

The Effect of Flexible Working Arrangement on Organizational Commitment

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Abstract

In early 2020, the Coronavirus (COVID-19) spread and had many impacts on various sectors throughout the world, including in the economic and social fields. This then also affects how companies adapt to current work methods. One of the significant changes as a result of COVID-19 is the increasing number of companies adopting flexible work arrangements (Kramer & Kramer, 2020). On the other hand, flexible work arrangements also increase the pressure on the balance of work and domestic work (Kazekami, 2020). In many developing countries, many employees are suddenly forced to telecommute because of the pandemic. As a result, they need to make some adjustments that can have an impact on their performance, satisfaction, and loyalty to the company. The aims of this study were: first to examine the effect of work flexibility on work-family conflict and mental health, especially on job stress; the second investigates whether work-family conflict and job stress mediate between job flexibility and employee job satisfaction; and third, to investigate whether work flexibility has a role on employee organizational commitment mediated by work-family conflict, job stress, and job satisfaction. This research is descriptive to describe the characteristics and phenomena studied. The research was conducted using a survey method using a research instrument in the form of a questionnaire with a Likert scale weighting. This study produces new information that explains the relationship structure of the relationship between job flexibility and employee commitment to the company. The results of this study indicate that commitment to the company is directly influenced by job satisfaction. Then not only job satisfaction, a person's stress level at work also has an influence on one's commitment, this is indicated by the influence that involves mediating one's work satisfaction.

Keywords

work from home; flexible work arrangement; flexible work; job satisfaction; organizational commitment



I. Introduction

In early 2020, the Coronavirus (COVID-19) spread and had many impacts on various sectors around the world including in the economic and social fields. Sihombing (2020) state that Covid-19 pandemic caused everyone to behave beyond normal limits as usual. The outbreak of this virus has an impact especially on the economy of a nation and Globally (Ningrum, 2020). The problems posed by the Covid-19 pandemic which have become a

global problem have the potential to trigger a new social order or reconstruction (Bara, 2021). This then also affects how companies adapt to current work methods. One of the significant changes as a result of COVID-19 is the increasing number of companies adopting flexible work arrangements (Kramer & Kramer, 2020). Flexible work arrangements are practices such as working from home, working outside regular office hours, or working teleworking and telecommuting (Stirpe & Zárraga-Oberty, 2017). Teleworking is recommended by the World Health Organization to be adapted by countries and companies around the world as a new method of working to prevent the spread of the virus, as well as a new method for business to continue as usual. The idea of teleworking was first developed in the 1970s to refer to a relatively new method of alternative work arrangements. This method is in accordance with the approach that flexible work is work that is not limited by space, time, type of communication and the use of information.

Employee commitment to the organization is also determined by the level of job satisfaction. Job satisfaction felt by employees has a significant positive effect on increasing the level of employee commitment to the organization and vice versa when this is not fulfilled, it will trigger lethargy and reduce the employee's organizational commitment (Hidayati & Rahmawati, 2016). Organizational commitment is usually also influenced by how employees can divide roles between work and personal matters, for example health workers, some of whom are married women, also often face work-family conflicts. This conflict is experienced by health workers due to a clash between their roles as a health worker and a wife and mother of their children (Hidayati, Zarlis, & Absah, 2019). The study further proved that work that disrupts family negatively affects job satisfaction and job satisfaction positively affects organizational commitment.

Therefore, the objectives of this study are: first to examine the effect of work flexibility on work-family conflict and mental health, especially on job stress; the second investigates whether work-family conflict and job stress mediate between job flexibility and employee job satisfaction; and third, to investigate whether work flexibility has a role on employee organizational commitment mediated by work-family conflict, job stress, and job satisfaction.

II. Review of Literature

2.1 Flexible Work Arrangement and Job Stress

Flexible work arrangements are defined as work choices that allow employees flexibility around when and where work is done (Rau & Hyland, 2002). Flexible work arrangements may vary depending on company and industry policies, but in general, most people define it as different working hours other than 8:00 am to 5:00 pm which is the average time employees work (Towers et al., 2016).

But during the pandemic, the most significant thing about flexibility while working from home is the blurring of lines between work and personal life. Routley (2020) found that the biggest challenges of working from home include not being able to break away after work hours, difficulty collaborating and/or communicating with coworkers, and lack of motivation. Gorlick (2020) states that flexible work systems often make a person unable to mentally disconnect and separate himself from work. As a result, there is a decrease in work productivity, work motivation, increased stress levels, and decreased mental health. Those working from home face entirely new hurdles, such as Zoom fatigue, an emotionally and physically draining phenomenon caused by video conferencing (Fosslie & West, 2020). Based on the literature study that has been described, the first hypothesis of this research is

H1: Work flexibility has a negative effect on job stress

2.2 Flexible Work Arrangement and Work-Family Conflict

In modern organizations, managing the demands of work and family roles has become a major challenge for employees. Flexible work arrangements are increasingly popular as a solution to balance work and family demands or what is known as work-family conflict. Work-family conflict can be caused by several factors based on time, tension, and behavior. Time-based conflict can arise when an individual's time in one activity results in an inability to participate in another activity. For example, spending more hours at work means that a person has fewer hours to devote to activities at home, thereby causing conflict. Tension-based conflict occurs when the demands of one role deplete the individual's personal resources and lead to anxiety, apathy, and feelings of irritability. This can occur when individuals experience a low level of support and a high level of ambiguity at work which causes, which then leads to negative outcomes (anxiety, fatigue, apathy) which carry over to family affairs (Klinker, 2019).

H2: Flexible work arrangements have a negative effect on work-family conflict

2.3 Job Stress and Job Satisfaction

Singh et al. (2019) defines job stress as a type of anxiety and depression that arises from the workplace and has different consequences for individuals. Stress is a problem for today's organizations and can impose huge costs on organizations. In work stress can be caused by work demands that are too high, such as work out of control, lack of employee welfare, strict supervision, working hours that exceed standards and other internal and external factors Fathi'ah (2018). Lewandowski et al. (2014) stated that stress can have a negative effect on individuals when experiencing a large amount of stress.

H3: Job stress has a negative effect on job satisfaction

2.4 Work-Family Conflict and Employee Job Satisfaction Job

Satisfaction is defined as a positive emotional state resulting from a person's assessment of his work or experience while working in an organization (Locke & Latham, 1990). The satisfaction is related to the values held by the individual and the goals to be achieved in carrying out work tasks. These work values must match or help fulfill their basic needs. Thus, it can be concluded that job satisfaction is the result of work related to work motivation.

From the several studies above, there is a hypothesis of the effect of the work family conflict variable on the job satisfaction variable. Based on the explanation above, the fourth hypothesis of this study is:

H4: Work-family conflict has a negative effect on job satisfaction.

2.5 Employee Satisfaction and Organizational

Commitment. Organizational commitment is a strong desire to remain as a member of the organization, the desire to work hard according to the wishes of the organization, certain beliefs and acceptance of values and organizational goals. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization. Ensuring staff are satisfied with their jobs is very important for any organization because it can increase the effect of greater service, increase compliance with organizational rules and objectives, and reduce negative organizational factors such as job change, turnover intention, absenteeism, and burnout. High employee satisfaction also affects employee commitment to the profession or work (Vickovic & Morrow, 2020).

Frempong et al. (2018) have studied the impact of job satisfaction on employee loyalty. The results of the study conclude that job satisfaction shows a significant effect on loyalty and commitment in the manufacturing and mining sectors. The work environment shows a positive relationship and has a significant effect on job satisfaction and the work atmosphere gives pleasure to employees to do their best to maximize performance. Therefore, efforts to meet the needs of an employee so that they feel satisfied is a wise decision taken by the organization or company to have good and loyal employees. Research by Zakaria et al. (2014) revealed that the degree of employee loyalty can be increased if satisfaction with working conditions, rewards, benefits, and quality of training increases. The study stated a positive relationship between employee job satisfaction and employee loyalty.

Akbar et al. (2016) found that job satisfaction significantly increases commitment to the organization. The results of Donald et al's research (2016) show that there is a relationship between job satisfaction and affective commitment and ongoing commitment. The results also show that there are significant differences in job satisfaction between male and female employees. In contrast to other studies, the results of Bagis et al. (2021) show that there is no significant relationship between job satisfaction and organizational commitment which is expressed through the extent to which employees devote attention, ideas, and responsibilities to achieve organizational goals.

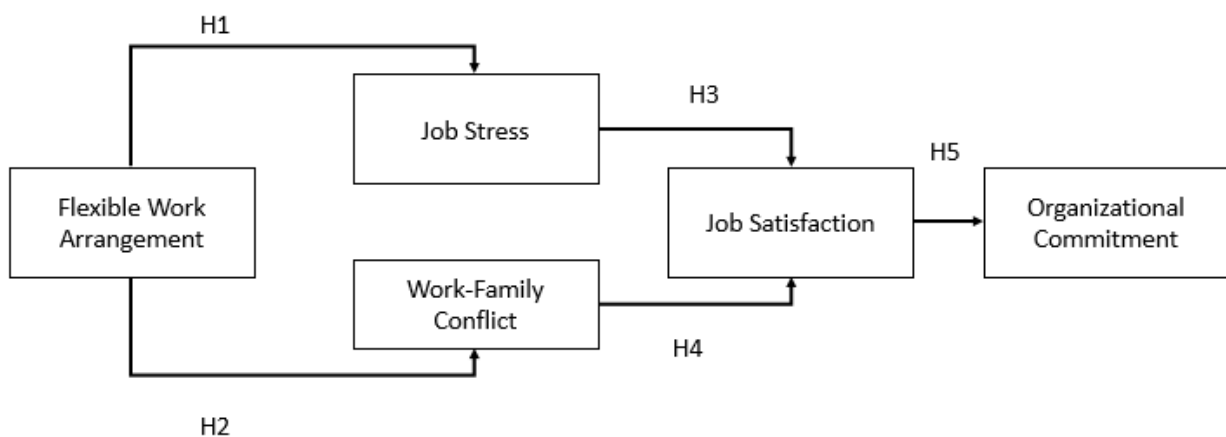


Figure 1. The Employee Satisfaction has a Positive Effect on Organizational Commitment

III. Research Methods

The research was conducted using a survey method using a research instrument in the form of a questionnaire with a Likert scale weighting. The Likert scale is a suitable tool for measuring subjective preferences, thoughts, feelings, and actions in a validated manner (Joshi et al., 2015). The weighting scale is carried out using a 5-point Likert scale.

The sampling technique used is convenience sampling, namely non-probability sampling, this technique was chosen on the basis of the suitability of the sample selection criteria with the characteristics of the population sample. The population in this study are non- freelance in the Jabodetabek area and the company has implemented a work from home. The number of samples is determined based on the results of the calculation of the minimum sample of the structural equation model (SEM), namely the number of indicators multiplied by the estimated parameter as much as 5-10 times (Hair et al., 2010; Ferdinand, 2002). This study has 34 indicators, so a minimum sample of 170 respondents is required. This number is in accordance with the views of Memon et al. (2020) that the minimum number of samples

for PLS SEM modeling is 160. The data is processed using PLS-SEM because the number of samples used is under the provisions of CB-SEM.

IV. Discussion

4.1 Results

a. Respondent Profiles

As shown in Table 1, the majority of respondents are of productive age with an age range of 25 - 44 years. Based on gender, the composition of men and women has been well represented. Likewise with the work location parameter where Dar employees *part time*, this is indicated by the proportion of work status being higher than part time. Most of the respondents have work experience for 3 to 5 years with a percentage of 46%.

Table 1. Profile of Respondents

Characteristics	Frequency	Percentage	
Age	< 25 years	63	4%
	25 - 34 years	90	37%
	35 - 44 years	10	53%
	45 - 54 years	1	6%
	55 years	6	1%
Gender	Male	92	54%
	Female	78	46%
Work Location	Home	104	61%
	Office	66	39%
Employment Status	Full Time	165	97%
	Part Time	5	3%
Length of Work	< 1 year	21	8%
	1 – 2 years	78	12%
	3 – 5 years	30	46%
	6 – 8 years	7	18%
	9 – 10 years	13	4%
Marital Status	>10 years	21	12%
	Not married	38	22%
Child status	Married	132	78%
	Not yet had children	49	29%
Male and marital status	Already had children	121	71%
	Not married	26	28%
Female and marital status	Married	66	72%
	Unmarried	23	29%
	Married	55	71%

b. Descriptive Statistics, Validity and Reliability

Testing reliability using Cronbach's *alpha* and *composite reliability*. While convergent validity is the extent to which the measure is positively correlated with alternative measures of the same construct. To determine convergent validity, Henseler (2018) explains that there

are several criteria that must be met, namely (1) each *loading factor* must be significant and greater than 0.60; (2) the average variance extracted for each *factor loading* must be greater than 0.50; (3) the minimum value of Cronbach *alpha* is 0.7; and (4) the composite reliability for each loading factor must be greater than 0.70. Table 2 is the result of testing convergent validity and reliability.

Table 2. *Convergent Validity and Reliability*

Variable	Item	Mean	Standard Deviation	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	
Flexible Working	FW1	3.806	0.842	0.817	0.9250	0.9347	0.6420	
	FW2	3.235	1.031	0.766				
	FW3	3.735	0.891	0.782W				
	0.895	W	0.895	0.82W				
	0.895	3.471	0.891	Arrangem ent				
	FW7	2,912	1,100	0.763				
	FW8	2.806	1.036	0.759				
	FW9	–	1.087	0.795				
	Job	JN2	0.874	0.777				3.606
JN3		3.459	JN4	3.571				
0.758		0.903	0.888	JN5				
3.582		–	0.772	0.907				
–		–	–	–				
Commitment	–	–	–	–	0.9365	0.9485	0.7250	
	–	–	–	–				
	–	–	–	Satisfacti on				
	–	0.783	2.994	0.903				
	JS4	2.788	0.959	0.899				
	JS5	2.741	1.019	JS7				
	JS6	2.824	1.028	0.865				
0.886	–	1.031	0.865					
Organizational Family Conflict	OC1	3.776	0.742	0.879	0.9268	0.9442	0.7720	
	OC2	3.735	0.786	0.865				
	OC3	3.30.7 59	0.6972	0.753OC				
	0.6592	0.876	0.795OC	–				
	–	–	–	–				
	–	–	–	2.776				
Organizational Family Conflict	WC1	3.371	0.900	0.862	0.9268	0.9442	0.7720	
	WC2	0.996	3.176	0.893				
	WC3	3.076	0.994	0.873				
	WC4	2.976	0.958	WC5				0.891
	1.048	3.159	0.876	next				

Test is discriminant validity to see how big the relationship between variables is. Discriminant validity can be assessed using the Fornell-Larcker criteria where the *Average Variance Extracted* (AVE) construction must be higher than all its squared correlations (Henseler, 2018). In addition, it can be seen from the *Heterotrait Monotrait* (HTMT) ratio

value which is below 0.85 (Henseler et al., 2015). Tables 3 and 4 show that the model has proven discriminant validity.

Tabel 3. *Discriminant Validity Based on Fornell-Larcker Criterion*

	Flexible Working Arrangement	Job Satisfaction	Job Stress	Organizational Commitment	Work Family Conflict
Flexible Working Arrangement	0.8013				
Job Satisfaction	0.4407	0.8932			
Job Stress	-0.2698	-0.3439	0.8498		
Organizational Commitment	0.3619	0.5825	-0.3265	0.8515	
Work Family Conflict	-0.2386	-0.2151	0.6774	-0.1705	0.8787

Tabel 4. *Discriminant Validity Based on HTMT Ratio*

	Flexible Working Arrangement	Job Satisfaction	Job Stress	Organizational Commitment	Work Family Conflict
Flexible Working Arrangement					
Job Satisfaction	0.4684				
Job Stress	0.2351	0.3601			
Organizational Commitment	0.3636	0.6216	0.3383		
Work Family Conflict	0.2228	0.2259	0.7344	0.1782	

c. Structural Model (*Inner Model*)

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value, and R² of the research model. Figure 2 is a picture of the direct and indirect relationship of the structural model. *Flexible working arrangement* is able to explain *job stress* by 7.3% and *work-family conflict* by 5.7%. variables *Job stress* and *work-family conflict* can explain *job satisfaction* by 11.9%, while the rest is influenced by other factors not included in this study. Finally, 33.9% of the variance *organization commitment* is explained by *job satisfaction*.

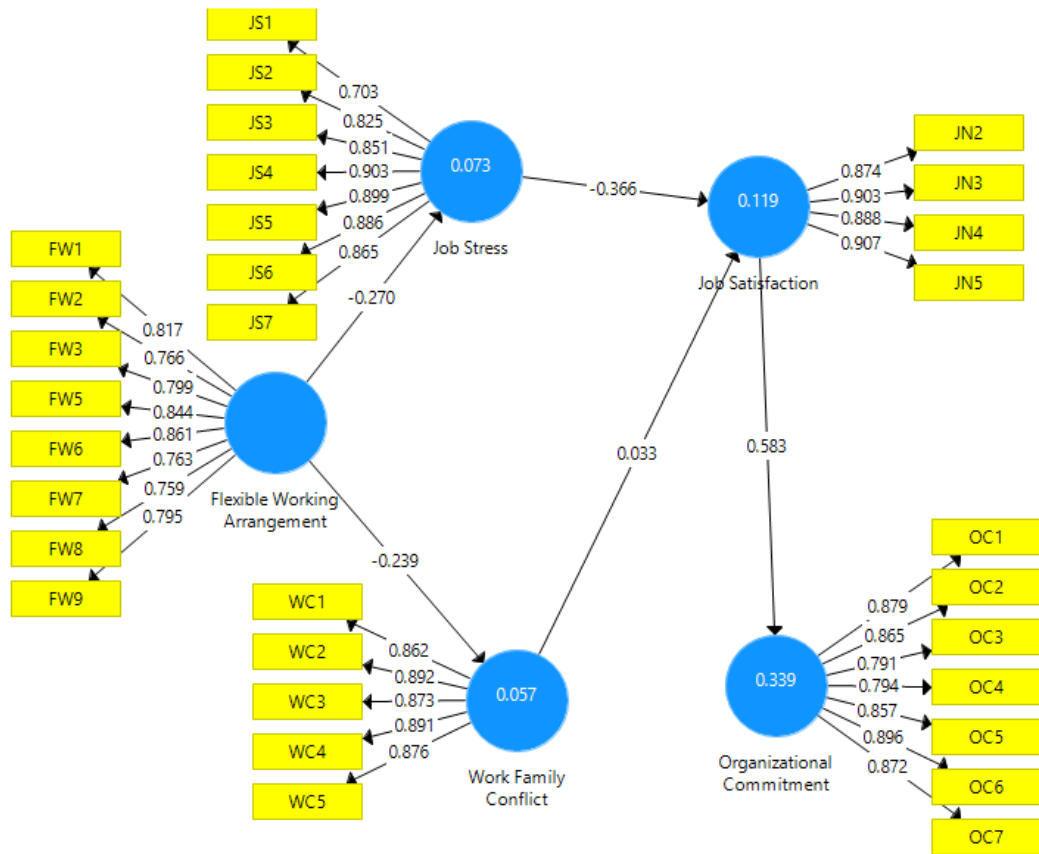


Figure 3. The Structural Model

Feasibility of the model can be seen from 3 feasibility values, namely the overall feasibility of the model; the feasibility of the measurement model and the feasibility of the structural model (Wijanto, 2008). The feasibility of the structural model and measurements have been carried out previously, then proceed with the feasibility of the overall model. The overall feasibility of the model includes the SRMR (*standardized root mean square residual*) parameter value of less than 0.1 (Henseler et al., 2014). NFI value (*Normed Fit Index*) between 0.8 and 0.9 is considered a *marginal fit*, while above 0.9 is considered a good model (Bentler & Bonett, 1980). Meanwhile, the additional *fit model* was carried out by Dijkstra and Henseler (2015) which checked the difference in the estimated value of LS (*Least square*) and geodesic distance. The model is considered feasible when both values are higher than alpha (0.05). Based on the values shown in Table 5, it can be stated that the model is feasible to use.

Table 5. Model Fit and Parameter Value

Model Fit	value of
SRMR	0.069
d_ ULS	2,372
d_ G	1,080
Chi-Square	945,161
NFI	0.808

The study used *bootstrap resampling* with 5000 subsamples to test the proposed model. The significance of the estimated parameters provides very useful information about the

relationship between the research variables. Table 6 shows the results of testing the direct relationship between constructs.

Table 6. Test Results of *Direct Effect*

Hypotheses	Relationship	Path Coefficient	Standard Deviation	T Statistics	P-value	Result
H1	Flexible Working Arrangement -> Job Stress	-0.2698	0.0733	3.6818	0.0001	Supported
H2	Flexible Working Arrangement -> Work Family Conflict	-0.2386	0.0905	2.6373	0.0042	Supported
H3	Job Stress -> Job Satisfaction	-0.3663	0.0918	3.9904	0.0000	Supported
H4	Work Family Conflict -> Job Satisfaction	0.0331	0.1241	0.2663	0.3950	Not Supported
H5	Job Satisfaction -> Organizational Commitment	0.5825	0.0926 6.2895	0.00000	Supported	Flexible

Work arrangement has a negative and significant impact on *job stress* ($\beta = -0.2698$; $p < 0.001$) and work family conflict ($\beta = -0.2386$; $p < 0.05$) which supports H1 and H2. That is, the more flexible a person's work pattern, the lower the level of stress in his work and the smaller the level of conflict with family members. variable *job stress* was proven to have a negative and significant effect on *job satisfaction* ($\beta = 0.3663$; $p < 0.001$) which supports H3. Then, *job satisfaction* has an effect on organizational commitment ($\beta = 0.5825$; $p < 0.001$) which supports H5. That is, the lower the stress level of the worker, the higher his satisfaction to work in the company, thus strengthening his commitment to the company. However, this study failed to prove the effect of *work family conflict* on one's job satisfaction ($\beta = 0.0331$; $p = 0.3950$).

4.2 Discussion

a. Effect of Flexible Work Arrangement on Job Stress

The results showed that the variable *flexible work arrangement* had a significant negative effect on *job stress*. The higher a person's flexibility in work, the lower the stress level experienced by workers. *Flexible work arrangements* related to work from home (WFH) allow respondents to have more free time. This makes them feel calm while doing WFH. Although the implementation of the WFH system is more comfortable, the flexible working hours setting remains at a maximum calculation of 40 hours/week which is considered very effective for the respondents. This suggests that while adapting to a new work system, although workers may feel stressed, at the same time they find closeness to family members which may have reduced their stress levels. Work flexibility including *work from home* also helps employees to reduce the stress level they face due to their work and this leads to organizational commitment.

b. Effect of Flexible Work Arrangement on Work-Family Conflict

Flexible work arrangement has a significant negative effect on *job stress*, so that the more flexible one's work pattern, the lower the level of conflict with family members. The free time they have while *working from home* allows workers to better manage their time and balance work and family matters. *Work-family conflict* can be seen as a form of inter-role

conflict in which the demands of time devoted and the tension created by the family interfere with the performance of work-related responsibilities (Klinker, 2019). At first, some respondents were worried because when *from home* they actually worked *overtime* because they could not separate tasks and family matters. But over time, they can more easily adapt and adjust their working hours.

c. Effect of Job Stress on Job Satisfaction

This study found a significant negative relationship between *job stress* and job satisfaction. The lower the stress level at work, the higher job satisfaction, and vice versa. A flexible work system that allows employees to feel more comfortable and happy with their work environment makes it easy for employees to complete their work and avoid negative emotions. This causes them to think their work is fun and feel satisfied working in the company.

The results of this test are in line with research by Fathi'ah (2018), Wirya et al (2019), and Hoboubi et al (2017) that *job stress* has consequences for job dissatisfaction, causing employees to experience a decrease in trust in the organization. The results of the study of Chaudhry et al. (2011) also proves that high pressure at work can be one of the factors causing employees to leave their jobs due to discomfort at work.

d. Effect of Work-Family Conflict on Job Satisfaction

Several studies have shown that work-family conflict has a negative relationship with job satisfaction. A study by Goudarzi (2017) determined that work-family conflict is negatively related to job satisfaction. Similarly, Allen et al. (2013) reported a significant negative correlation between work-family conflict and job satisfaction. The research of Mauno and Ruokolainen (2017) shows that the lack of support for solving *work-family conflicts* has a major risk of job satisfaction.

This study found that there was no significant effect of *work-family conflict* on employee job satisfaction. Judging from the profiles of respondents who are mostly adults and not included in the new worker category, as well as from the sampling period, namely at the end of 2021 where most of the workers have adapted to working life in a pandemic situation for more than 1 year, this finding occurs because working professionally from home and at the same time having to share concentration with family relationships, it has become something that must be lived and accepted, so that there is no significant *work-family conflict* that affects job satisfaction. In addition, according to the respondent's profile, the majority of which are men who are married and have children, this work-family conflict can be insignificant if housework and child care are generally carried out by women.

e. Effect of Job Satisfaction on Organizational Commitment

The results of this study indicate that the higher a person's satisfaction with his job, the higher his commitment to the organization. Of the seven indicators of *organizational commitment*, feeling happy about work is the indicator that has the greatest impact on employees staying with their jobs. This result is supported by the study of Akbar et al. (2016) who found that the high level *turnover* could be caused by dissatisfaction with the work being carried out, so that organizations could lose employee commitment to stay in their jobs. Culibrk et al. (2018) explains that a manager who is satisfied with his job in general will be more committed to the organization than other employees. This is adapted to the nature of their work which allows them to make decisions, have more varied jobs, and have better material and non-material rewards. Job satisfaction can be caused by various factors such as the work environment, including the leadership style of superiors, and the benefits that employees get, so that it has an impact on their loyalty to the company.

V. Conclusion

This study provides new information that explains the relationship structure of the relationship between job flexibility and employee commitment to the company. This exploratory study provides conclusions on the parameter structure that has a direct or indirect influence on commitment to the company.

The results of this study indicate that commitment to the company is directly influenced by job satisfaction. Then not only job satisfaction, a person's stress level at work also has an influence on one's commitment, this is indicated by the influence that involves mediating one's work satisfaction. In other words, that someone who has a low stress level will increase someone's job satisfaction which will increase a person's commitment to work.

A person's flexibility at work, as is usually done during this pandemic, turns out to have an influence on episodes of conflict with family members and the level of stress in one's work. The higher a person's work flexibility, the lower the conflict with family members and lower the stress level at work. However, this study failed to prove the role of work-family conflict in mediating the relationship between work flexibility and company commitment.

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