

Flexible Work Arrangement in Manufacturing during the Covid-19 Pandemic: An Evidence-Based Study of Indonesian Employees

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Abstract

This study aims to look at the flexible work arrangements in manufacturing in the Covid-19 pandemic conditions, starting from knowing the response regarding the flexible work arrangements conducted by PT INKA (National Railroad Industry Co. Ltd.), the FWA factor undertook, the output obtained from the FWA, and the dynamics of the FWA that can increase productivity in manufacturing companies. The response regarding FWA was from open-ended questionnaires. The data was analyzed by looking at the keywords in each response. From 1460 respondents, these were into several categories, namely the response, factors, and outputs produced. The time of WFH is still from 07.30 WIB until 17.00 WIB. The flexible work arrangement done is flexplace without flexitime, telecommuting. WFH conducted by PT INKA was carried out for 14 days from 18 March 2020 to 31 March 2020. These 14 days is to prevent the spread of Covid-19. The results of the study revealed: (1) Response regarding FWA, namely feeling comfortable, calm, and feeling more flexible. (2) Factors influence the effectiveness of FWA in this study, personal and organizational. Personal factors that influence are hard competency, soft competency, facilities, and workplace environments owned by employees. Adaptability (soft competency) in the implementation of this FWA system will accelerate the process of completion of the work. (3) The output generated from FWA, namely Work-life balance, Psychological well-being, work motivation, and work effectiveness. According to several studies, FWA can improve work-life balance for employees. The grand findings of this study, if FWA wants to be applied in more priority to engineering and supporting work.

Keywords: work from home, flexible work arrangement, COVID-19 pandemic, manufacturing, work productivity

1. Introduction

At the beginning of 2020, the world surprised by dealing with Corona Virus Disease (Covid-19) caused by a new type of coronavirus (SARS-CoV-2). This first unknown disease first occurred in Wuhan, China, in December 2019 [1]. To date, 213 countries have contracted Covid-19 disease, including Indonesia. Handling of Covid-19 from each country will significantly influence how suppressed the spread of Covid-19 is and to the health of citizens [2]-[3]. The spread of Covid-19 is indeed quite fast, spreading through small droplets from the nose or mouth when someone infected with this virus sneezes or coughs and can spread when small droplets touch someone when in close contact with infected corona [4]. Therefore, places that cause much interaction are feared to be ideal places for the spread of viruses, including the education sector, the service sector, and manufacturing.

PT INKA (Persero) is a state-owned company engaged in manufacturing. As the only integrated railroad industry in Southeast Asia. P.T. INKA customers spread from

Bangladesh, Thailand, Malaysia, Singapore, the Philippines, and Australia. The rail supply industry is capital intensive and highly dependent on public procurement and needs to comply with stringent safety standards. Therefore, this industry is cyclical reported that around three to four years were from signing the contract to enter the train service period [5]. The process can even take four to five years to respond to the final tender and commercialization of the train. The process is long enough to make products in the company cannot stop, and project delays will significantly burden the company's performance, especially in the condition of Pandemic Covid-19, which is required to minimize direct contact with many people [6].

Seeing the condition of the acceleration of the spread of Covid-19 encourages management to take quick and responsive actions by minimizing situations that involve large crowds, namely by maintaining company conditions by conducting Work From Home (WFH) Programs [3]. This program is also in line with The Republic of Indonesia Minister of Health Decree Number HK01 / 07 / MENKES / 104/2020, Precautions for the Spread of Covid-19 by reducing activities outside the home by continuing to do work at home.

2. Literature Review

The concept of Work from Home (WFH) is a working concept where employees can do their work from home. The WFH concept emphasizes a Flexible Work Arrangement, which is a choice given by the organization to its employees to determine work schedules and freedom of workplace [7]. The WFH implementation process is more focused on results rather than procedures [8], so that professionals do not need to work long hours in the same hours or as many hours as the office sets [9].

Some indicators of Flexible Work Arrangement according to [10] namely leave concerning parents, can share work with coworkers, work at certain hours, can work outside the workplace during working hours, can change from working full time to work part-time, free to start and end work time. More broadly, the application of flexible work arrangements (FWA) in an organizational context can be in several forms, such as telecommuting, flexible time, and job sharing. Telecommuting or flexplace allows employees to do office work using technological assistance such as computers and the internet and work from other places, and flextime allows employees to choose the time to start and complete work based on the time requirements set by the organization [11]. Job Share is a work practice by sharing work with other workers. Usually, some people break the work hours that are usually done by "full-time workers," In a job, sharing requires excellent Communication between colleagues. In practice, the FWA, which is flextime and telecommuting in several organizations. The application of FWA implementation can vary depending on the policies of each organization, including flextime without flexplace, flexplace without flextime, and flextime with flexplace [12].

According to some previous research, several types of FWA will have benefits both for employees and for the company. Overall, FWA can increase job satisfaction, commitment, work-life balance, and be able to motivate employees to complete work [13]. However, several factors affect employees capable of completing tasks optimally, namely, factors from within the employee and from outside the employee.

Internal employee factors include work motivation, adaptability, work disruption, and work at home facilities. Work motivation can be lost because the atmosphere is much different from working in the office, thus making work motivation eventually disappear. How quickly employees adapt to changing systems will accelerate the completion of tasks. Another factor that affects is whether the facilities in the office support the work or not, although not all work can be from home [14]-[15].

The outside employees' factors are the leaders, employee ability, and the system of the company that can secure data. Leaders become prominent figures to accelerate the ability to adapt to employees, motivate, make decisions, and establish interactive Communication with subordinates [16]. Besides, the company system that supports flexible work arrangements also becomes an essential point for the task completion process, namely in the form of reward-punishment policies, control procedures, task monitoring, and data security guarantees. Flexible work hour is the right solution for employees who are very busy with family matters, working in several places, and if the situation is not possible, such as the Covid-19 pandemic. The benefits of the Flexible Work Arrangement can support aspects of economic, social, and environmental sustainability. Pasa's previous research results generally showed that flexible work hours were sufficient to be applied in the conditions of employees and the appropriate environment, such as research by [17].

Employees of P.T. INKA have felt some of the strengths and weaknesses of FWA as a manufacturing company. Given the condition of Pandemic Covid-19 and the type of manufacturing company that must continue to operate to produce products, and the equipment used was only available in the office, the company initially form to carry out WFH as one of the flexible work arrangements. However, this could be one of the trials if, in the future, a flexible work arrangement system would be permanent. However, there is still no evaluation and practical theory to support if manufacturing companies want to apply a flexible work arrangement. Therefore, the researcher asks the following research questions:

1. How the effectiveness of the implementation of flexible work arrangements during Pandemic Covid-19 in the manufacturing company P.T. INKA Madiun?
2. What are outputs generated from the work from the home program as a modification of the flexible work arrangement?
3. How to implement an ideal flexible work arrangement to support productivity in the manufacturing company P.T. INKA Madiun?

3. Methodology

This study uses a qualitative method with a study approach that focuses on the exploration of one particular case [18]. Participants in this study were all employees of PT INKA who carried out flexible work arrangements through WFH during Pandemic Covid-1 totaling 1460. Methods of data collection used open questionnaires, interviews, and observations. The questionnaires distributed to the participants in the form of open questions. Respondents could fill out questionnaires with their own opinions.

Observations are made by linking two things, namely: information about what happens and the context, namely the things related to the surroundings. The data analysis of this study used four forms of data analysis and their interpretation, namely: collecting categories, direct interpretations, researchers formed patterns and looked for correspondences between two or more categories, and researchers developed naturalistic generalizations through data analysis [19].

4. Results and Discussion

The data are from 1460 respondents. Based on respondents obtained from the survey consisted of 164 female respondents (11.2%) and 1296 male respondents (88.8%). The majority respondents have a high school education of 987 respondents (67.6%), 440 respondents with D3 – S1 education (30.1%), and 33 respondents with S2-S3 education background (2.3%). Respondents are the adult category with an age range of 18-55 years (Table 1).

Table 1. Age of Respondents

Age (Year)	Number	Percentage
18-30	780	54.2 %
31-40	231	15.8 %
41-50	339	23.2 %
≥51	100	6.8 %
Total	1460	100 %

There are three types of work carried out in manufacturing companies, namely the production, engineering, and supporting departments. Respondents from the production department were 1055 (72%), 179 (12.26%) respondents were from the engineering department, and 226 (15.47%) were respondents from the supporting department.

The research results developed came from the thematic categorization of finding four main themes, as follows:

4.1. Response to Flexible Work Arrangements in Manufacturing Companies in the Covid-19 Pandemic Conditions

The initial response regarding the flexible work arrangement in manufacturing companies during the Covid-19 pandemic was to feel safe and calm with the work from home policy. As many as 52.9% of respondents said they were happy with WFH in the Covid-19 pandemic situation. The following is the respondent's statement

"Calm in health issues especially with the presence of this coronavirus and can anticipate the effects of transmission" (Subject 659)

Then, employees start enjoying WFH because they can gather and interact with families and can work close to family.

"Happy to gather with family" (Subject 688)

"... happy to be able to work near the family" (Subject 457)

However, because WFH requires every employee to do work at home, the response that appeared was only 38.6% of respondents felt flexible with WFH. e. From the type of production work, the response that arises is the feeling of being bored because they cannot do work at home and cannot interact with other people.

"My work cannot be done at home because I am a production person, so at home, I am not comfortable." (Subject 1054)

"I feel bored and bored because I am used to interacting with colleagues" (Subject 447)

From the type of engineering work, the response that often arises is about the freedom of time when working, can manage time and efficiently so that it can concentrate.

"Generally, it is better and more flexible ..." (Subject 216)

"... can better adjust the rhythm of the work flexibly and more efficiently and maximally focused" (Subject 609)

Different responses from the type of work in the supporting section before WFH they worked using regular hours when facing WFH, the initial response emerged was to like a new atmosphere at work, but there was a feeling of an unclear division of time between work and rest.

"Refresh, a new atmosphere at work" (Subject 618)

"Unclear division of work time makes the body tired. Time off and work, and there are no SURE rules. Especially when accepting work at rest. Very uncomfortable "(Subject 522)

4.2. Factors That Affect Flexible Work Arrangements in Manufacturing Companies

Factors affecting the flexible work arrangement in this study were found 881 responses in the form of 6 keywords and categorized into two major themes, namely personal and organizational presented in Table 2.

Table 2. Factors affecting the flexible work arrangement

Indicators	Keywords	Theme
Information technology skill	<i>Personal Hard Competency</i>	Personal
<i>Adaptation, Responsible, Planning, Time management, Communication</i>	<i>Personal Soft Competency</i>	Personal
Disturbance at home	<i>Personal Environment</i>	Personal
Laptop, Software, Connection	<i>Personal Facilities</i>	Personal
Scheduling, Report, Data access	<i>System</i>	Organization
Instruction, <i>Controlling & Monitoring</i> <i>Evaluating, Coaching, Motivating</i>	<i>Leader</i>	Organization

The factor of flexible work arrangement in manufacturing companies a 2 major themes, namely personal and organizational. In more detail, the factors of the flexible work arrangement are:

4.2.1. Personal factors

Personal factors arise from within the employee. This factor consists of 4 components, namely:

i). Personal hard competency

This factor comes from the ability of employees to master applications that support Communication, including WhatsApp, telegram, zoom, Microsoft to do, Microsoft team.

"Not all employees are familiar with remote communication platforms that are more organized, such as Microsoft To-Do, Microsoft Team, and other programs. Employees are familiar with instant messaging communication platforms like W.A., so structuring task assignments and job control is challenging to minimize." (Subject 130)

ii). Personal soft competency

This factor comes from the ability of employees to manage relationships between people, manage work processes, and build interactions with others. Personal soft competency factors include adaptability, sense of responsibility, planning ability, ability to manage time, and Communication skills.

"... because this is the first new WFH, so it takes time to adjust." (Subject 507)

"... can increase the sense of responsibility morally, consistent time-sharing individually" (Subject 1287)

"... It is difficult to coordinate and communicate, especially for work that requires coordination with several divisions/departments" (Subject 718)

iii). Personal environment

Personal environment factors are factors of the environment around the workplace that affect whether the employee is conducive to work. In the case of WFH, the environment is affected by homework and childcare.

"The difficulty of coordination and concentration when WFH is due to the children not yet sleeping." (Subject 199)

iv). Personal facilities

Personal facilities are resources owned by each employee to support completing work at home, such as laptops, reliable internet connections, software that supports work.

"Because the required tools are not available in each staff it is difficult to implement jobs that depend on the tool, for example, a P.C. that is adequate for design work, the average staff, only relies on a P.C. from the office, so it is not so reliable when it comes to WFH ..." (Subject 875)

4.2.2. Organizational factors

Organizational factors exist from the company, consisting of two components, namely the Leader and the system. Leaders have an important role in providing instruction, controlling & monitoring, evaluating, and coaching & motivating. In more detail, the following are excerpts from the leader factor.

"It has not been able to distribute work to every staff under its coordination, as evidenced by There is no regular work planning and job evaluation, and most work is sporadic and sudden and unplanned." (Subject 1430)

The role of companies in having an organized system is also a determining factor in the success of a flexible work arrangement. This system includes the distribution of working hours, reporting jobs, providing access data that can be accessed flexibly.

"There was no agreement from the outset regarding the flow of work processes. It needs confirmation in the middle of the road, both in 1 unit, section, division between parts and with vendors." (Subject 1212)

4.3. Output Generated from Flexible Work Arrangements in Manufacturing Companies

The outputs or results of the flexible work arrangements in the company during the Covid-19 pandemic are indeed diverse and positively affect an enormous scope. Data from the open questionnaire distributed to the employee found 865 responses, which we into four output themes from FWA, namely work-life balance, psychological well-being, work motivation, and work effectiveness.

Work-life balance response as much as 43.9% of the total respondents where a person's condition can meet the needs and achieve a balance both at work and on his life outside of work, such as life at home, social life with colleagues outside of work, health, leisure the employee itself.

"More rest, increased concentration, can repair tools" at home, can harvest in the fields, better mental condition, not depressed but still the responsibility in reporting the state of the body and work "(Subject 375)

"Happy because there is more time for family and friends." (Subject 736)

Employees who experience WFH also feel psychological well-being in the form of self-acceptance, feel they have a purpose in life. They have a desire to grow and develop.

"I can learn more about managing my time for family, college and work, learning to use time, reading environmental conditions, and learning to do homework assignments"
(Subject 883)

The third output is about employee motivation, with a response of 52% of the total respondents. The motivation of production employees with the supporting part has the opposite response. Work motivation during WFH can be a reason that encourages employees to work. Motivation in the type of work supporting and engineer is almost the same, namely the motivation to work down during WFH.

"Work faster and work motivation is lower because the network at home is not stable for work." (Subject 1150)

In contrast to the response from the production department, because they did not work physically at home, they felt WFH was like a condition that made them able to rest for a while and was eager to return to the office and usually work.

"Being able to enjoy WFH with pleasure and can increase the spirit of working back to the office." (Subject 636)

The last output response is work effectiveness, namely how employees can produce a result/work during WFH. The response that emerged, 39.7% was able to produce work, and for the production part, felt not optimal and complained of declining productivity.

"It is not good because my work is at home. If I do it at home, I will not be able to position the machine in the company if the company WFH there will be no product out"
(Subject 1030)

Nevertheless, from the supporting and engineer parts, they can still produce products, although some are not optimal.

"As long as WFH's coordination regarding work continues to run smoothly and work can finish work" (Subject 56)

The dynamics of the flexible work arrangements carried out in manufacturing companies under the Covid-2019 pandemic conditions are shown in Figure 1.

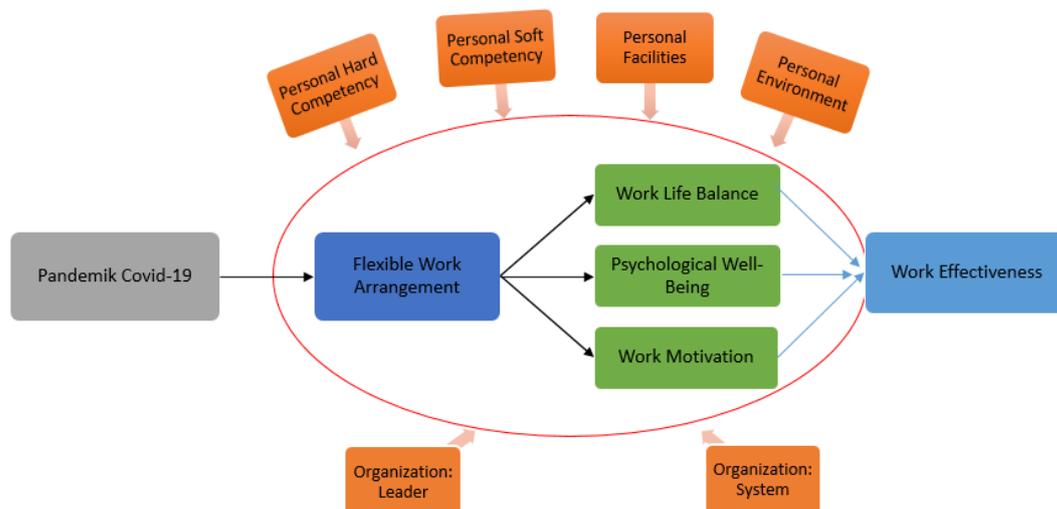


Figure 1. The Dynamics of Flexible Work Arrangement in Manufacturing Companies during Coronavirus Disease-19 Pandemic

The dynamics of flexible work arrangements in the types of production, engineering, and supporting work in manufacturing companies have the same output work effectiveness or completion of work. Company policy sets WFH as an anticipatory measure to prevent the spread of Covid-19 from being the motive of WFH. During the WFH implementation process, two main factors influence the achievement of targets, namely from personal factors (Hard competency, soft competency, facilities, and environment) and the organization (Leader and System that runs in the company). During the WFH process, some things improved, namely work-life balance, psychological well-being, and work motivation.

The type of work turned out to influence the responses arising from respondents, for the more significant part of production in the field, the main factor that became the obstacle was the problem of facilities. There are no home facilities, so during WFH, the production department does not carry out many daily routine activities. However, the existence of FWA makes them feel a new atmosphere and can improve work-life balance and psychological well-being. Although they are not very burdened with work, their motivation to return to work in the office is very high. When they do WFH, the production department cannot complete the target. After all, there are no facilities or work equipment at home.

The types of work in the supporting and engineering sections are similar in the dynamics of the Flexible Work Arrangement. Both types of work are burdened with the same work, both during WFH and in daily life. From the WFH applied, the two parts can improve work-life balance and improve psychological well-being. However, their motivation to work decreases due to many factors that influence their work. For example, how conducive the house is to be as a workplace, facilities (laptops and software), the competence of each employee in mastering several remote working applications, and how their ability to manage work in different conditions than in the office. In addition to the sudden implementation of WFH, the company is still not ready with the telecommuting system, so that any data that still cannot be accessed flexibly. However, these two parts can still produce some work, although not as much as when working regularly.

4.4. Flexible Work Arrangements in Manufacturing That Can Increase Productivity

After looking at the psychological dynamics of implementing flexible work arrangements in manufacturing companies during the Covid-19 pandemic, the following is the result of the percentage of respondents who can apply flexible work arrangements in manufacturing for the future, compared to in terms of age, sex, and type of work. Table 3 shows the percentage of respondents who can undergo a flexible work arrangement going forward.

Table 3. Comparison of Respondents Clusters Undergoing FWA

Cluster	% WFH	Number of Respondents	Type Respondent				
			Division	Age	Sex	Education	Status
Top	80%	7	Development	31-40	Male	College	Organic
Top	78%	9	PPC	20-30	Male	College	Organic
Top	77%	7	Secretary	20-30	Female	College	Organic
Top	76%	12	Secretary	20-30	Female	College	Non-organic
Top	75%	34	Technology	20-30	Male	College	Non-organic
Middle	66%	12	Quality Assurance	31-40	Male	College	Organic

Middle	66%	16	Logistic	20-30	Male	High School	Non-organic
Middle	66%	44	Quality Assurance &K3LH	20-30	Male	High School	Non-organic
Middle	66%	30	PPC	41-50	Male	High School	Organic
Middle	65%	5	PPC	20-30	Male	College	Non-organic
Low	59%	5	Technology	41-50	Male	High School	Organic
Low	58%	10	PPC	>50	Male	High School	Organic
Low	58%	22	Logistic	41-50	Male	High School	Organic
Low	56%	6	Finance	20-30	Female	High School	Non-organic
Low	55%	6	PPC	20-30	Female	High School	Non-organic

From Table 3, respondents who can conduct FWA in the future are in the top 5 rankings (Top Cluster). The top-ranking are employees of development aged 31-40 years; men have a college degree background and have organic status. In this top cluster group, the most dominant educational background is college degree holders and age 20-30 years, with supporting and engineer work types.

In the middle cluster group, the application of WFH is quite useful, around 66%, one of them is a group of male respondents from the Quality Assurance Division, aged 31-40 years, and organic employee status. This central cluster groups dominated by men aged 20-30 years with high school education, and types of production work.

Some groups with the lowest WFH effectiveness are in the Low Cluster group, for example, from the Technology Division, male, aged 41-50 years of high school education, and organic employee status. Low cluster groups with low WFH efficiency are aged 41-50 years, with majority of high school education and type of production work.

5. Conclusion

From the results of the study, we can observe that the Covid-19 pandemic conditions make P.T. INKA must work from home on all fronts. The implementation of this policy to cut the spread of Covid-19 is also a way to protect the health of P.T. INKA employees. WFH conducted at P.T. INKA is one of the flexible work arrangements because, during the WFH process, employees are still working but not in the office. The time of WFH is still from 07.30 WIB until 17.00 WIB. The flexible work arrangement done is flexplace without flextime, or it can be called telecommuting. WFH conducted by P.T. INKA was carried out for 14 days from 18 March 2020 to 31 March 2020. These 14 days to prevent the spread of Covid-19. During its implementation, Communication is online, whether it is a meeting or daily coordination using existing applications.

From the results of the study obtained responses regarding FWA namely comfort, calm and feel more flexible, this is following research by [20]-[22] were one of the benefits of FWA is having freedom in work. Two factors influence the effectiveness of FWA in this study, personal and organizational. Personal factors that influence are hard competency, soft competency, facilities, and workplace environments owned by employees. Adaptability (soft competency) in the implementation of this FWA system will accelerate the process of completion of the work. Some factors during the implementation of FWA are the facilities and environment in the home that are free from distractions. In addition to personal factors, there are also organizational factors in this study, namely the Leader and the system. Leaders exist to accelerate the ability to adapt to employees, motivate, make decisions, and establish interactive Communication with subordinates [3]. Besides, the support of the existing system in the company turned out to make the work process better monitored. This finding is in line with research, which states that the existence of

the task completion process and the reward-punishment policy can be one of the procedures of task monitoring.

The third finding of this study is the output generated from FWA, namely Work-life balance, Psychological well-being, work motivation, and work effectiveness. According to several studies, FWA can improve work-life balance for employees [2], improve psychological well-being [4], increase work motivation, and bring increased work effectiveness in certain cultures [5]. In this study, there are some exciting things, namely the motivation factor, it turns out there is a decrease, and some are motivated, this is because the company has not well prepared the FWA system. Many obstacles occur either from the documents that are not ready, short work at home facilities, the number of disturbances from homework, and different cultures. The adaptability of people in dealing with this new situation is also a determinant of the success of FWA [6].

The findings of this study, if manufacturing companies in the future want to apply FWA, are more prioritized in engineering and supporting work, with age criteria < 20-30 years, and have a degree background. Engineering and supporting work types are indeed felt to be able to do work in a mobile manner but must be adequate factors, policies, leaders, and workplace conditions. The age that is quite dominant exists between < 20-30 years, so those who are suitable for this condition are called millennial generation. One exciting fact and data about the millennial generation, they find that 90% of millennials will move to brands and organizations that can realize their ideals. 64% of millennials choose jobs according to their passion compared to boring jobs [22]. The application of FWA is vital because it will increase the satisfaction of millennial employees who dominate the workplace in the next few years [7].

The recommendation for industrial practice, especially in manufacturing, this research can be used as a reference if manufacturing companies, conditioning factors are expected to make companies implement FWA as optimal as possible. Decisions of the employees who will p in the FWA program should be to the type of work, age, and education. Further researchers can develop this research using different manufacturing companies. Besides, that further researchers will analyze the relationship regarding the factors that most influence the FWA.

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