

Flexible Working Arrangement and Well-Being amongst Private University Employees: A Pilot Study

Fida Nirmala Nugraha^{1*}, Atya Nur Aisha², Litasari Widyastuti Suwarsono³

¹ School of Industrial and System Engineering
Telkom University, Bandung, Indonesia
fidann@telkomuniversity.ac.id

² School of Industrial and System Engineering
Telkom University, Bandung, Indonesia
atyanuraisha@telkomuniversity.ac.id

³ School of Industrial and System Engineering
Telkom University, Bandung, Indonesia
litasari@telkomuniversity.ac.id

*fidann@telkomuniversity.ac.id

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ABSTRACT IN ENGLISH

The COVID-19 epidemic led to several adjustments in the workplace. Working from home or having flexible arrangements (FWA) has become standard practice in many workplaces. A Bandung-based private institution implemented a similar setup. FWA practices, tenure, and gender, as well as the combination of the three, had a substantial impact on the relationship dimension of subjective well-being. The association between the influence of FWA on the relational dimension of subjective well-being is strengthened by the effects of tenure and gender. This indicates that in this case where the respondent used FWA, had a longer tenure, and is the same gender as his or her co-workers, they positively interact with other individuals (in a work setting, according to the context of this research). With the addition of other criteria (tenure and gender), the favorable perspective on the relationship of subjective well-being was amplified. FWA practices generated a positive perception of subjective well-being.

Keywords:

COVID-19; FWA; Well-Being; Educational Institution; Relationship

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1. INTRODUCTION

New work arrangements, such as work-from-home (WFH) or Flexible Working Arrangements (FWA), emerged in line with social restrictions during the pandemic, which continue to be implemented in the post-pandemic period by various organizations proportionally, including at Telkom University. The WFH concept, previously known as telecommuting or home office, describes working conditions outside the workplace [1]. Data shows that adopting the concept of flexible working is a growing problem, as evidenced by the fact that 92% of millennials choose flexibility as the main criterion when looking for a job, and 60% of companies have started implementing WFH options to cater to flexibility and 56% of Indian professionals have started implementing remote work regularly and permanently [2]. As many as 70% of professional workers work remotely one day a week, and 53% work three days a week. Appropriate technology is needed to support remote work [3]. The pandemic has impacted accelerating work and supporting technological developments such as video conferencing and the development of office systems to enable employees to do their work remotely.

In Indonesia, the implementation of WFH practices is still varied, depending on the organization's willingness to adopt more flexible work systems. Implementing WFH in large organizations with competent technical support can achieve high organizational efficiency and build a new work culture. Meanwhile, for organizations that still need to be ready, implementing WFH can cause significant burdens and pressure, which impacts achieving organizational work goals. Hence, implementing WFH is yet to be universal for all employees. In the new normal situation, a limited work-from-office (WFO) system has begun to apply with a maximum of 50% of employees while other employees continue to carry out WFH [4]. Implementing the WFO work system is an effort to adapt to new situations where the spread of the virus still exists. However, onsite work implementation is still needed in several organizational situations. Implementing WFO is necessary, considering that not all organizations are ready to implement WFH permanently in terms of work culture and technology. Gradually, some are implementing work arrangements that are not entirely at home but take turns working in the office, hybrid (some class meetings are held proportionally online and onsite), which is more flexible. The concept of implementing work system flexibility is known as Flexible Working Arrangement (FWA). On the other hand, another study showed that WFH negatively impacted teachers' physical and mental well-being [5], and another study found that it was inconclusive whether FWA improves or reduces staff productivity [6].

Implementing flexible work patterns, such as adopting WFH, improves employee performance because employees are free to arrange working hours to be more productive, and employees can focus more on completing work. However, apart from that, the implementation of WFH is also considered to have shortcomings related to working intensively. Because there are no official working hours, workers must always be online and available at any time. This can result in longer working hours and cause stress among workers. Surveys in Malaysia show that workers have difficulty achieving work-life balance due to the sudden implementation of a flexible work system [7]. Implementing WFH is closely related to the risk of work-related stress, so paying attention to perceptions regarding the perceived mental workload is necessary. Working from home for those with a family can mean working double duty (doing office work and housework during working hours). Referring to LinkedIn data [8], there is an increasing trend in the number of workers who want to offer flexibility in their work, as shown in Figure 1. After the pandemic, the criteria related to offering flexibility in choosing a job have become an important issue, according to 31% of respondents in the LinkedIn survey. More than 48% of workers in various companies in America choose to continue working from home, at least one day a week because it can positively impact employee loyalty in the organization. Implementing flexible working also increases employee job satisfaction by up to 88% [7,9,10].

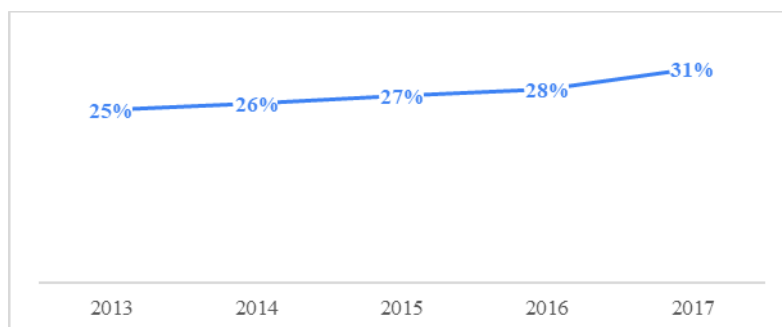


Figure 1 - FWA trend among workers [8]

Along with implementing the flexible working or teleworking trend, several parties have defined models for implementing teleworking to support increased productivity. In the model used by [9], as in Figure 2, implementing teleworking requires communication and supporting infrastructure, which, of course, can support increased productivity by reducing operational costs and improving worker efficiency. Previous research discusses workers' perceptions of

implementing flexible working arrangements in various forms, such as remote work [11], working from home [7, 12, 13], and teleworking [2].

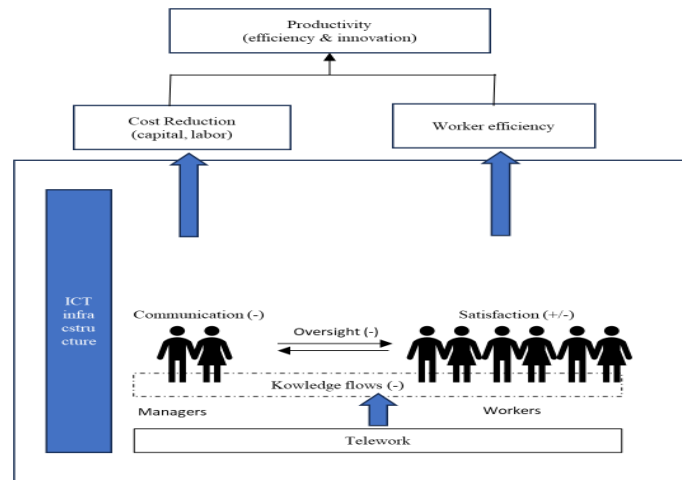


Figure 2 - Teleworking Application Model [9]

Previous research shows that work fatigue and FWA contribute significantly to employee well-being [11, 14]. Some of the previous studies in the area, as in Table 1 show that the research on FWA and the well-being of employees in educational settings is still scarce. Some that were found focus on students' well-being [21, 22].

Table 1 - Research on FWA and Well-Being

No.	Researchers	Year	Research area	Measurement of well-being	Results
1.	[15]	2023	Malaysian academics	PERMA	Indirect effect of FWA on work-life balance (WLB). Implementing FWA increases autonomy which then increases WLB.
2.	[16]	2022	Educators (lecturers)	Mental, physical, financial, and social well-being	Positive significant effects of WFH on teachers' social well-being, negative significant effects on teachers' performance, their physical and mental well-being.
3.	[14]	2022	Indonesian Telecommunication employees	General health questionnaire	Job burnout and FWA have a positive and significant impact on employee wellbeing.
4.	[17]	2019	Female teachers in higher education sectors	WLB from Rawashdeh, Almasarweh, Jaber (2016)	FWA has a positive and significant impact both on Employee Job Satisfaction and Work-life Balance as well as Work-life Balance has a positive impact on Job Satisfaction.
5.	[18]	2016	Systematic review	Area of interest: FWA, work-related outcomes, employee outcomes	In the case of FWA, it turned out that FWA's impact is in favor of well-being.
6.	[19]	2016	The employee of Jordanian Private Airlines	Work-family conflict and family-work conflict scales	FWA has a positive and significant impact both on employee job satisfaction and work-life balance.
7.	[20]	2008	Employees of multinational pharmaceutical companies	Work-family balance single item form HRA (2005)	Beneficial health effects of work flexibility.

This pilot study is significant to fill the gap in FWA and subjective well-being in educational institutions. The research questions for this study are as follows.

- H1: Do the demographic characteristics contribute to respondents' well-being?
 H2: Is there any significant relationship between the variables that were measured?

Employees in educational institutions are affected by the COVID-19 pandemic and need to adjust how the work is delivered. FWA was necessary at some point but is now seen as the new working arrangement as required.

The concept of psychological well-being, or what is more commonly referred to as just well-being, is a concept that describes an individual's subjective experience regarding psychological conditions such as pleasure, fulfillment of life's needs, and the existence of goals to be achieved in life. Psychological well-being is a multifaceted concept [23] which views happiness as positive psychological functioning: it includes six dimensions, namely:

- autonomy
- environmental mastery
- personal growth
- positive relations with others
- purpose in life, and
- self-acceptance

The measurement of well-being also varies, but generally, the following concepts are used to measure well-being as the dimensions above: general life satisfaction (global life satisfaction), positive emotions, and involvement in meaningful activities. This research uses the well-being reference from [28], which is the Indonesian' version from [23]. The work of [25] also shows the relationship between FWA and well-being, positively influencing work-life balance [26].

2. METHODS

This study used a purposive sampling method for employees of University X as the population. Respondents of this study were employees of University X (be it lecturers or academic support employees). Questionnaires to measure, demographic characteristics, FWA, and well-being were delivered online via Google form. 50 respondents returned the questionnaire. FWA practices questionnaire referring to [27] and the Indonesian version of Seligman's questionnaire was used to measure well-being [28]. Variables of this study were FWA as an independent variable and well-being that served as a dependent variable. Data was calculated to test two hypotheses using MANOVA in SPSS 26.

3. RESULT AND DISCUSSION

3.1 Demographic characteristics

This study used a purposive sampling method for employees of University X as the population. Questionnaires were delivered online via Google Forms to measure demographic characteristics, FWA, and well-being. Fifty respondents returned the questionnaire. To answer research question 1 (H1: Do the demographic characteristics contribute to respondents' well-being?), data was calculated to determine the relationship between variables contributing to employees' well-being with MANOVA in SPSS 26.

Table 2 - Demographic Characteristics of Respondents

Gender	Male 64%	Female 36%			
Job	Academic staff 30%	Lecturer 70%			
Marital status	Married 76%	Single 20%	Single parent 4%		
Tenure	<5 year 22%	6-10 year 14%	11-15 year 22%	>15 42%	
Age range	25-30 12%	31-40 34%	41-50 40%	51-64 14%	≥ 65 0%

3.2 Relationship amongst variables

Inferential statistics were also carried out on the data obtained following descriptive calculations. The pairwise comparison test in Table 3 shows that there were significant differences in the following: (1) The distribution of scores between FWA Practices with Gender, (2) FWA Practices with subjective well-being, and (3) Gender with subjective well-being.

Table 3 - Pairwise Comparisons

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
FWA practices-Gender	1.750	.200	8.750	.000	.000
FWA practices-PERMA	1.250	.200	6.250	.000	.000
Gender-PERMA	.500	.200	2.500	.012	.037

Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Table 2 showed that the differences in the distribution of scores between FWA Practices with Gender, (2) FWA Practices with subjective well-being, and (3) Gender with subjective well-being cannot be elaborated in terms of what aspects or why since the post hoc test could not have been done. In some studies, the differences may be laid in the motivation of individuals who chose FWA [29] or conflict [30]. Gender significantly contributes to well-being, specifically in aspects of gender roles [31, 32] or the acceptance level of negative emotions [33].

To answer the second hypothesis, namely: Is there any significant relationship between the variables that were measured?, multivariate analyses were conducted to determine the correlation between demographic characteristics, FWA, and subjective well-being. The model was based on six variables related to well-being as the dependent variable, flexible working practices, and several demographic characteristics as independent variables. The result of multiple linear regression is shown in Table 4.

Table 4 - Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	PE	1976409221137 79100000.000 ^a	16	123525576321 11194000.000	.734	.741
	EG	1874926402921 35300000.000 ^b	16	117182900182 58457000.000	.749	.726
	REL	3084024531040 67300000.000 ^c	16	192751533190 04205000.000	1.371	.216
	ME	2690854682690 58260000.000 ^d	16	168178417668 16141000.000	1.104	.390
	AC	2565610884336 51000000.000 ^e	16	160350680271 03187000.000	1.520	.151
	PERMA	3530520802134 39940000.000 ^f	16	220657550133 39996000.000	2.164	.030
	Intercept	PE	1516181665265 1831000.000	1	151618166526 51831000.000	.901
EG		6614266335578 4648.000	1	661426633557 84648.000	.004	.949
REL		6194658006032 3670000.000	1	619465800603 23670000.000	4.405	.044
ME		3572207508229 278.000	1	357220750822 9278.000	.000	.988
AC		1035730437802 1224000.000	1	103573043780 21224000.000	.982	.329
PERMA		3218046143438 620700.000	1	321804614343 8620700.000	.316	.578
FWA practices		PE	2972036382094 275100.000	2	148601819104 7137540.000	.088
	EG	3056587958387 7317000.000	2	152829397919 38658000.000	.977	.387
	REL	6355387831158 1010000.000	2	317769391557 90504000.000	2.259	.120
	ME	3994697693906 0570000.000	2	199734884695 30284000.000	1.311	.283
	AC	2001712461926 1310000.000	2	100085623096 30654000.000	.948	.398

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
FWA practices * Tenure	PERMA	7787325337217 114100.000	2	389366266860 8557100.000	.382	.686
	PE	1333488116924 2683000.000	3	444496038974 7561000.000	.264	.851
	EG	1324447169593 7073000.000	3	441482389864 5690900.000	.282	.838
	REL	1000200908575 09680000.000	3	333400302858 36562000.000	2.371	.088
	ME	8411994788831 7040000.000	3	280399826294 39013000.000	1.841	.159
	AC	2039090779965 9150000.000	3	679696926655 3050100.000	.644	.592
FWA practices * Gender	PERMA	5150110189393 7340000.000	3	171670339646 45780000.000	1.684	.189
	PE	5906621484972 2583000.000	2	295331074248 6129200.000	.176	.840
	EG	3872974867248 3975000.000	2	193648743362 41988000.000	1.239	.303
	REL	6047305290060 0300000.000	2	302365264503 00150000.000	2.150	.133
	ME	2150756792473 7733000.000	2	107537839623 68866000.000	.706	.501
	AC	1296307475724 9745000.000	2	648153737862 4872400.000	.614	.547
Gender	PERMA	1001116289463 5866000.000	2	500558144731 7933100.000	.491	.616
	PE	1254205147419 8730000.000	1	125420514741 98730000.000	.746	.394
	EG	2754328854558 914000.000	1	275432885455 8914000.000	.176	.677
	REL	9385947162054 1900000.000	1	938594716205 41900000.000	6.674	.014
	ME	1070879188430 966780.000	1	107087918843 0966780.000	.070	.793
	AC	8083897582226 902000.000	1	808389758222 6902000.000	.766	.388
Gender * Tenure	PERMA	3008193320957 31140.000	1	300819332095 731140.000	.030	.865
	PE	3645254019915 778000.000	1	364525401991 5778000.000	.217	.645
	EG	996571016584.2 11	1	996571016584. 211	.000	1.000
	REL	9120521374787 6660000.000	1	912052137478 76660000.000	6.485	.016
	ME	2542522438835 560400.000	1	254252243883 5560400.000	.167	.686
	AC	1592811915124 785150.000	1	159281191512 4785150.000	.151	.700
FWA practices * Gender * Tenure	PERMA	1401451549419 017980.000	1	140145154941 9017980.000	.137	.713
	PE	5328640510167 7373000.000	2	266432025508 3868700.000	.158	.854
	EG	1114147049293 1668000.000	2	557073524646 5834000.000	.356	.703
	REL	7318065309293 1174000.000	2	365903265464 65587000.000	2.602	.089
	ME	5364337370788 3620000.000	2	268216868539 41810000.000	1.761	.188

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	
Error	AC	1661273442248 7284000.000	2	830636721124 3641900.000	.787	.463	
	PERMA	1692826895886 1350000.000	2	846413447943 0675500.000	.830	.445	
	PE	5551057430729 41000000.000	33	168213861537 25485000.000			
	EG	5159762472526 15900000.000	33	156356438561 39876000.000			
	REL	4641219899508 48430000.000	33	140643027257 83286000.000			
	ME	5026567523723 46450000.000	33	152320227991 62014000.000			
	AC	3482300215462 24700000.000	33	105524248953 40143000.000			
	PERMA	3364491508209 98450000.000	33	101954288127 57529000.000			
	Total	PE	2029555555544 444200000.000	50			
		EG	1417888888913 111000000.000	50			
REL		1836666666682 666700000.000	50				
ME		1699111111120 889000000.000	50				
AC		2070000000019 999500000.000	50				
Corrected Total	PERMA	1952200000000 933500000.000	50				
	PE	7527466651867 20100000.000	49				
	EG	7034688875447 51200000.000	49				
	REL	7725244430549 15700000.000	49				
	ME	7717422206414 04700000.000	49				
	AC	6047911099798 75700000.000	49				
	PERMA	6895012310344 38400000.000	49				

a. R Squared = .263 (Adjusted R Squared = -.095)

b. R Squared = .267 (Adjusted R Squared = -.089)

c. R Squared = .399 (Adjusted R Squared = .108)

d. R Squared = .349 (Adjusted R Squared = .033)

e. R Squared = .424 (Adjusted R Squared = .145)

f. R Squared = .512 (Adjusted R Squared = .275)

Table 4 showed a significant correlation between these variables: (1) FWA practices and tenure, (2) gender and tenure, and (3) FWA practices, gender, and tenure significantly affected the relationship dimension of subjective well-being. The influence of gender and tenure strengthens the relationship between the influence of FWA and the dimension of subjective well-being. This means that the respondents will have positive relationships with other people (in a work setting according to the context of this research) if they apply FWA practice, have a longer tenure, and are the same gender as their co-workers. FWA practices provided a positive perception of subjective well-being; with the addition of other factors (tenure and gender), the positive perception of the relationship aspect of subjective well-being was amplified. The collective culture might influence this finding; this is relevant to the study of [34], which states that individualism tends to diminish its influence on well-being when collectivist measurement is introduced. As our nature as social beings, it is always nice to have people to work with; moreover, if that co-worker (s) was from a similar gender and had been working with us for a long—time files. From the affective commitment point of view, it is important who you are working with [35].

4. CONCLUSION

As in the previous study mentioned in the discussion section, it turned out that FWA contributed to employees' perception of well-being amongst employees of private University X in Bandung. Yet, in this study, gender tenure was essential to amplify their perception of subjective well-being. Taken from another perspective as organizational commitment, it is an affective commitment that counts. It is who they were working with that matters more. The limitation of the study is due to the cross-sectional nature of the data collection; thus, it only depicted a specific time frame and respondents within specific time constrain. Based on the study's findings, it is recommended that a job design arrangement that considers individual fit for the workplace should be in place to maximize personal performance at the university level. More studies can be done to create job design mitigation suitable for universities' hybrid work types.

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