

FLEXIBLE WORK ARRANGEMENT FACTORS THAT AFFECT STARTUP EMPLOYEES IN NEW NORMAL SITUATION

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Abstract: Flexible Work Arrangement (FWA) is a work pattern implemented by companies with the aim of reducing the spread of the COVID-19 virus. The research was conducted to identify and measure the level of influence of FWA factors on employees in startup companies in the new normal situation. This research method was carried out using factor analysis. The research instrument was a questionnaire containing personal data and questions regarding FWA factors using Likert scale. Questionnaires were distributed via online platforms (WhatsApp and Instagram) using a non-probability sampling technique. 224 samples were collected and proceeded to the data processing stage using SPSS version 26 software. The results showed that were 5 FWA factors that influenced startup employees to work in the new normal situation. The factors are telecommuting factor, work location factor, policy and regulatory factor, company facilities factor, and personal factor. The conclusions of these findings were important for human relations and company management to understand the FWA factors that were considered beneficial for the business processes of startup companies, such as reducing operational costs and attracting the employee recruitment process. The practical implication for the management of startup companies was to observe and ensure that employees who applied the FWA work pattern were beneficial for their respective companies in achieving the company's targets.

Keywords: flexible work arrangement, work factors, work pattern, startup, new normal

Abstrak: Flexible Work Arrangement (FWA) merupakan pola kerja yang marak diterapkan oleh perusahaan untuk mengurangi penyebaran virus COVID-19. Penelitian ini bertujuan untuk mengetahui pengaruh faktor FWA terhadap karyawan startup di era new normal. Metode penelitian ini menggunakan analisis faktor. Instrumen penelitian berupa kuesioner yang berisi data diri responden dan pertanyaan mengenai faktor-faktor FWA dengan skala ukur Likert. Kuesioner didistribusikan secara daring (Whatsapp dan Instagram) dengan menggunakan teknik non-probability sampling. 224 sampel dikumpulkan dan dilanjutkan ke tahap pengolahan data menggunakan perangkat lunak SPSS versi 26. Hasil penelitian menunjukkan terdapat 5 faktor FWA yang mempengaruhi karyawan startup bekerja pada situasi new normal yaitu faktor telecommuting, faktor lokasi kerja, faktor kebijakan dan regulasi, faktor fasilitas perusahaan, dan faktor personal. Kesimpulan dari temuan ini adalah pentingnya pihak manajemen perusahaan mengetahui faktor-faktor FWA yang menjadi keuntungan proses bisnis perusahaan startup seperti mereduksi biaya operasional dan menjadi daya tarik proses perekrutan karyawan. Implikasi praktis bagi manajemen perusahaan startup adalah mengamati dan memastikan karyawan yang menerapkan pola kerja FWA memberikan manfaat bagi perusahaan masing-masing dalam mencapai target.

Kata kunci: flexible work arrangement, faktor kerja, pola kerja, startup, new normal

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INTRODUCTION

In 2019 it was discovered that the COVID-19 virus in Wuhan spread very quickly throughout the world and became a pandemic. Indonesia is a country that has been affected by this pandemic, especially the business sector. The Covid-19 pandemic forced the industry to create new strategies to continue their business continuity. One of them is changing work patterns to hybrid ones (McKinsey, 2020) Implementing work from home is the government's first step to protect employees in breaking the chain of transmission of the Covid-19 virus written in the Decree of the Minister of Health of The Republic of Indonesia number HK.01.07/menkes/328/2020. Government Regulation number 21 of 2020 regarding large-scale social restrictions (PSBB) was also carried out as an effort to accelerate the handling of the Covid-19 virus. The pandemic has triggered major changes in global work patterns (Hoskins, 2021).

Flexible Work Arrangements (FWA) are a common trend and practice used by companies in 2019 when there is the Covid-19 pandemic phenomenon. Work arrangements are a matter of concern as a form of practical work for employees (Myerson & Privett, 2015). In recent years, the office has become a social destination for employees who work together, according to Johnston et al. (2020) FWA means that employees can work anywhere and visit the office only for social interaction with work colleagues. FWA practices allow companies to adapt to the work environment. A good working environment in one that comprises all the factors about a job such as the facilities to do the work task and a comfortable workplace (Danish et al. 2013; Khuong & Vu, 2014). Work environment also supports the work completion as the places provided higher adaptability to work processes in particular for flexible working, moveable, and adaptable workspaces (Andriani et al. 2023). Companies that practice FWA have an awareness that changing work patterns to be flexible makes employees have work life balances and has a positive impact on work productivity (Stefanie et al. 2020). Employees are given the freedom to choose where they work, this is also in line with the government's efforts to change conventional business patterns to hybrid ones.

Based on previous research, employee FWA factors were found. Wahyuni (2014) factors that affect work flexibility are type of industry, different types of

industries have different levels of work flexibility. Technological factors also affect work flexibility, the more sophisticated a company's technological system, the easier it is for employees to work flexibly. Research conducted by Fadhila & Wicaksana (2020) has similar findings, technology and infrastructure factors are requirements to support employee performance when implementing FWA and employees stay in an interconnected network.

Wahyuni (2014) also stated that organizational characteristic factors are important to support flexible working, the highest work flexibility for a company is found in smaller companies that are easier to adapt. In line with Fadhila & Wicaksana (2020), leadership and managerial factors play a significant role in the implementation of FWA. There is an influence of coordination, achievement of company goals, and great work pattern while working remotely (Bartsch et al. 2021) besides the health concerns, caused an unprecedented social and economic crisis that has particularly hit service industries hard. Due to extensive safety measures, many service employees have to work remotely to keep service businesses running. With limited literature on leadership and virtual work in the service context, this paper aims to report on leadership effectiveness regarding employees' work performance in virtual settings brought on by the COVID-19 pandemic. Design/methodology/approach Drawing on the input-process-outcome (IPO). Additionally, position factors also have an impact, the positions with a higher level are more likely to engage in flexible work due to the perceived higher competence of employees in those positions (Fadhila & Wicaksana, 2020). Thus, factors such as organizational characteristics, leadership, and position play a crucial role in the implementation of flexible work. Smaller companies tend to have higher work flexibility, while leadership and managerial factors significantly contribute to creating a supportive FWA work environment.

The research conducted by Fadhila & Wicaksana (2020) revealed that not all types of work can be done flexibly. Employees who work in IT, programmers and analysts have the advantage because their work can be done remotely. In addition, company policy factors play significant role in the successful implementation of FWA by strengthening policies such a predictability, accountability, and employee control (Choi, 2019). It was also found that gender factors have an impact on FWA (Fadhila & Wicaksana, 2020). The research

factors mentioned above were identified both before and during the covid-19 pandemic. Preparation for working in the new normal situation is a concern for every company. The covid-19 pandemic had a big impact on startup companies and made them out of business (Ferasso et al. 2021; Guckenbiehl & Corral de Zubielqui, 2022).

General chairman of the Indonesian Technology Start-up Association, Joewono (2021) stated that Indonesia has 2,229 start-up companies and occupies the fifth largest position in Asia until April 2021. The number of start-ups is not a measure of the level of success of these businesses. Start-up companies are synonymous with start-up companies that involve the use of information technology in their business products (Almakenzi et al. 2015). Based on these statements, it can be inferred that the presence of many startup companies in Indonesia reflects the vibrant and dynamic entrepreneurial ecosystem in the country. However, it is important to recognize that the mere quantity of startups does not ensure their valuable solutions that cater to market demands to thrive in a competitive market.

Startups are companies that extensively utilize information technology in their business products. Generally, these companies have been in operation for only one to three years (Almakenzi et al. 2015). Moreover, startups have a close association with the use of technology in business products. According to a literature study conducted by Nurcahyo et al. (2018), startup exhibit several key characteristics. These include being a small organization with a relatively young age, having an informal structure organization, centralized ownership, having the owner also serve as the manager of the company, startups are recognized for their propensity to make decisions and formulate strategies that entail high risks. Furthermore, they commonly rely on initial funding from individuals, colleagues, and family members as their primary source of capital.

The culture of employees in startup companies is different from that of large corporations. Startup companies have flexible organizational structures with specific business strategies. A study conducted by Stefanie et al. (2020) found that FWA had an impact on work life balance and affected work job satisfaction and employee loyalty to the company. Fadhila & Wicaksana (2020) research found that FWA factors influencing the employees during the covid-19 within a sample of civil servants. They also mentioned that

FWA is often misused by employees and considered as a form of leave. Furthermore, Pradipta & Martdianty (2023) research has shown the importance of work engagement as a mediating factor in the relationship between supervisor support and startup employee performance. Their study demonstrated that the form of supervisor support towards startup employees makes them feel more valued and has a positive impact on their performance when implementing FWA.

This research aimed to contribute significantly by providing additional FWA factors that were not previously addressed. While previous studies on FWA factors primarily focused on civil servant employees (Fadhila & Wicaksana, 2020). This study focused on identifying FWA factors within a sample of startup employees. The findings of this study are in line with the research conducted by Pradipta & Martdianty (2023) which suggests a positive impact on startup employees during the implementation of FWA. However, the specific factors are not mentioned in their study. Furthermore, this research can provide valuable insights and guidance for company management seeking clarity on the implementation of FWA factors in new normal situations.

METHODS

This study was carried out by observing and analyzing the literature data and results of previous studies and distributing online questionnaires. The research population in this study were start-up employees. The research was conducted in May 2022 in Jakarta, Indonesia. This city was chosen according to Governor Anies Baswedan's statement in the Kompas 2021 article, Jakarta remains the center of economic activity in Indonesia even though the capital city has moved to Balikpapan. The same thing was said by Ahmad Erani Yustika as special staff of the President of The Republic of Indonesia for Economics (Ichsan, 2019).

This research was employed with 25 question items conducted in the Indonesian language and using a Likert measurement scale with a score of 1 to 5, namely strongly disagree (STS) to strongly agree (SS). Questionnaires were distributed using the Google Form website. Non-probability sampling technique was used in this research. The number of samples used were 224 samples or respondents. All respondents returned the questionnaire through Google Form.

In this research, we used IBM statistical Package Social Science (SPSS) version 26 software for data processing, then identification of start-up employee FWA factors was carried out using factor analysis. This analysis is performed to reduce or summarize data from many variables into fewer variables. The purpose of this stage is to provide an overview of the covariance relationship between several basic but unobserved variables and random numbers called factors. The questionnaire was distributed in two stages: the pre-survey stage and the survey stage. The pre-survey stage was conducted first which aims to confirm the validity and reliability of the questionnaire to answer the purpose of this research. The validity test was carried out using the Pearson correlation coefficient. 25 factor items were tested on 30 respondents who distributed them online via WhatsApp. Question items are considered valid if they have a correlation level with a total construct greater than 0.361 (R table on df 30-2). Based on the validity test, the R table value used is 0.361 or equivalent to the value intended for trial samples. The results of the 25 research questions items were valid and worthy of being tested for reliability, because the R count was greater than the R table value (0.361).

Furthermore, reliability testing was carried out using Cronbach's Alpha calculation, this was done to see whether item values were reliable or not. The Cronbach's Alpha values is declared reliable if it has a value above 0.60 (Sekaran, 2011). The variable in this study has a calculated CR of 0.970 and is stated to be very reliable. This shows that the 15 items can be spread into a larger sample.

New Normal

New normal can be interpreted as a condition and or social habits of the community or individual behaviors that arises after the spread of the Covid-19 virus is over. as the special government spokesperson for COVID-19 explained matters related to the new normal such as continuing to maintain physical distancing, washing hands regularly, and continuing to wear masks in daily life.

Work From Office (WFO) is a global issue that is of major concern, including employees' perceptions of exposure to the virus and will spread the virus to families if employees work in office areas. Employees have thoughts about the possibilities that will occur if they return to work in the office and work together in one room (Xiao et al. 2021).

Study conducted by Lukito & Xenia (2018) regarding cafes as third place and the creation of a unique space of interaction in UI Campus explained that the era of globalization and internet technology has made coffee shops a place of contemplation and meetings for individuals who want to expand their work activities and their home activities. The relationship between individuals and physical space has changed especially in meeting modern culture such as online conversations. The characteristics of this interaction experience a shift from direct interactions between individuals to interactions with their gadgets. Working from home (WFH) during a pandemic has many obstacles such as carrying out activities other than office work (Hariandini, 2021), so coffee shops are the choice of location for employees to work to avoid distractions generated at home. The facilities available at coffee shops support visitors to carry out work activities such as meetings which are conducted online (Hariandini, 2021).

Research conducted by Wahyuni (2014) stated that the factors of industry type, technology system, and organizational characteristics affect the work flexibility of contract employees. This research was conducted before the covid-19 pandemic. During the covid-19 pandemic, Fadhila & Wicaksana (2020) also stated that gender, infrastructure and technology factors, leadership and managerial factors, policies, types of work, and positions influence FWA of State Civil Apparatus.

Based on the formulation of the theoretical study, the hypotheses proposed and tested in this study are. H1: There are other FWA factors that affect start-up employees during the new normal situation. Conceptual Model in Figure 1.

RESULTS

In this study, there are 224 respondents who contribute to this research. The characteristics of the respondents are employees working in startup companies in Jakarta with 1-3 years of work experience. These characteristics were determined to identify the research focus in searching for FWA variables among startup employees. Based on the result of the analysis.

The overall result of KMO and Bartlett's test can be seen in Table 1. The amount of data used to measure the FWA variable is sufficient to proceed to the factor analysis stage. This can be seen in the KMO value of 0.800. This value meets the requirements if the KMO value is above 0.7. In the Bartlett's Test of Sphericity, it was 3468.290 with a significance level of 0.000. The Bartlett's Test of Sphericity meets the requirements because the significance number is below $\alpha:5\%$ (0.05). The result of MSA showed that there were 25 indicator items having a value of > 0.5 or the entire data collected from 224 respondents was feasible to continue at the factor formation and rotation stages.

It is known that 25 indicators on the FWA variable have a high correlation with the FWA factor because it has a value of > 0.5 (Table 2). The indicator that has the highest correlation value in explaining the FWA variable is E3 with a value of 0.875 regarding the desire of employees to choose a place or work location during the new normal situation. The results of factor extraction were found 25 FWA variable items with the total variance explained calculation are based on the cumulative value of the first component of 25,216 and the value of the last component of 100,000 (Table 3). Based on the value of the extraction sums of squared loadings formed 8 factors that have been extracted from 25 items. These factors have eigenvalues > 1 , indicating their capability to explain 69.39% of the FWA variables, while the remaining 30.61% cannot be explained by the indicator items in the questionnaire.

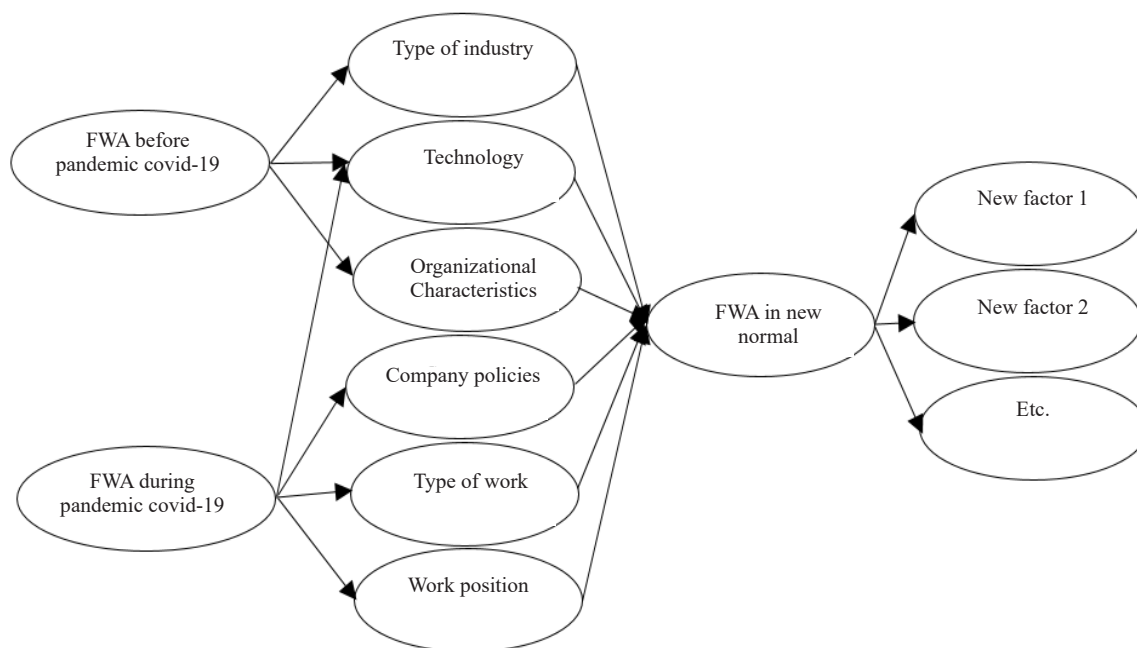


Figure 1. Conceptual Model

Table 1. KMO and Bartlett's test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.800
Bartlett's Test of Sphericity	Approx. Chi-Square	3468.290
	Df	406
	Sig.	.000

Table 2. Formation factors results

Indicators	Extraction	Initial
Liking remote work (A1)	1.000	.804
Enjoying remote work (A2)	1.000	.819
Employee freedom to choose work location (A3)	1.000	.696
Satisfaction with remote work activities (A4)	1.000	.757
Ease of communication (B1)	1.000	.612
Ease of internet connection (B2)	1.000	.539
Internet connection trust (B3)	1.000	.522
Availability of facilities given by company (C1)	1.000	.607
Trust of company facilities investment (C2)	1.000	.604
Availability of supporting facilities (C3)	1.000	.616
Policy on the use of company facilities (D1)	1.000	.570
Company policy – workload (D2)	1.000	.671
Company policy – family responsibility (D3)	1.000	.579
Company policy – employee commitment (D4)	1.000	.509

Indicators	Extraction	Initial
Flexibility of work location (E1)	1.000	.558
Suitability of work location (E2)	1.000	.851
Desire to choose work location (E3)	1.000	.875
Pandemic work location 2020 – home (E4)	1.000	.723
Pandemic work location 2020 – office (E5)	1.000	.740
Pandemic work location 2020 – coffee shop (E6)	1.000	.760
Pandemic work location 2021 – home (E7)	1.000	.698
Pandemic work location 2021 – office (E8)	1.000	.745
Pandemic work location 2021 – coffee shop (E9)	1.000	.756
Desire to choose work from office (F1)	1.000	.806
Decision to return to work in the office (F2)	1.000	.803

Extraction Method: Principal Component Analysis.

Table 3. Eigenvalues results

Component	Total Variance Explained			
	Initial Eigenvalues		Extraction Sums of Squared Loadings	
	Total	Cumulative %	Total	Cumulative %
1	7.313	25.216	7.313	25.216
2	3.590	37.595	3.590	37.595
3	2.658	46.760	2.658	46.760
4	1.809	53.000	1.809	53.000
5	1.427	57.920	1.427	57.920
6	1.226	62.147	1.226	62.147
7	1.092	65.912	1.092	65.912
8	1.008	69.388	1.008	69.388
9	.827	72.239		
10	.809	75.030		
11	.747	77.607		
12	.722	80.096		
13	.660	82.371		

Component	Total Variance Explained			
	Initial Eigenvalues		Extraction Sums of Squared Loadings	
	Total	Cumulative %	Total	Cumulative %
14	.585	84.388		
15	.555	86.303		
16	.511	88.064		
17	.447	89.604		
18	.416	91.038		
19	.387	92.372		
20	.245	97.384		
21	.210	98.107		
22	.188	98.755		
23	.163	99.316		
24	.125	99.746		
25	.074	100.000		

Extraction Method: Principal Component Analysis.

Rotated Component Matrix or factor rotation in the results of this study aims to obtain factors with clear factor loading for interpretation. Based on the rotation results (Table 4), it is known that the items formed in the FWA factor are Factor 1 consisting of the variables: employee freedom to choose work location (A3), satisfaction with remote work activities (A4), enjoying remote work (A2), availability of supporting facilities (C3), ease of communication (B1), liking remote work (A1). Factor 2 consists of the variables: pandemic work location 2020 - office (E5), pandemic work location 2020 – home (E4), pandemic work location 2020 – coffee shop (E6), pandemic work location 2021 - home (E7), pandemic work location 2021 - office (E8), pandemic

work location 2021 – coffee shop (E9). Factor 3 consists of the variables: company policy – workload (D2), company policy – family responsibility (D3), company policy – employee commitment (D4), flexibility of work location (E1), policy of the use of company facilities (D1). Factor 4 consists of the variables: availability of facilities given by company (C1), ease of internet connection (B2), internet connection trust (B3), trust of company facilities investment (C2). Factor 5 consists of the variables: desire to choose work from office (F1), decision to return to work in office (F2), suitability of work location (E2), and desire to choose work location (E3).

Table 4. Factor rotation results

	Rotated Component Matrix ^a				
	Component				
	1	2	3	4	5
Employee freedom to choose work location (A3)	.749				
Satisfaction with remote work activities (A4)	.719				
Enjoying remote work (A2)	.718				
Availability of supporting facilities (C3)	.707				
Ease of communication (B1)	.694				
Liking remote work (A1)	.691				
Pandemic work location 2020 – home (E4)		-.828			
Pandemic work location 2020 – office (E5)		.799			
Pandemic work location 2020 – coffee shop (E6)		.507			
Pandemic work location 2021 – home (E7)		.795			
Pandemic work location 2021 – office (E8)		-.795			
Pandemic work location 2021 – coffee shop (E9)		.507			
Company policy – workload (D2)			.765		
Company policy – family responsibility (D3)			.669		
Company policy – employee commitment (D4)			.658		
Flexibility of work location (E1)			.623		
Policy on the use of company facilities (D1)			.507		
Availability of facilities given by company (C1)				.741	
Ease of internet connection (B2)				.667	
Internet connection trust (B3)				.666	
Trust of company facilities investment (C2)				.592	
Desire to choose work from office (F1)					.835
Decision to return to work in the office (F2)					.785
Suitability of work location (E2)					.898
Desire to choose work location (E3)					.889

After the data is rotated and grouped into certain factors, then a new grouping and naming is carried out on the factors that have been formed with the following description. The first factor is named the factor of long-distance communication technology (telecommuting) because the variables formed are variables that discuss the convenience of employees between colleagues when working remotely. The keywords in factor 1 are the flexibility of working remotely, the ease of communication between employees, and the ease of remote communication. Factor 2 is called the work location factor because the variables that are formed are about work locations during the 2020 pandemic and the 2021 pandemic, namely work locations in offices and homes. The third factor is named the policy and regulatory factor, because the variables formed have the same discussion regarding the emphasis on the importance of company regulations in determining work flexibility. The fourth factor is the company facility factor, because the variables that are formed are a discussion regarding the desire of employees to be given facilities for remote work in the form of internet facilities to support work that is carried out flexibly. The fifth factor is named the personal factor, because the variables that are formed are discussions about the wishes and decisions of employees regarding the selection of work locations, the decision of employees to return to work in the office. If seen, these variables are personal assumptions from employee decisions in choosing a place or personal considerations. Based on the research results, the hypothesis proves that there are other FWA factors that affect start-up employees in the new normal situation. These factors are telecommuting factors, work location factors, personal factors, policy and regulatory factors, and company facilities factors.

The research found that there were 5 FWA factors that influenced startup employees in new normal situations. Three of the factors were newly identified, while the other two factors were like the findings of previous research conducted by Wahyuni (2014) and Fadhila & Wicaksana (2020) namely policy and regulatory factors, and company facilities factors. The following provides a comprehensive explanation of the FWA factors that have been identified in this research, including:

Telecommuting Factor

The telecommuting factor found in this research aligns with the findings of a study conducted by Stefanie et al. (2020). Both the studies highlight the

impact of telecommuting on employee satisfaction in implementing FWA provided by the company. Employees who are given the opportunity to work remotely, especially during the covid-19 pandemic, tend to have higher motivation at work compared to those who do not practice remote work. These findings support the notion that telecommuting positively influences employee satisfaction and motivation in the context of FWA.

Work Location Factor

The location factor for start-up employees in this study consisted of the selection of start-up employees to work during the 2019 and 2020 pandemics. During a pandemic, home is the first location chosen by respondents to work. This is caused by employees not wanting to be exposed to viruses when they work in offices, in line with research conducted by Xiao et al. (2021) that a pandemic has an impact on employees' psyche so that employees think that office areas have the fastest spread of viruses, so they avoid working at the office in 2019 and 2020. However, the location of working at the office cannot be avoided by employees when there is a ratio setting for working from office and home (WFO and WFH). Location factor rank second in the research results, employees who work in offices during pandemic are generally employees with certain types of work, this finding has similarities with research conducted by Fadhila & Wicaksana (2020), employees who work in offices during pandemic are employees with certain types of work. Then coffee shops are in third place in selecting work locations during a pandemic resulting in this study. This finding has similarities with research conducted by Lukito & Xenia (2017) which stated that coffee shops have become part of the lifestyle. The direct interactions that occur in coffee shops are now being replaced by technological devices such as laptops, tablets and mobile phones. The pandemic forced employees to work by utilizing the use of technology, so that coffee shops became targets for employees to complete their office work. This research is also in line with research conducted by Hariandini (2021), working during the Covid-19 pandemic was spent more outside the office due to the implementation of WFH and employees were given the freedom to choose to work from any location. WFH has many obstacles due to distractions, so many employees choose to work in coffee shops, besides that the facilities available at coffee shops support visitors to carry out work activities such as online meeting (Hariandini, 2021).

Policy and Regulatory Factor

Policy and regulatory factors found in this research align with the findings of Fadhila & Wicaksana (2020), indicating the effective implementation of FWA relies on strong company policies that ensure employees maintain their work obligations. This research also in line with the findings of Yakovleva et al. (2010), which emphasize the importance of companies strengthening policies and regulations. Such measures not only foster employee trust in the organization but also contribute to the successful implementation of online teamwork. These similarities highlight the significance of policy and regulatory factors in facilitating the successful adoption of FWA and promoting a conducive work environment.

Company Facilities Factor

The results of the study indicate that the factor of technology-based company facilities is an important component for the application of FWA. In research conducted by Wahyuni (2014) stating that the more sophisticated a company's technological system, the easier it will be for employees to work flexibly, Fadhila & Wicaksana (2020) also stated and agreed that company facilities are an absolute requirement to support the performance of employees who implement FWA, such as staying connected in one network between employees, server facilities, hardware and software. In addition, Fadhila & Wicaksana (2020) also explained the importance of improving the quality of cybersecurity for every company that implementing FWA. The facility factor for technology-based companies is an important component and is closely related to the characteristics of start-up companies. Digital skills are an important aspect of getting work done. Therefore, the company's facility factor is a factor that needs to be considered in implementing FWA employees in startup companies.

Personal Factor

Personal factors significantly impact the implementation of flexible work arrangements (FWA) for start-up employees. Factors such as the suitability of work location, the freedom to choose the work location, the preference for working in the office, and the decision to return to the office are influenced by individual perceptions and assumptions. Particularly during a pandemic and the new normal situation, these

personal factors hold great significance. The shift in workspace paradigms due to the pandemic has instilled fear among employees regarding potential exposure to the Covid-19 virus. Consequently, companies planning to adopt FWA should take these personal factors into consideration. This may involve providing employees with the freedom to choose their work location and offering flexible work hours. By acknowledging and accommodating these personal factors, companies can foster a supportive work environment that respects individual preferences and contributes to the successful implementation of FWA.

Managerial Implication

The results of this study are expected to benefit both academic and business practitioners. In the academic field, this research aims to contribute to knowledge on FWA, complement existing FWA factors not covered in previous studies, and provide insights into the relationship between work activities and work facilities in the context of the new normal. It is hoped that this research will serve as a reference for students, lecturers, and future researchers seeking to explore related factors, thereby facilitating the development of further research that is rich in knowledge and information. In practical terms, the findings of this study can serve as a valuable reference for human resource professionals, company management, and business owners in understanding the activities of startup company employees. This knowledge can assist them in optimizing startup business processes, such as reducing operational costs, and enhance the attractiveness of employee recruitment by considering the specific FWA factors identified in this study.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The following conclusions were drawn from the research conducted on startup employees in the new normal situation. This study found that the telecommuting factor had a significant influence on employees as it enhanced job satisfaction. In addition, the work location factor also had an impact on the implementation of FWA. Employees felt empowered and less distracted when given the freedom to choose their work location. It was important for companies to establish well-defined work policies that outlined

the permissible and non-permissible actions during FWA. Furthermore, providing adequate facilities for employees was crucial. For example, companies should have considered supporting employees' internet expenses to ensure their performance in online meetings. The research also revealed the importance of personal factors in the implementation of FWA. As we know, the covid-19 pandemic significantly affected employees' work perceptions. For instance, when they had flu-like symptoms, they were more cautious about their health condition and there was a high likelihood that they requested sick leave or worked from home.

Recommendations

The study also has some limitations and suggests being developed in future research to fill the research gap identified in this study. First, explores the long-term effects of telecommuting on employee job satisfaction and performance. Investigate how sustained telecommuting arrangement impact employee productivity over extended periods. Conduct comparative studies to analyze the effectiveness of different work location options in promoting employee satisfaction and reducing distractions, compare the outcomes of telecommuting, office-based work, and hybrid work models to identify the most suitable arrangement for different job roles and industries. Thirdly, investigate the role of technology in supporting and enhancing FWA. Explore the use of communication tools, project management platforms, and virtual collaboration technologies in facilitating remote work and maintaining effective team dynamics. By addressing these research areas, future studies can contribute to a deeper understanding of FWA's impact on employees and organizations, providing valuable insights for improving work arrangement, and organizational performance.

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