



The Influence of Flexible Working Arrangement on Individual Performance at The Government Office

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Abstract. The development of technology and the Covid-19 pandemic have caused many organizations to adapt, especially in the way their employees work so that these workers do not need to come to the office to carry out their duties. Many organizations in the world, especially private companies, have used this method of working which is usually called remote working. However, only a few in the government sector use this method of working. Even in the Indonesian government, no one has ever done this method of working. The Indonesian government is trying to adapt this remote work and use it in the way existing civil servants work, but here the Indonesian government uses the term flexible working arrangement. Flexible working arrangements allow these civil servants to have flexible working time and place. However, on the other hand, there has not been much research that can prove that the introduction of a flexible work arrangements policy, particularly in the government or public sector, might influence the performance of civil officials. This study aims to provide a literature assessment on the impact of flexible working arrangements on individual performance inside government organizations. The employed methodology is a systematic literature review utilizing the Scopus database for the analysis. The literature study indicates that research on the implementation of flexible working arrangements policies, particularly within the government or public sector and its impact on individual performance, is scarce; thus, greater investigation is warranted on this subject.

Keywords: Flexible Working, Individual Performance, Government Organization.

1 Introduction

With the growth and enhancement of information technology, it allows changes in the way of working, one of which is with the existence of a virtual organization, a virtual organization consists of individuals who work to achieve the same goal without having to be physically present [1]. With the existence of a virtual organization, workers no longer need to come to the office to complete their tasks, this is widely known as remote working [2], but on the other hand this virtual design creates a new way of communicating and working. Good control is needed from management so that the goals and performance of employees continue to reach the target [3]. In many countries, many companies are starting to implement remote working due to technological developments such as in the EU or European Union which added from around 5% in early 2000 to 7% in end of 2005 [4] and, that American employee who

worked from The percentage of individuals working from home at least one day rose from 7.0% in 1997 to 9.5% in 2010 across all industries and occupations [5]. with this data there has been an increase in new work patterns that do not require physical attendance at the office. In Indonesia, due to the COVID-19 pandemic, government implement on remote working was finally used [6] . this is used as a prevention of The Indonesian government initially created a Work from Home (WFH) policy in response to the virus's spread [7]. Since then, many regulations have been introduced, which included restrictions on people's movements so that people were not allowed to come to the office or workplace and the closure of public places [8]. In January 2021, the government replaced PSBB with PPKM which was implemented simultaneously in all provinces in Java and Bali. PPKM was then expanded to all regions of Indonesia [8] and although the regulations have changed from PSBB to PPKM, the work from home (WFH) policy for civil servants remains in effect. At the end of 2022, President Joko Widodo revoked PPKM throughout Indonesia, considering the decline in COVID-19 cases and lower death rates [7]. Government organizations in Indonesia have adopted a new working paradigm due to the Covid-19 pandemic, including WFH or WFA which allows employees to work from home. This concept can be an alternative in dealing with the pandemic. This also applies to several companies that may still implement WFH or WFA policies to keep time between work and personal life for employees who have a high impact and reduce the risk of spreading the virus. in the end, the Indonesian government made WFH or WFA which had been carried out as an official government policy changed to Flexible Working Arrangement (FWA) by issuing Presidential Regulation Number 21 of 2023 (PERPRES) governs working days and hours for government agencies and State Civil Apparatus (ASN) personnel. However, regarding technical policies, freedom is given to ministries, institutions, and local governments. The term FWA is different from remote working because FWA allows flexibility in coming in and going home from work, including teleworking and flexible work schedules and locations [9].

with this regulation, the government expects to increase the productivity of ASN employees, provide legal certainty regarding the flexibility of ASN employees' work, and improve the quality of public services. This policy is in line with research on the implementation of remote work policies and flexible work arrangements that can improve employee and organizational performance both in terms of perception and output[10]. it can also be concluded that flexible work arrangements are a form of company appreciation for employers [11] however, there are several previous studies in private companies that with the existence of this flexible working arrangement, there is a negative relationship with output [12]. There is a risk that the implementation of flexible work arrangements will have problems, especially related to work communication which will result in decreased employee performance [13] [14].

2 Literature Review

In the literature review conducted showed that companies that have leaders who implement e-leadership can take advantage of teleworking as an opportunity. This is an advantage for the company because it can increase the company's productivity and

help improve the work atmosphere and vice versa if the company does not have a leader who uses e-leadership [15].

Previous studies have found that to ensure output is maintained, it is necessary to consider various characteristics of workers and jobs as explanatory variables, and there may be other factors that influence access to flexible work schedules that are not included in the analysis, for example, organizational culture, and industry differences can also play a role in determining which workers have access to flexible work schedules [16][17] from previous studies there are differences in research results that The effect of flexible working arrangements on individual performance, particularly within the government sector. This study is necessary to examine the rationale for the implementation of flexible working in government organizations and to assess its impact. of various types of flexible work arrangements in managing flexible employees.

By considering the literature review and description that has been presented, the problems that will be analyzed in this study are the implementation of flexible working arrangements in government affect individual performance.

3 Research Method

This research method is a literature study, which presents several studies that will prove that the use of flexible working arrangements can affect individual performance in government institutions. Research on the impact of implementing remote working on individual performance has been conducted previously but focused on private institutions. Several previous studies have examined the factors that affect individual performance when implementing remote working. However, flexible working arrangements in government institutions have not had many in-depth studies examining the latest evidence about their impact on individual performance.

The objective of this study is to answer the research questions:

1. How is the implementation of flexible working arrangements in government?
2. How does flexible working affect individual performance in government?

The method in this literature study will use a systematic literature review (SLR). To start with this SLR is to collect previous research literature in the Scopus database, which is the source of the research results. The first step is to find journals related to the use or utilization of flexible working on individual performance that are published. The second step is to sort journals by year of publication and then look at the research results. This can be seen in Table [1]

4 Result

The results of the literature review provide a lot of evidence that flexible working arrangement research is quite limited, but there are studies that find that the implementation of this policy has an impact on individual performance, especially if the organization uses a control mechanism. Control mechanisms have a direct or indirect influence as a moderation on individual performance, but in the government

sector further research is needed because there are differences in the way of working and organizational culture of private companies. One interesting study that examined the findings found that the benefits of control mechanisms can influence the adoption of flexible working arrangement policies and organization culture with e- leaders have an influence on individual performance.

Table 1. Previous Literature on Flexible Working Arrangement.

No	Publication Year	Researcher Name	Result
1	2023	Tommasina Pianese and Luisa Errichiello [18]	The research findings were provided about the five "control domains". The authors determined that organizational control in remote work arrangements is affected by a control system, supervisory management methods, trust between the organization and employees, organizational type, and work type in remote work arrangements.
2	2022	Sinto Sunaryo, Hunik Sri Runing Sawitri, Joko Suyono, Lilik Wahyudi, and Sarwoto [17]	FWAs have a significant impact on affective commitment and behavior of each organization. It was further found that employee satisfaction in work, organizational habits, and work involvement has been proven to be able to employee happiness.
3	2022	Edicreia Andrade Dos Santos, Jonatas Dutra Sallaberry, and Alcindo Cipriano Argolo Mendes [19]	in this study it was found that the perception of remote work efficiency and if there is control over employees are positively related to the objectives of an organization. However, there is a tempering relationship between management control systems for each individual. the action of a control does not show a moderating relationship between the perception of remote work efficiency and organizational goals. However, control for employees shows a significant and negative relationship, and a stronger focus on employee control in remote work weakens the goals of individuals with the goals of the organization.
4	2020	Ifeyinwa Stella Austin-Egole, E. B. J. Iheriohanma, and Chinedu Nwokorie [20]	This study demonstrated that flexible work arrangements significantly impact organizational effectiveness. The implementation of existing Flexible Work Arrangements (FWAs) is influenced by employee input, including telework, remote work, and compressed workweeks. This study demonstrated a positive correlation with various indicators of organizational performance, encompassing both financial and non-financial aspects. Additional studies indicate that various implementations of Flexible Work Arrangements (FWAs) undertaken by organizations, including shift work, overtime, weekend work, annual working hour computations, and fixed-term contracts, exhibit a

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| 5 | 2020 | Maha Aziz-Ur-Rehman and Dr. Danish Ahmed Siddiqui [21] | <p>strong yet detrimental link with organizational performance.</p> <p>This study demonstrates that flexible work arrangements significantly correlate with work-life balance. As a mediator, the equilibrium of working hours significantly influences the relationship between flexible work arrangements and employee job satisfaction. This study indicates that flexible work arrangements are crucial for enhancing employee satisfaction and performance, balancing work and home commitments, and boosting staff productivity within a business.</p> |
| 6 | 2020 | Angel Belzunegui-Eraso and Amaya Erro-Garcés [22] | <p>The main findings of this study indicate that teleworking in critical situations such as during Covid-19 is used by companies to ensure employee safety and can maintain economic activity for both companies and the community during the Covid-19 crisis, and therefore the safety factor is relevant in teleworking studies and further research is needed.</p> |
| 7 | 2020 | Francoise Contreras, Elif Baykal, and Ghulam Abid [15] | <p>A corporation that implements an effective digital leadership system recognizes teleworking as an opportunity, as indicated by this study. Numerous advantages exist that enhance the company's productivity while simultaneously being ecologically sustainable, as remote workers no longer require transit to the office. Conversely, traditional leadership or the absence of leadership poses hazards when teleworking is instituted. This is due to the emergence of novel communication methods in the execution of work, necessitating the development of new abilities for employees and organizations to foster communication connections that ensure the continuation of corporate processes, alongside a requisite emphasis on employee wellbeing. Successful digital leadership must effectively combine and guide virtual teams to achieve business objectives.</p> |
| 8 | 2019 | Argyro Avgoustaki, Louilia Bessa [23] | <p>This study's findings demonstrate that employee-centric and employer-centric flexible work arrangements (FWA) policies exert distinct influences on work effort. Nonetheless, the precise characteristics of these impacts are not elaborated upon in the findings of this study. The findings indicate that both employee-centric and employer-centric flexible work arrangements adversely impact job effort. The negative correlation is notably more pronounced among employees with diminished family obligations. It can be stated that employees who adopt</p> |

- employee-centric flexible work arrangements to attain work-life balance will also consider employer-centric flexible work arrangements.
- 9 2018 Yan Chen, Ingrid Smithey Fulmer [11] The study findings indicated that employees with access to flexible work arrangements (FWAs) tend to exhibit higher job satisfaction and organizational commitment compared to those without such access, particularly in businesses that seldom or never enforce formal FWA regulations. Among various forms of flexible work arrangements, perceived flexible work schedules have a stronger positive correlation with job satisfaction compared to flexible locations and hours, whereas flexible locations demonstrate a greater positive association with organizational commitment than flexible hours.
- 10 2018 Sana Azar, Aamir Khan, Wendelien Van Erde [24] The empirical findings of this study demonstrate that employee job satisfaction and work-life conflict buffer the association between the utilization of flexible work arrangements and employee turnover intentions. Moreover, personnel selection enhances the effectiveness of FWA implementation. Nonetheless, this does not enhance the correlation between FWA utilization and job satisfaction. This study contributes to the theoretical understanding of FWA and possesses current management consequences. Specifically, management should intensify their focus and attention to promote the utilization of FWA. Moreover, extended leave substantially enhances leisure happiness.
- 11 2018 Bianca A.C. Groen, Sander P. van Triest, Michael Coers, and Neeke Wtenweerde [16] This study's findings suggest that remote work, when limited to a fraction of working hours, positively influences productivity but necessitates effective management for its execution. Employees enabled to work from home may experience diminished attention on output management from their bosses compared to those who are not allowed to work remotely.
- 12 2017 Claudia Kröll, Stephan Nüesch [25] The results of this study demonstrate that flexible time rules, religious holidays, sabbaticals, and remote work substantially enhance job satisfaction, whilst sabbaticals and remote work notably decrease employees' turnover intentions. The health impact of FWP is scientifically demonstrated to be predominantly modest and insignificant. This study's findings indicate that German firms can enhance job satisfaction and diminish employees' inclination to seek alternative employment by providing flexible work arrangements (FWP).

13	2017	Zeynep Erden Bayazit & Mahmut Bayazit [26]	This study posits a hypothesis that mediates the association between flexible work arrangements (FWA) and the conflict between work and family. Moreover, it was found that a culture of family support can forecast work-family and family-work conflict and mitigate the optimal relationship with family-work conflict. The conclusive finding indicates that work-family conflict mediates the association between optimal flexibility, family support culture, and employee well-being. This conclusion necessitates more discussion to enable FWA to mitigate work-family conflict.
14	2017	Alan Felstead and Golo Henseke [27]	The analysis indicates that merely one-third of the rise in remote work utilization may be attributed to variables including shifts in the knowledge economy, the expansion of flexible work arrangements, and organizational adaptations to internal demographic structures. This signifies that remote work from diverse locations beyond the office is an emerging trend. The research suggests that remote work may correlate with increased organizational commitment, job satisfaction, and employee well-being.
15	2017	Sungjoo Choi [28]	Research findings indicate that non-teleworkers exhibit a considerable inclination to leave, contingent upon an individual's ability to make choices. Non-teleworkers exhibited the highest turnover intention, whereas voluntary non-teleworkers shown the lowest turnover intention, even lower than that of teleworkers. Managerial and institutional support for telework diminishes teleworkers' inclinations to resign from the organization.
16	2016	Lilian M. de Menezes, Clare Kelliher [12]	The study's findings indicate a favorable indirect effect of informal flexible working and a negative direct effect of formal flexible working. This study analyzes formal and informal flexible working arrangements independently. It concluded that formal flexible agreements regarding working hours negatively impacted performance, while simultaneously enhancing job satisfaction. Informal remote working arrangements positively influence organizational commitment and job satisfaction, hence enhancing employee performance.
17	2016	Luisa Errichiello and Tommasina Pianese [29]	The study's findings indicate that organizational control is not a fixed policy or implementation; instead, it is the outcome of a developmental process alongside the presence of control structures and the actions or policies

enacted by managers and employees over time. This study posits that the framework can function as a significant reference tool for identifying discrepancies in empirical results and for guiding future research endeavors.

5 Conclusion

A study vacuum persists on the implementation of flexible work arrangement policies, which have demonstrated an influence on employee performance, particularly within the government sector. Previous research has linked the use of management control in selecting which employees are and are not entitled to receive these facilities, which can have a major impact on this policy. The influence of organizational culture makes this new habit adapt quickly or not, especially in government agencies. Because there are still differences in organizational culture. And here a leader has a significant influence in the implementation of flexible work arrangement. This study has limitations on research objects that are mostly conducted in private institutions. For future research, more in-depth research is needed, especially in government agencies.

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