statement “I enjoy working for this company” received the highest score, at 4.20, followed by the perception that the job was personally important, with a score of 4.14. These results indicate that positive attitudes toward the job were more pronounced than employees’ commitment to spending their entire careers within the same organization.

The item concerning the possibility of remaining with the present company for the rest of one’s career received the lowest score, at 3.26. Meanwhile, the intention to remain for five years recorded a mean of 3.52, while the plan to stay for at least two or three years reached 3.68. This configuration reflects a relatively strong intention to remain over the short and medium term, accompanied by greater caution regarding very long-term career commitment. Employees may enjoy their jobs and perceive them as personally meaningful while still remaining open to evaluating alternative opportunities in the future.

Job satisfaction obtained a mean score of 3.30, placing it in the moderate category and making it the lowest-rated construct at the aggregate level. Pride in performing one’s job received the highest score, at 4.17, whereas perceptions concerning unclear organizational objectives yielded the lowest score, at 2.11. Because several statements in the instrument were negatively worded, lower scores on such items must be interpreted in accordance with the coding direction used in the analysis.

The moderate level of satisfaction suggests that respondents could feel proud of and derive enjoyment from their sales roles without evaluating every aspect of employment equally positively. Pay, promotion opportunities, supervision, benefits, recognition, operating procedures, communication, coworker relationships, and task characteristics may have been assessed differently across dealerships. The relatively larger standard deviation compared with the other constructs also indicates that job-satisfaction experiences were not homogeneous. Variations in commission levels, target achievement, tenure, employment status, brand policies, and organizational culture may have produced differing evaluations among sales employees.

Perceived supervisor support recorded a mean score of 3.86 and was classified in the high category. Supervisors’ willingness to provide assistance when needed received the highest rating, with a mean of 4.05. Recognition of additional effort, concern for employees, and supervisors’ pride in subordinates’ achievements also received ratings close to 4.00. Forms of support that were direct and closely related to task execution appeared to be more readily perceived by respondents.

The lowest score concerned supervisors’ assistance when employees experienced personal difficulties, with a mean of 3.60. The statement that supervisors did not exploit employees for personal purposes received a score of 3.69, while openness to employee complaints was rated at 3.75. These differences indicate that instrumental support in addressing work-related challenges was perceived more strongly than concern for personal matters. The aggregate assessment nevertheless remained positive, although individual experiences were not entirely uniform because respondents worked under different managerial structures and supervisors.

Measurement Model Evaluation

The measurement model was evaluated to ensure that the observed indicators represented their respective latent constructs validly and consistently. The assessment covered convergent validity, discriminant validity, and internal consistency reliability. Outer loadings of at least 0.70 and an average variance extracted (AVE) value of at least 0.50 were used as the reference criteria for convergent validity (Hair et al., 2016).

Table 3. Outer Loadings and Average Variance Extracted

Construct	Outer Loading Range	AVE	Status
Flexible work arrangement	0.585–0.921	0.530	Valid
Work-life balance	0.893–0.904	0.807	Valid
Intention to stay	0.848–0.876	0.744	Valid
Job satisfaction	0.685–0.813	0.545	Valid
Perceived supervisor support	0.868–0.912	0.785	Valid

Source: Data processed by the researchers, 2026.

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Most indicators had outer loadings above 0.70. The flexible work arrangement construct included one indicator with a loading of 0.921, while two other indicators recorded values of 0.631 and 0.585. For job satisfaction, one indicator produced a loading of 0.685. These three indicators were retained because the AVE values of their respective constructs remained above 0.50. This decision indicates that the proportion of indicator variance explained by each construct continued to satisfy the convergent-validity threshold, even though several indicators exhibited weaker representational strength than the others.

Work-life balance recorded the highest AVE value at 0.807, followed by perceived supervisor support at 0.785 and intention to stay at 0.744. These values indicate that the three constructs explained a substantial proportion of the variance in their indicators. The AVE values for job satisfaction and flexible work arrangement, at 0.545 and 0.530 respectively, also remained above the acceptable threshold. Accordingly, all constructs satisfied the convergent-validity criteria proposed by Hair et al. (2016).

Discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT). Constructs were considered empirically distinct when the HTMT value for each pair remained below 0.90. The highest value was 0.729 for the relationship between perceived supervisor support and job satisfaction. The HTMT value between work-life balance and intention to stay was 0.657, while the value for job satisfaction and intention to stay was 0.654. All pairs of principal constructs and interaction constructs were below the 0.90 threshold, indicating no evidence of excessive conceptual overlap within the measurement model.

Construct Reliability

Construct reliability was evaluated using Cronbach's alpha, composite reliability rho_A, and composite reliability rho_C. Reliability coefficients of 0.70 or higher indicate satisfactory internal consistency, while values slightly below this threshold may remain acceptable in explanatory research when composite reliability and AVE meet the required criteria (Hair et al., 2016).

Table 4. Construct Reliability

Construct	Cronbach's Alpha	rho_A	rho_C	Status
Perceived supervisor support	0.909	0.917	0.936	Reliable
Flexible work arrangement	0.658	1.042	0.764	Reliable
Work-life balance	0.760	0.762	0.893	Reliable
Intention to stay	0.829	0.840	0.897	Reliable
Job satisfaction	0.863	0.875	0.893	Reliable

Source: Data processed by the researchers, 2026.

Perceived supervisor support demonstrated the strongest internal consistency, with a Cronbach's alpha of 0.909 and a rho_C value of 0.936. Job satisfaction and intention to stay also exhibited strong reliability, with alpha coefficients of 0.863 and 0.829, respectively. The work-life balance construct recorded an alpha of 0.760 and a rho_C value of 0.893. The Cronbach's alpha coefficient for flexible work arrangement was 0.658, slightly below the conventional threshold of 0.70. The construct was nevertheless retained because its rho_C value reached 0.764 and its AVE was 0.530. These results indicate acceptable internal consistency, although the indicators captured forms of flexibility that were not entirely homogeneous. Differences among spatial discretion, scheduling flexibility, personal preferences, and the actual use of flexible work options may explain the variation in inter-item correlations within the context of car dealership sales work.

Structural Model Evaluation and Hypothesis Testing

The structural model was evaluated after all constructs had satisfied the validity and reliability requirements. This stage examined the model's explanatory and predictive capabilities, potential multicollinearity, and the statistical significance of direct, indirect, and moderating relationships. The model's explanatory power was assessed through the coefficient of determination, while predictive relevance was evaluated using Q²_predict. The stability of the path estimates was subsequently examined through variance inflation factor values before the hypotheses were tested using bootstrapping procedures.

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Coefficient of Determination and Predictive Relevance

The R^2 value indicates the proportion of variance in an endogenous construct explained by all predictors included in the model. R^2 values of 0.75, 0.50, and 0.25 are generally interpreted as substantial, moderate, and weak, respectively (Hair et al., 2016). The evaluation results for the two endogenous constructs are presented in Table 5.

Table 5. Coefficients of Determination and Predictive Relevance

Endogenous Construct	R^2	Adjusted R^2	Q^2_{predict}	Interpretation
Intention to stay	0.435	0.412	0.287	Moderate explanatory power; medium predictive relevance
Job satisfaction	0.288	0.280	0.267	Relatively weak explanatory power; medium predictive relevance

Source: Data processed by the researchers, 2026.

The model explained 43.5% of the variance in intention to stay, while the remaining 56.5% was associated with factors not included in the research specification. The adjusted R^2 value of 0.412 was close to the unadjusted R^2 , indicating that the inclusion of additional predictors and interaction constructs did not substantially reduce the model's explanatory efficiency. For job satisfaction, flexible work arrangement and work-life balance jointly explained 28.8% of the variance. This result suggests that job satisfaction was also shaped by other factors outside the empirical model, including compensation, promotion opportunities, job characteristics, internal communication, job security, and the quality of organizational relationships. The Q^2_{predict} value for intention to stay was 0.287, while job satisfaction recorded a value of 0.267. Both values were above zero and exceeded the 0.15 threshold, indicating medium predictive relevance based on the criteria of Hair et al. (2019). The model's predictive capacity for employees' intention to remain was marginally stronger than its predictive capacity for job satisfaction, although the difference was relatively small.

Multicollinearity Assessment

Multicollinearity was assessed to ensure that the path coefficients were not distorted by excessively strong correlations among the predictors. The structural model was considered free from problematic multicollinearity when VIF values remained below 5 (Hair et al., 2016).

Table 6. Inner VIF Values

Structural Path	VIF
$PSS \times FWA \rightarrow ITS$	1.358
$PSS \times WLB \rightarrow ITS$	2.213
$PSS \times JS \rightarrow ITS$	1.983
$FWA \rightarrow ITS$	1.419
$FWA \rightarrow JS$	1.125
$WLB \rightarrow ITS$	1.770
$WLB \rightarrow JS$	1.125
$JS \rightarrow ITS$	1.923

Source: Data processed by the researchers, 2026.

All VIF values ranged from 1.125 to 2.213. The highest value was observed for the interaction between perceived supervisor support and work-life balance, while the lowest values appeared in the paths leading to job satisfaction. None of the predictors reached the threshold of 5, indicating that the estimated path coefficients were not affected by problematic multicollinearity.

Direct Effects

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The direct effects were assessed using a t-statistic greater than 1.96 or a p-value below 0.05 as the significance criteria. The direction of each relationship was determined by the sign of its path coefficient, while hypothesis decisions were based on statistical significance.

Table 7. Direct-Effect Testing Results

Hypothesis	Path	β	STDEV	t	p	Decision
H1	FWA $\rightarrow$ JS	0.093	0.067	1.383	0.167	Rejected
H2	FWA $\rightarrow$ ITS	0.172	0.068	2.529	0.011	Supported
H3	WLB $\rightarrow$ JS	0.498	0.067	7.421	<0.001	Supported
H4	WLB $\rightarrow$ ITS	0.240	0.078	3.100	0.002	Supported
H5	JS $\rightarrow$ ITS	0.382	0.071	5.400	<0.001	Supported

Source: Data processed by the researchers, 2026.

Flexible work arrangement exhibited a positive coefficient in relation to job satisfaction, although the effect was not statistically significant. The coefficient of $\beta = 0.093$ indicates that changes in workplace flexibility were associated with only a limited change in job satisfaction, while $t = 1.383$ and $p = 0.167$ did not satisfy the acceptance criteria for H1. By contrast, workplace flexibility exerted a significant direct effect on intention to stay, with $\beta = 0.172$, $t = 2.529$, and $p = 0.011$; therefore, H2 was supported.

Work-life balance emerged as the strongest predictor of job satisfaction. The coefficient of 0.498 indicates that improvements in work-life balance were associated with higher levels of job satisfaction. The values of $t = 7.421$ and $p < 0.001$ supported H3. The construct also had a positive effect on intention to stay, with $\beta = 0.240$ and $p = 0.002$, providing support for H4. In the subsequent path, job satisfaction produced $\beta = 0.382$, $t = 5.400$, and $p < 0.001$. H5 was therefore supported, as higher job satisfaction was significantly associated with a stronger intention to remain with the organization.

Indirect Effects

The mediation analysis assessed whether the effects of the exogenous variables on intention to stay were transmitted through job satisfaction. The estimates of the specific indirect effects are presented in Table 8.

Table 8. Mediation-Effect Testing Results

Hypothesis	Indirect Path	β	STDEV	t	p	Decision
H6	FWA $\rightarrow$ JS $\rightarrow$ ITS	0.036	0.027	1.303	0.193	Rejected
H7	WLB $\rightarrow$ JS $\rightarrow$ ITS	0.190	0.043	4.435	<0.001	Supported

Source: Data processed by the researchers, 2026.

The indirect effect of flexible work arrangement on intention to stay through job satisfaction was 0.036. The small coefficient, together with $t = 1.303$ and $p = 0.193$, indicates that the mediation path was not statistically significant. The rejection of H6 is consistent with the previously unsupported FWA $\rightarrow$ JS relationship.

The mediating effect in the relationship between work-life balance and intention to stay reached $\beta = 0.190$, $t = 4.435$, and $p < 0.001$. H7 was supported because work-life balance significantly affected job satisfaction, which in turn strengthened employees' intention to remain. Since the direct WLB $\rightarrow$ ITS effect also remained significant, the pattern indicates partial mediation: work-life balance increased intention to stay both directly and indirectly through job satisfaction.

Moderating Effects of Perceived Supervisor Support

The moderation analysis assessed whether the strength or direction of the relationships between the predictors and intention to stay varied across different levels of perceived supervisor support.

Table 9. Moderation-Effect Testing Results

Hypothesis	Interaction	β	STDEV	t	p	Decision
H8	PSS $\times$ FWA $\rightarrow$ ITS	0.094	0.064	1.486	0.137	Rejected
H9	PSS $\times$ WLB $\rightarrow$ ITS	-0.012	0.074	0.161	0.872	Rejected
H10	PSS $\times$ JS $\rightarrow$ ITS	-0.048	0.074	0.647	0.518	Rejected

Source: Data processed by the researchers, 2026.

The interaction between perceived supervisor support and flexible work arrangement produced a positive coefficient of 0.094, although the p-value of 0.137 did not meet the significance threshold. Perceived supervisor support was therefore not shown to strengthen the effect of workplace flexibility on employees' intention to stay. The PSS $\times$ WLB interaction produced $\beta = -0.012$ and $p = 0.872$, while the PSS $\times$ JS interaction yielded $\beta = -0.048$ and $p = 0.518$. Both coefficients were close to zero and statistically nonsignificant; consequently, H9 and H10 were rejected. Statistically, the relationships of work-life balance and job satisfaction with intention to stay remained relatively stable across the differing levels of perceived supervisor support observed in the study sample.

DISCUSSION

The findings reveal a pattern of relationships that is not entirely linear among flexible work arrangements, work-life balance, job satisfaction, perceived supervisor support, and intention to stay among sales employees of authorized car dealerships in Malang City. Variations across the direct, mediating, and moderating effects indicate that job resources do not necessarily operate through the same psychological mechanisms. Certain organizational policies may provide pragmatic reasons for employees to remain without first improving their affective evaluation of the overall work experience, whereas other resources influence retention by enhancing job satisfaction.

Direct Effects Among the Variables

Flexible work arrangements did not significantly increase job satisfaction ($\beta = 0.093$; $t = 1.383$; $p = 0.167$), although the estimated coefficient was positive. Conceptually, workplace flexibility constitutes a job resource that should provide employees with greater autonomy in determining when and where work is performed. In automobile sales practice, such discretion was not experienced uniformly because newly recruited employees were still required to report to work early in the morning after attending exhibitions or completing transactions the previous evening, while several dealerships required all sales personnel to participate in daily briefings. The target-driven nature of sales work may also render pay, commissions, employment status, and career prospects more influential determinants of job satisfaction than formally available flexibility.

This result contrasts with the findings of Ahdianita and Setyaningrum (2024), Ghimire et al. (2023), Rahman (2019), and Hernandez et al. (2025), who identified a positive contribution of workplace flexibility to job satisfaction. The present finding is instead consistent with Ratri Nastiti et al. (2024), Damara and Rahardjo (2024), and Shuo et al. (2022). Jahn (2015) similarly demonstrated that permanent employment status may generate greater satisfaction than flexibility among contract workers. These differences underscore the context-dependent nature of flexible work arrangements: their value depends on the extent of actual autonomy, consistency of implementation, employment status, and relevance to employees' primary needs.

Unlike the pathway leading to satisfaction, flexible work arrangements exerted a positive effect on intention to stay ($\beta = 0.172$; $t = 2.529$; $p = 0.011$). From the perspective of Job Demands–Resources Theory, discretion over how, when, or where work is performed helps sales employees cope with demanding targets, high mobility, and the need to respond rapidly to customers (Demerouti et al., 2001). These benefits may be experienced instrumentally without necessarily producing a comprehensive affective evaluation of the job. Within the framework of Social Exchange Theory, flexible work policies may still be perceived as valuable resources that employees reciprocate through a stronger willingness to maintain the employment relationship.

This result is consistent with the negative effects of flexible work arrangements on turnover intention reported by Berber et al. (2022), Shahzad et al. (2025), Jiejing et al. (2024), and Delle-Vergini (2017). Bloom et al. (2024) also identified lower employee exit rates among technology-company employees working under hybrid arrangements. The difference between the findings for H1 and H2 indicates that workplace flexibility may function as a pragmatic reason for remaining, even when it is insufficient to improve satisfaction with the overall employment

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experience. For sales employees, the ability to move flexibly between the dealership, exhibition venues, and customer locations represents an operational benefit that may reduce the desire to leave without resolving concerns related to commissions, promotion, or job security.

Work-life balance emerged as the strongest predictor of job satisfaction ($\beta = 0.498$; $t = 7.421$; $p < 0.001$). In the model retained after measurement evaluation, this construct was represented primarily by work enhancement of personal life and personal life enhancement of work. Its influence therefore reflects not merely low cross-role conflict, but also the capacity of work experiences to enrich personal life and of personal-life resources to strengthen work performance. This form of balance helps sales employees manage target-related pressure, preserve psychological energy, and develop more positive work experiences. Improving work-life balance also constitutes an important mechanism for enhancing employees' psychological well-being (Prakoso et al., 2025).

This empirical evidence is consistent with Rahman (2019), Ahdianita and Setyaningrum (2024), Ghimire et al. (2023), Azmi et al. (2021), Sudibjo and Suwarli (2020), and Listyani and Suryawirawan (2023). The convergence of findings across sectors indicates that the quality of the relationship between work and personal life represents an important antecedent of job satisfaction. In the context of automotive sales, cross-domain enrichment is particularly relevant because occupational success may improve family welfare, while support derived from personal life helps employees sustain energy, concentration, and emotional resilience when facing sales-related pressure.

Work-life balance also exerted a direct positive effect on intention to stay ($\beta = 0.240$; $t = 3.100$; $p = 0.002$). Employees' decisions to remain are not determined solely by economic rewards because irregular working hours, exhibition activities, high mobility, and expectations of constant responsiveness may intrude upon personal-life boundaries. When work contributes positively to life outside the organization and personal life provides positive energy for work, continued employment becomes more psychologically sustainable.

This finding extends the empirical support provided by Sudibjo and Suwarli (2020), Listyani and Suryawirawan (2023), Saraswati et al. (2023), Fitria and Linda (2019), Silva et al. (2024), Wardah and Haris (2025), and Azizah and Larasati (2026). Within Social Exchange Theory, balance across work and personal roles may be understood as a relational benefit that employees reciprocate through a stronger intention to maintain organizational membership. Employees do not assess income alone when deciding whether to remain; they also evaluate the extent to which their work enables personal life to develop productively and meaningfully.

Job satisfaction had a positive effect on intention to stay ($\beta = 0.382$; $t = 5.400$; $p < 0.001$). Job satisfaction integrates employees' evaluations of pay, promotion, supervision, recognition, work procedures, coworker relationships, communication, and task characteristics. When these aspects are perceived as adequate despite demanding sales expectations, remaining with the organization becomes a rational reciprocal response. The magnitude of the path coefficient also indicates that employees' affective evaluation of their work possesses greater explanatory power than the direct influence of workplace flexibility.

This result is consistent with Kudo et al. (2006), Alkhateri et al. (2018), Mrayyan (2007), Zaghloul et al. (2008), Shahzad et al. (2025), and Saraswati et al. (2023). Such consistency demonstrates that job satisfaction remains a fundamental basis for employee retention across diverse occupational settings, including sales work. Pride in one's role, rewards perceived as fair, opportunities for professional development, healthy interpersonal relationships, and satisfactory supervisory experiences provide important psychological reasons for employees to continue their careers within the organization.

The Mediating Role of Job Satisfaction

Job satisfaction did not mediate the effect of flexible work arrangements on intention to stay ($\beta = 0.036$; $t = 1.303$; $p = 0.193$). This nonsignificant result arose from the unsupported pathway between flexible work arrangements and job satisfaction, rather than from the relationship between satisfaction and employees' intention to remain. Flexible work practices that are limited, inconsistently implemented, or contingent upon seniority may not be perceived as sufficiently valuable forms of social exchange to alter employees' overall evaluation of their jobs.

This finding differs from those of George and Poluru (2024), Shahzad et al. (2025), and Berber et al. (2022), but is consistent with Listyani and Suryawirawan (2023) and Damara and Rahardjo (2024). From a methodological perspective, a positive coefficient cannot be interpreted as support for a hypothesis in the absence of statistical significance (Hair et al., 2021). In this context, workplace flexibility influenced retention directly, whereas job satisfaction did not function as the psychological mechanism through which this effect was transmitted.

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By contrast, job satisfaction mediated the effect of work-life balance on intention to stay ($\beta = 0.190$; $t = 4.435$; $p < 0.001$). Because the direct effect of work-life balance remained significant, the observed pattern represents partial mediation. Balance across occupational and personal roles strengthened employees' intention to remain through two pathways: the direct benefit of a more sustainable working life and a more positive affective evaluation of the job. From the perspective of Job Demands–Resources Theory, the effective management of occupational demands and available resources helps preserve employees' psychological energy. Within Social Exchange Theory, a positive work experience may be interpreted as the outcome of a favorable exchange relationship that employees reciprocate through continued organizational membership. This result is consistent with Azmi et al. (2021), Sudibjo and Suwarli (2020), Sumarjo et al. (2026), Upadianti and Surya (2025), and Handayani et al. (2024). The finding indicates that work-life balance has broader psychological implications than workplace flexibility because it directly concerns employees' simultaneous experiences across the occupational and personal domains.

The Moderating Role of Perceived Supervisor Support

None of the three moderating effects of perceived supervisor support received empirical support. The interaction between supervisory support and flexible work arrangements did not significantly affect intention to stay ($\beta = 0.094$; $t = 1.486$; $p = 0.137$). Although workplace flexibility independently influenced employees' intention to remain, the strength of this effect did not vary significantly across different levels of supervisory support. Field observations indicated that the quality of supervision was not uniform across dealerships; some supervisors demonstrated professional and emotional stability, whereas employees' experiences in other units were more varied.

This result contrasts with George and Poluru (2024), who found that supervisory support strengthened the beneficial effect of flexible work arrangements on job satisfaction and reduced turnover intention. The contextual difference suggests that formal job resources and social support do not necessarily produce additive effects when sales employees evaluate flexibility primarily in terms of its operational usefulness. Where working arrangements are determined at the organizational or dealership-management level, support from an individual supervisor may not substantially alter the benefits experienced by employees.

Perceived supervisor support also did not moderate the effect of work-life balance on intention to stay ($\beta = -0.012$; $t = 0.161$; $p = 0.872$). The coefficient, which was close to zero, suggests that work-life balance within this sample was shaped more strongly by personal management strategies than by supervisory intervention. Supervisors tended to focus on target achievement, prospect coordination, and the monitoring of sales activities rather than on reconciling employees' occupational demands with their personal-life needs.

This finding differs from Nie et al. (2024), who reported that perceived supervisor support enhanced work-life balance and subsequently reduced turnover intention. Differences in the positioning of the variables and the characteristics of the occupational context limit direct comparison. Among automobile sales employees, work and personal life may be influenced more strongly by individual scheduling capabilities, family support, target intensity, and the frequency of marketing activities than by supervisors' actions.

The interaction between perceived supervisor support and job satisfaction likewise had no significant effect on intention to stay ($\beta = -0.048$; $t = 0.647$; $p = 0.518$). Job satisfaction already exerted a strong direct influence, while supervisory support did not alter the strength of this relationship. Employees' decisions to remain may therefore be more responsive to commissions, target achievement, employment status, development opportunities, and automotive-market conditions than to variations in interpersonal support from supervisors.

This result differs from Chen and Scannapieco (2010), who found that supervisor support moderated the relationship between job satisfaction and desire to stay. It is also not fully consistent with Iqbal et al. (2020), who positioned job satisfaction as a mediator between supervisor support and turnover intention. The absence of significant moderation across all three pathways indicates that social exchange among sales employees is not necessarily centered on the supervisor as the primary exchange source, particularly when economic rewards, employment status, sales targets, and career structures are determined at broader organizational levels.

CONCLUSION

This study demonstrates that the retention of sales employees at authorized car dealerships in Malang City is shaped through distinct mechanisms involving workplace flexibility, work-life balance, job satisfaction, and supervisory support. Flexible work arrangements did not significantly influence job satisfaction, although they directly increased intention to stay. This pattern suggests that workplace flexibility functions primarily as an instrumental resource that facilitates mobility and the execution of sales responsibilities rather than as the basis for an affective evaluation of the overall employment experience. Work-life balance had positive effects on both job

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satisfaction and intention to stay. Job satisfaction also strengthened employees' intention to remain and partially mediated the relationship between work-life balance and continued organizational membership. By contrast, job satisfaction did not transmit the effect of flexible work arrangements on intention to stay. These findings position the quality of interaction between occupational and personal life as a more substantial retention mechanism than the mere formal availability of flexible work practices. Perceived supervisor support did not moderate the effects of flexible work arrangements, work-life balance, or job satisfaction on intention to stay. This result indicates that supervisory support had not yet become a decisive source of social exchange in employees' retention decisions across the overall sample. In the context of automotive sales, considerations related to commissions, performance targets, employment status, development opportunities, and market conditions may be more influential than variations in supervisors' interpersonal support. Theoretically, these findings extend Job Demands–Resources Theory and Social Exchange Theory by demonstrating the context-dependent nature of job resources and the importance of how employees interpret different sources of exchange.

The generalizability of the findings should be considered in light of the study's focus on sales employees at authorized car dealerships in Malang City, the use of purposive sampling, and the collection of data at a single point in time. The removal of the work interference with personal life and personal life interference with work dimensions also means that the empirical work-life balance construct primarily represented cross-domain enrichment. The flexible nature of sales work and the broader lifestyle characteristics of Malang City may also have limited the observed variation in the effects of flexible work arrangements.

SUGGESTIONS AND RECOMMENDATIONS

Dealership management should transform workplace flexibility from an informal practice into a structured, equitable, and accessible policy across different levels of employee tenure. Recovery time following exhibitions or late-night transaction completion, discretion over work locations, and outcome-based performance indicators should be clearly formulated. Retention programs should also prioritize work-life balance by managing target-related workloads, providing more predictable schedules, ensuring adequate rest, and protecting the boundaries of employees' personal lives.

Improving job satisfaction requires an integrated evaluation of commission systems, promotion opportunities, recognition practices, internal communication, work procedures, and the certainty of career development. Supervisors should be equipped with supportive-leadership competencies that extend beyond monitoring sales targets, particularly the ability to provide constructive feedback, recognize employees' emotional needs, resolve operational barriers, and build trust within sales teams.

GAIKINDO could develop guidelines for the sustainable management of sales employees and establish retention benchmarks for dealership networks. The Indonesian Sales Community could use these findings as a basis for advocating more humane working systems and creating forums for the exchange of employment practices. Future studies are encouraged to compare cities with different work rhythms, employ longitudinal designs and probability sampling, reassess the full dimensional structure of work-life balance, and incorporate commissions, employment status, career opportunities, organizational culture, and market conditions as additional predictors.

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