


Tulis

- Kotak Masuk 615
- Berbintang
- Ditunda
- Penting
- Terkirim
- Draf 4
- Kategori
- Selengkapnya

- Label +
- Pribadi
- Unwanted
- Selengkapnya

Accepted Abstracts SEE-Mie 2022 (Group-1 & 2) [Kotak Masuk x]

 **Geomate Journal** <geomatejournal@gmail.com> kepada GEOMATE, bcc: saya

Min, 17 Apr 2022, 12.27 [Star] [Smiley] [Reply] [More]

[Terjemahkan ke Indonesia](#) x

Dear Colleagues,

Thanks. The list of Accepted Abstracts SEE-Mie 2022 (Group-1 & 2) is attached.

Please submit your full paper using the following link. Attached herewith, please see the template of the conference proceedings.
<https://www.confsee.com/full-paper>

Would you please make sure to register before the deadline? The registration is mandatory for your papers to be included in the conference proceedings and evaluation for SEE- Awards. We appreciate online registration using the following link:
<https://www.confsee.com/registration>

Tulis

- Kotak Masuk 615
- Berbintang
- Ditunda
- Penting
- Terkirim
- Draf 4
- Kategori
- Selengkapnya

- Label +
- Pribadi
- Unwanted
- Selengkapnya

SEE-Mie 2022 Certificates of participation

Kotak Masuk x



Prof. Dr. Zakaria Hossain <zakaria@bio.mie-u.ac.jp>
kepada saya ▾

Kam, 17 Nov 2022, 14.41 ☆ 😊 ↶ ⋮

Terjemahkan ke Indonesia x

SEE-Mie 2022 Certificates of participation

2 Lampiran • Dipindai dengan Gmail ⓘ



You are viewing ROOM B Editor's screen View Options

ファイル 挿入 デザイン 高度化の機能 アニメーション スライドショー 転送 表示 ヘルプ AORDBAY 実行/応答履歴を入力してください

100

14

15

16

17

18

19

スライド 18/25 日本語

Mute Stop Video Participants Chat Share Screen Record Reactions Apps Whiteboards Leave

SEE-Mie 2022
All online meeting times are in Japan time

The Eighth Int. Conf. on Structure, Engineering Environment (SEE2022), Mie, Japan

11:00-12:00 Oral/Poster Session 11

Chair: Dr. Beti Nurbaiti
S8567, S8568, S8570, S8569, S8576, S8581

MIYAKO Dr. Beti Nurbaiti Indonesia Indonesian Chair

BETI NURBAITI

Alex Owingo

ROOM B Editor

MIYAKO Prof. Eduardo Brzezina Japan Conference Chair

SEE INTERNATIONAL CONFERENCE - JAPAN | as Presenter & Chairman, November, 10-12, 2022



betty n...

Analytics

Edit video

12



Share



THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICIALS IN BEKASI CITY, WEST JAVA

By :
Beti Nurbaiti
Waluyo
Dwi Setyowati



SEE INTERNATIONAL CONFERENCE - JAPAN | as Presenter & Chairman, November, 10-12, 2022



betty n...
1.64K...

Analytics

Edit video

12



Share





ID: s8576

Certificate of Participation/Presentation



to

Beti Nurbaiti, Waluyo and Dwi Setyowati

Participated in the following conference and presented a research paper entitled as:

THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA

**The Eighth International Conference on Structure, Engineering & Environment
Yokkaichi City, Mie, Japan 10-12 November, 2022**

Prof. Dr. Zakaria Hossain
Conference Chairman

SEE-Mie 2022 Review and Evaluation

| | |
|------------------------------|---|
| Paper ID number | s8576 |
| Paper Title | THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA |
| i. Originality | 4 |
| ii. Quality | 4 |
| iii. Relevance | 4 |
| iv. Presentation | 3 |
| v. Recommendation | 5 |
| Total (sum of i to v) | 20 |

General comments

This paper is a very interesting study that analyzes the impact of flexible work arrangements (FWA) and work-life balance (WLB) on employee productivity in the City Hall (Pemkot) in Bekasi, West Java. The study addresses the lifestyle changes caused by COVID-19, and is a necessary study for the future.

Mandatory changes

The table numbers are different.
Final page, both columns are not at the same height top and bottom.

Upload file (if any)



Reviewer's E-mail (Remove before sending to author)

ISBN: 978-4-909106094 C3051

SEE-MIE 2022 Proceedings



EDITED BY
Zakaria Hossain

November 10-12, 2022
Yokkaichi Mie Japan

SEE 2022, MIE, JAPAN
STRUCTURE, ENGINEERING AND ENVIRONMENT

PROCEEDINGS OF EIGHTH INTERNATIONAL CONFERENCE – SEE 2022
STRUCTURE, ENGINEERING & ENVIRONMENT MIE, JAPAN 10-12 NOVEMBER, 2022

Structure, Engineering and Environment

Edited by

Prof. Zakaria Hossain
*Graduate School of Bioresources
Mie University, Japan*



THE GEOMATE INTERNATIONAL SOCIETY

Copyright © 2022 by The GEOMATE International Society

All rights reserved. In principle, no part of this publication or the information contained herein may be reproduced in any form or by any means, translated in any language, stored in any data base or retrieval system, or transmitted in any form or by any means without prior permission in writing from the publisher.

Disclaimer: The editors and the publisher have tried their best effort to ensure the integrity and the quality of this publication and information herein. However, they give no warranty of any kind, expressed or implied with regard to the material contained in this book, and will not be liable in any event for the consequences of its use.

Published by:
The GEOMATE International Society
Tsu city, Mie, Japan
E-mail: society@geomate.org
<http://www.geomate.org/>

ISBN Number: 978-4-909106094 C3051

| | | |
|--------------|--|---------------------|
| s8567 | THE IMPACT OF THE COVID-19 PANDEMIC ON RESORT AREAS AND ITS RELEVANT TO AGRICULTURAL MARKETS -A CASE STUDY OF KARUIZAWA, NAGANO PREFECTURE, JAPAN- Reiko Machida, Yuya Mikami, Waya Kobayashi, Nobuhiko Tanaka, Teruaki Irie, Hijiri Sjimojima, Tomohiro Kimata and Shigeyuki Miyabayashi | 393 |
| s8568 | SOCIAL COSTS BY OCCURRING ROADKILL OF AMAMI RABBIT IN KAGOSHIMA, JAPAN Hideyuki Ito, Yosuke Imahashi and Takahiro Fujii | 399 |
| s8570 | IMPUTATION OF OUTLIERS AND MISSING VALUES FOR ACTIVATED SLUDGE DISSOLVED OXYGEN DATABASE USING MULTIVARIATE IMPUTATION BY CHAINED EQUATIONS (MICE) Hatem Nijim and Rabee Rustum | 405 |
| s8576 | THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA Beti Nurbaiti, Waluyo and Dwi Setyowati | 409 |
| s8581 | ACOUSTIC EMISSION OF INTERNAL DRAINAGE IN MULTI-STOREY BUILDINGS Anaabo Chike Emmanuel, Rabee Rustum, Lynne B Jack and Adebayo J. Adelaye | 415 |
| s8584 | INFRASTRUCTURE IMPACTS CALCULATOR: AN INFRASTRUCTURE ASSESSMENT TOOL USING CO-BENEFIT APPROACH Nicanor R. Roxas, Jr., Krister Ian Daniel Z. Roquel, Krista Danielle S. Yu, Alerik Ezekiel C. Ruiz and Alexis M. Fillone | 421 |
| s8588 | GROWTH CHARACTERISTICS OF PINUS DENSIFLORA IN SIMULATED HEAVY METAL CONTAMINATED SOIL Takuma Kubohara, Hiroyuki Ii, Ryoichi Araki and Masakazu Saito | 427 |
| s8593 | ANALYSIS OF FLOOD FLOW RATE CALCULATE FROM PRECIPITATION AT TYPHOON NO.19 IN 2019 IN THE ABUKUMA RIVER BASIN Masanobu Taniguchi | 432 |
| s8594 | ANALYSIS OF SEASONAL AND SECULAR VARIATIONS IN DISSOLVED OXYGEN CONCENTRATION AT THE BOTTOM OF LAKE BIWA, JAPAN Jinichi Koue | 437 |
| s8595 | GREEN PROCESS FOR CRUDE PALM OIL BIODIESEL PRODUCTION USING COMMERCIAL LIPASE ENZYME Mallika Tapanwong, Rayakorn Nokkaew, Pinsuda Viravathana and Vittaya Punsuvon | 443 |
| s8603 | QUANTIFICATION OF HYDRATION PRODUCTS IN RICE HUSK ASH (RHA)-BLENDED CEMENT CONCRETE WITH CRUMB WASTE RUBBER TIRES (CWRT) & ITS CORRELATION WITH MECHANICAL PERFORMANCE John Mark L. David, Richard M. De Jesus and Rodolfo P. Mendoza | 449 |
| s8605 | FEASIBILITY STUDY FOR ENVIRONMENTALLY FRIENDLY PROCESS IN PREMIUM CRUDE PALM OIL PRODUCTION Sureerat Namwong, Vittaya Punsuwan, Pinsuda Viravathana and Rayakorn Nokkaew | 455 |
| s8608 | TUNGSTEN, COPPER, MANGANESE, ZINC, IRON AND ARSENIC CONCENTRATIONS OF PLANTS IN KIWADA MINE Daiki Yamamoto and Hiroyuki Ii | 461 |
| s8609 | DIFFERENCES IN PLANTS HEAVY METAL CONCENTRATIONS BY REGION Takuya Ueda and Hiroyuki Ii | 467 |
| s8614 | A STUDY ON APPLICATION POSSIBILITY OF WOODEN BIOMASS COMBUSTION ASH MODIFIED BY FLOTATION METHOD AS CONCRETE ADMIXTURE Shilun Liu, Koji Takasu, Hidehiro Koyamada and Hiroki Suyama | 472 |
| s8615 | EXAMINING WATER ENVIRONMENT DATA FOR AN ARTIFICIAL INTELLIGENCE EVALUATION MODEL Shengping Zhang and Jie Qi | 478 |
| s8626 | FEASIBILITY OF USING BAUXITE RESIDUE STABILIZED WITH CEMENT KILN DUST FOR GEOETCHNICAL APPLICATIONS Mohamed Farid Abbas and Sultan Abdulaziz Almuaythir | 484 |
| s8632 | MODELING ADSORPTION OF HEXAVALENT CHROMIUM USING A LOW-COST JORDANIAN OLIVE STONE WASTE ADSORBENT Aymen Awad | 489 |

Preface

On behalf of the SEE 2022 Organizing Committee, it is our great pleasure to welcome you to the Eighth International Conference on Structure, Engineering & Environment, held at Miyako Hotel Yokkaichi, Mie, Japan organized in conjunction with Mie University Research Center for Environmental Load Reduction, The GEOMATE International Society, Useful Plant Spread Society, Glorious International, AOI Engineering, HOJUN, JCK, CosmoWinds and Beppu Construction, Japan.

The conference covers three major themes with many specific themes including:

| | |
|---------------------------------------|--------------------------------------|
| Advances in Building Structure | Advances in Mechanical Engineering |
| Advances in Infrastructures | Advances in Petroleum Engineering |
| Advances in Civil Engineering | Advances in Process Engineering |
| Advances in Structural Engineering | Advances in Environmental Technology |
| Advances in Geological Engineering | Advances in Geophysics |
| Advances in Geometrics Engineering | Advances in Hydrology |
| Advances in Chemical Engineering | Advances in Recycle Solid Wastes |
| Advances in Environmental Engineering | Advances in Use of reclaimed Waters |
| Advances in Geotechnical Engineering | Advances in Water Distribution |
| Advances in Architectural Engineering | Advances in Water Treatment |
| Advances in Industrial Engineering | Advances in Irrigation and Drainage |
| Advances in Manufacturing Engineering | Advances in Farm Structures |
| Advances in Materials Engineering | |

Even with the COVID-19, this year we have received many submissions from different countries all over the world including Australia, Czech Republic, . The technical papers were selected from the vast number of contributions submitted after a review of the abstracts. The final papers in the proceedings have been peer reviewed rigorously and revised as necessary by the authors. It relies on the solid cooperation of numerous people to organize a conference of this size. Hence, we appreciate everyone who support as well as participate in the joint conferences.

Last but not least, we would like to express our gratitude to all the authors, session chairs, reviewers, participants, institutions and companies for their contribution to SEE 2022. We hope you enjoy the conference onsite and ZOOM online and find this experience inspiring and helpful in your professional field. We look forward to seeing you at our upcoming conference next year.

Best regards,

Prof. Dr. Zakaria Hossain, Chairman



Organization

Scientific Committees:

Honorary Chairman: Dr. Sohji Inoue, E/Prof. Mie University, Japan
Conference Chairman: Dr. Zakaria Hossain, Prof. Mie University, Japan

Conference Organizing Committee:

Dr. Zakaria Hossain, Prof. Mie University, Japan (Chair)
Dr. Satoshi Kaneco, Prof., Mie University, Japan (Co-Chair)
Dr. Sohji Inoue, E/Prof. Mie University, Japan (Co-Chair)
Dr. Toshinori Sakai, Prof. Mie University, Japan (Co-Chair)
Dr. Takamitsu Kajisa, E/Prof. Mie University, Japan (Co-Chair)
Dr. Masaaki Kondo, A/Prof. Mie University, Japan (Co-Chair)

National & International Advisory Committee:

Dr. Fumio Tatsuoka, E/Prof., Tokyo University of Science, Japan
Dr. Junichiro Takeuchi, Prof., Kyoto University, Japan
Dr. Kingshuk Roy, Prof., Nihon University, Japan
Dr. Sai Vanapalli, Prof., University of Ottawa, Canada
Dr. Musharraf Zaman, Prof. Univ. of Oklahoma, USA
Dr. Rafiqul Tarefder, Prof. University of New Mexico, USA
Dr. M. Bouassida, Prof., National Sch. of Engg. of Tunis
Dr. L.R. Austriaco, E/Prof., Angles Univ. Found., Philippines
Dr. M. Ibn Ibrahimy, Prof., Int. Islamic Univ., Malaysia
Dr. Mohammad Shariful Islam, Prof., BUET, Bangladesh.
Dr. Bujang B.K. Huat, Prof., Univ. Putra Malaysia
Dr. Nemy Banthia, Prof., UBC, Canada
Dr. Ian Jefferson, Prof., Univ. of Birmingham, UK
Dr. John Bolander, Prof., Univ. of California, USA
Dr. Shamsul Chowdhury, Prof., Roosevelt Univ., USA
Dr. Isabel Pinto, Prof., University of Coimbra, Portugal
Dr. Mark Jaksá, E/Prof., University of Adelaide, Australia
Dr. Jim Shiau, A/Prof., USQ, Australia
Dr. Hj. Ramli Bin Hj. Nazir, A/Prof., UTM, Malaysia
Dr. H.M. Shahin, Prof., Islamic University of Technology, Bangladesh
Dr. Md. Ariful Islam, A/Prof. Ohio State University, USA
Dr. Md. Nurul Amin, Prof. Dhaka University, Bangladesh
Dr. Chan Chee-Ming, Prof. Universiti Tun Hussein Onn Malaysia
Dr. Ahmed H. A. Dabwan, A/Prof. TATI Univ. College, Malaysia

International Technical Program Committee:

Prof. Adolf Heinrich Horn, Geological Institute - Federa University of Minas Gerais, Brazil
Prof. Bang-Fuh Chen, National Sun Yat-sen University, Taiwan
Prof. Bindeshwar Singh, Kamla Nehru Institute of Technology, India
Prof. Catherine Mulligan, Concordia Institute of Water, Energy and Sustainable Systems, Canada
Prof. Chi-Min Liu Chienkuo Technology University, Taiwan
Prof. Daffalla Rabih, Kenana Sugar Company, Sudan
Prof. Essaid Bilal, Ecole Nationale Superieure Des Mines De Saint Etienne, France
Prof. Hakan Caliskan, Usak University, Faculty of Engineering, Turkey
Prof. Ibrahim Maiyza, National Institute of Oceanography & Fisheries, Egypt
Prof. Loc Nguyen, Sunflower Soft Company, Vietnam
Prof. Marilia Hagen, Indiana University, United States
Prof. Md Najib bin Ibrahim, Universiti Teknologi MARA, Malaysia
Prof. Md. Abdul Baset Mia, BSMR Agri. Univ., Bangladesh
Prof. Mihaela Popescu, University of Craiova, Romania
Prof. Mohamed Abdou, Faculty of Education Department of Mathematics, Egypt
Prof. Mohamed Tahiri, Présidnce de l'Université Hassan II de Casablanca, Morocco
Prof. Nazar Oukaili, University of Baghdad, Iraq
Prof. Radim Cajka, Technical University Ostrava, Faculty of Civil Engineering, Czech Republic
Prof. Rajaraman Jambunathan, AMET University, India
Prof. Saad Farhan Ibrahim Alabdullah, University of Almustansiriyah, Iraq
Prof. Salem Alsanusi, Benghazi, Libya
Prof. Sudhir Kumar Das, Retired Senior Project Manager of Indian Railways, India
Prof. Zachary Senwo, Alabama A&M University, United States
Prof. Imed Jabri, University of Tunis, Tunisia
A/Prof. Bindeshwar Singh Kamla Nehru Institute of Technology, India
A/Prof. Hasi Rani Barai, Yeungnam University, South Korea
A/Prof. Jamaluddin Mahmud, Universiti Teknologi MARA, Malaysia
A/Prof. Mohamed Ramadan, University of Hail, Saudi Arabia
A/Prof. Najam Hasan, Dhofar University, Oman
A/Prof. Nosina Krishna Chaitanya, Jawaharlal Nehru Technological University, India
A/Prof. Nurbek Saparkhojayev, Almaty Management University, Kazakhstan
A/Prof. Pandian Vasant, Universiti Teknologi Petronas, Malaysia
A/Prof. Teodor Lucian Grigorie, University of Craiova, Romania
A/Prof. Zawawi Daud, Universiti Tun Hussein Onn Malaysia
A/Prof. Abdull Halim Abdul, Oil and Gas department, Malaysia
A/Prof. Baoping Cai, China University of Petroleum, China
A/Prof. Dariusz Jakóbczak, Koszalin University of Technology, Poland
A/Prof. Edgar Allan Mendoza, University of the Philippines
A/Prof. Lakhveer Singh, Universiti Malaysia Pahang (UMP) Malaysia, Malaysia
A/Prof. Lidia Sas Paszt, Research Institute of Pomology, Poland
A/Prof. Mahmood Barbooti, University of Yechnology, Iraq
A/Prof. Majid Mirzaei, Universiti Tunku Abdul Rahman, Malaysia
A/Prof. Najeh Lakhoua, University of Carthage, Tunisia
A/Prof. Ryan Joseph Calinao, Lyceum of the Philippines University-Laguna
A/Prof. Sarawut Thepanondh, Mahidol University, Thailand
A/Prof. Yasir Al Hussein, Jerash University, Faculty of Engineering, Jordan
A/Prof. Grigorie Teodor Lucian, University of Craiova, Romania
A/Prof. Hêriş Golpîra, Islamic Azad University, Sanandaj, Iran
A/Prof. Muhammad Aslam, King Abdulaziz University, Saudi Arabia
A/Prof. Tomasz Plech, Medical University of Lublin, Poland
A/Prof. Fellah Mamoun, Abbes laghrour University, Algeria
A/Prof. R. S. Ajin, GeoVin Solutions Pvt. Ltd., India
A/Prof. Roman Szewczyk, Industrial Research Institute for Automation and Measurements, Poland

Dr. Abolghasem Akbari, University Malaysia Pahang, Malaysia
 Dr. Ahmad Safuan A Rashid, Universiti Teknologi Malaysia, Malaysia
 Dr. Akinola Johnson Olarewaju, Federal Polytechnic Ilaro, Ogun State, Nigeria
 Dr. Alexandre Costa, Federal University of the valleys of Jequitinhonha and Mucuri, Brazil
 Dr. Angelo Gallone, Scotland's Rural College (SRUC), United Kingdom
 Dr. Azizul Azhar Ramli, Universiti Tun Hussein Onn Malaysia
 Dr. Bashir Dar, University of Kashmir Delina Baramulla J&K India, India
 Dr. Bassam Abdellatif, National Authority for Remote Sensing and Space Sciences, Egypt
 Dr. Binh Phu Nguyen, National University of Singapore, Singapore
 Dr. Cazacu Gabriela, S.C. Geotech Dobrogea, Romania
 Dr. Chengen Yang, Intel Corporation, United States
 Dr. Dayang Norulfairuz Abang Zaidel, Universiti Teknologi Malaysia
 Dr. Evgeni Starikov, KIT, Karlsruhe, Germany; Chalmers, Gothenburg Sweden, Germany
 Dr. Fatma Khanchel, University of Tunis El Manar, Tunisia
 Dr. Hamidreza Khataee, Griffith University, Australia
 Dr. Hêriş Golpîra, Islamic Azad University, Iran
 Dr. Iskhaq Iskandar, Dept. Physics, University of Sriwijaya, Indonesia
 Dr. Jingwei Zhao, University of Wollongong, Australia
 Dr. Jitendra Agrawal, Rajiv Gandhi Proudयोगiki Vishwavidyalaya, India
 Dr. Liza Patacsil, Malayan Colleges Laguna, Philippines
 Dr. Mohamed Amine, Ferrag Guelma University, Algeria
 Dr. Mohd Afendi Rojan, Universiti Malaysia Perlis, Malaysia
 Dr. Mohd Altaf, University of Kashmir Delina Baramulla J&K India, India
 Dr. Mohd Hairy Ibrahim, Sultan Idris Education University, Malaysia
 Dr. Mostafa Khater, Egypt - El Sharqia - Zagazig, Egypt
 Dr. Najam Hasan, Dhofar University, Oman
 Dr. Namir Alkawaaz, University of Almustansiriyah, Iraq
 Dr. Nashrul Fazli Mohd Nasir, Universiti Malaysia Perlis, Malaysia
 Dr. Naufal Mansor Kampus Uniciti Alam, Universiti Malaysia Perlis (UniMAP), Malaysia
 Dr. Obed Majeed Ali, Northern Technical University, Iraq
 Dr. Piyapong Janmaimool, King Mongkhut' University of Technology, Thailand
 Dr. Po-Sheng Chiu, National Cheng Kung University, Taiwan
 Dr. Prabu Mohandas, Adhiyamaan College of Engineering, India
 Dr. Raman Kumar, D A V Institute of Engineering and Technology, India
 Dr. Riccardo Colella, University of Salento, Italy
 Dr. Rolando Javellonar, Romblon State University, Philippines
 Dr. Shikha Agrawal, Rajeev Gandhi Technical University, India
 Dr. Stefania Tomasiello CORISA, University of Salerno, Italy
 Dr. Sumiyah Sabar, Universiti Sains Malaysia, Malaysia
 Dr. Suphaphat Kwonpongsagoon, Mahidol University, Thailand
 Dr. Wei Hong Tan, Universiti Malaysia Perlis, Malaysia
 Dr. Yoshiro Fujii, Shin Kobe Dental Clinic, Japan
 Dr. Yuk Feng Huang, Universiti Tunku Abdul Rahman (UTAR), Malaysia
 Dr. Zongyan Zhou, Monsh University, Australia
 Dr. Purnanand Savoikar, Goa Engineering College, India
 Dr. Ahmed Toaha Mobashsher, University of Queensland, Australia
 Dr. Chupong Pakpum, Maejo University
 Dr. Emanuele Quaranta, Politecnico di Torino, Italy
 Dr. Jiangling Yin, Apple Inc., Cupertino, CA, United States
 Dr. Khor Shing Fhan, Universiti Malaysia Perlis, Malaysia
 Dr. Mario Chauca, Ricardo Palma University, Peru
 Dr. Santosh Gaikwad, Model College, Ghansawangi, India
 Dr. Tse Guan Tan, Universiti Malaysia Kelantan
 Dr. Vikas Panthi, National Institute of Technology, India
 Dr. Watoo Phrompittayarat, Naresuan University, Thailand

Dr. Hamidreza Namazi, Nanyang Technological University, Singapore
Dr. Parichat Phumkhachorn, Ubon Ratchathani University, Thailand
Dr. Subhasis Roy, University of Calcutta, India

Conference Correspondence:

Prof. Dr. Zakaria Hossain (Director)
Dept. of Environmental Science and Technology, Mie University, Japan
Mr. Alex Otieno Owino (Secretary)
Dept. of Environmental Science and Technology, Mie University, Japan
E-mail: conference@geomate.org
Tel & Fax: +81-59-231-9578

Editorial and Executive Committee:

Prof. Dr. Zakaria Hossain
Engr. Alex Otieno Owino
Engr. Md. Aminul Islam

THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA

Beti Nurbaiti¹, Waluyo² and Dwi Setyowati³

¹Universitas Bhayangkara, Indonesia; ²Aidhub Services; ³Universitas Bhayangkara, Indonesia

ABSTRACT

The purpose of this study is to analyze the effect of Flexible Working Arrangement (FWA) and Work Life Balanced (WLB) on Employee Productivity in the City Government (Pemkot) of Bekasi, West Java. The approach used is a quantitative method using a survey questionnaire from primary data of 151 employees, at the Bekasi City Government, West Java during April 1 – May 30, 2022. The research equation is in the form of structural research (SEM) which is processed using Lisrel software. The results show that there is a significant positive relationship between FWA and WLB, as well as a negative relationship significant difference between WLB and PROD. This finding shows that the implementation of FWA during the COVID-19 pandemic in the Bekasi City Government of West Java has a positive impact on WLB, but does not necessarily increase employee productivity in the Bekasi City Government. The presence of employees is still required at the Bekasi City Government office as a place for community services and activities, even though they take turns because of the prokes during the pandemic. So it can be concluded that the application of flexible work from home is not effective if fully enforced in the office on employee productivity.

Keywords: Flexible Working Arrangement; Work Life Balance; Productivity; SEM

I. INTRODUCTION

The COVID-19 pandemic over the past 2 years has had a significant impact on people's lives in all parts of the world on economic conditions, as well as social, cultural, and daily activities. Social life has turned into face-to-face remotely by utilizing technology (*zoom, google meet, whatsapp*, and other social media *platforms*). On the one hand, the pandemic of giving is considered a disaster, but on the other hand, it creates a virtual communication technology that is more flexible without time and place limits. The ferocity of this flu mutation has forced many people to stay at home using digital technology with various policies/regulations. The Bekasi City Government has also implemented a policy of Enforcement of Community Activity Restrictions (PPKM) for both its employees and the local community, where the regulation continues the previous policy, namely Large-Scale Social Restrictions (PSBB) to break the chain of spread of the COVID-19 virus. However, it is necessary to study further whether the concept of flexible work or *Flexible Working Arrangement (FWA)* is in line with the concept of *work life balance (WLB)* and has an impact on employee productivity. To analyze these three variables, the authors conducted a study by taking saturated samples of all employees with the status of the government employee the Bina Marga dan Sumber Daya Air (BMSDA) Bekasi City.

II. LITERATURE REVIEW

2.1. Flexible Working Arrangement

COVID-19 pandemic has changed the behavior pattern of a person with a flexible work system that is not limited by time and place with the use of technology (Ko & Kim, 2018). Work flexibility offers employees a balance between their professional and personal lives, which leads to job satisfaction and high performance and overall improvement of the organization (Sethi & Saini, 2020). Work flexibility is very important, and with digital advancements and technological advancements, employees can continue their work anywhere they want, as long as they have an internet connection (Davidescu et al, 2020). Flexible working hours and home-based remote work are added values, (Dilmaghani, 2021).

There are three reasons why work-life measures that focus on flexibility can prevent employees from leaving the company: *First*, employees feel that the leader or company cares about the need for reconciliation and work-life balance. *Second*, flexibility measures imply greater autonomy with respect to employees' working time and workplace. *Third*, flexible work patterns are applied depending on the size of the company, generally the larger the size of the company, the more attractive flexible work systems are because of clear remuneration according to output (Marx et al, 2021).

There are several advantages obtained from FWA as expressed by FGD respondents, namely: a) Flexible time; b) work and family life balance; c) freedom to choose a comfortable workplace; d) safety and security; e) company budget savings for facilities and utilities; f) develop trust among employees; and g) and developing a digital work environment (Hasan & Butt, 2021). The application

of flexible options to employees has potential benefits and this type of arrangement ensuring work-life balance for employees (Anyu et al, 2021). It is hoped that employees of organizations that provide flexible working hours have a much higher turnover intention low, influenced by collective culture and norms in the workplace (Gašić & Berber, 2021).

2.2 Working Life Balance (WLB)

WLB is defined as a balance of individual life activities between work/professional and non-work activities, in order to enable individuals to have sufficient autonomy to meet the demands of their professional and personal duties. (Johnson & College, 2021).

WLB practices can be categorized as follows:

- (1) Time reduction practices, allowing employees to voluntarily reduce the number of hours they work by working part time or sharing jobs, temporarily reducing their workload and salaries;
- (2) The practice of flexible work arrangements, including all employer policies that allow employees to control flexibly without reducing their salary (Martinez-Leon et al, 2019).

WLB emphasizes eliminating difficulties related to gender and employee welfare, especially for women. Employees need a meaningful balance between work and life in order to be productive and focus on both areas (Uddin & Khan, 2022) and (Martinez-Leon et al, 2019). WLB is necessary for people to find a match between their personal and professional lives. An employee can be better at managing personal and work commitments if the company has a good functional information system to reduce employee problems (Paje et al, 2020).

2.3 Productivity (PROD)

Productivity is the relationship between outputs (goods or services) and inputs (labor, materials, money). Productivity is a measure of productive efficiency. A comparison between the output and input. For work, workers prefer FWA so that they can benefit from increased productivity and efficiency (Ko & Kim, 2018). Productivity and skill development of employees can be increased by improving the working life of employees in the workplace through flexible work (Kumar & Verma, 2022).

Flexible Work Arrangements (Flexitime, Flexplace and Compressed Workweek) have a positive impact on employee engagement and thus lead to increased productivity, financial performance, customer satisfaction, quality improvement (Gašić & Berber, 2021). The idea of work-life balance is focused on developing a

positive work atmosphere that encourages and enables workers to maintain a balance between their professional and personal lives, thereby increasing productivity and employee loyalty (Anyu et al, 2021).

This type of flexible work will increase productivity if employees can reduce stress, rest more and are happier, and more prosperous. Of course, this condition has an impact on higher organizational outcomes in production and income (Martínez-León et al, 2019). Monitoring and management of employee work stress is emphasized because it is a factor that affects productivity. (Rachmawati et al, 2021). Adequate funding for flexible work is important so that it is right on target and produces high work productivity (Hoggart et al, 2021).

III. METHODS, HYPOTHESES, AND RESEARCH RESULTS

The research method used quantitative by taking a of the entire population of Bina Marga and Sumber Daya Air Kota Bekasi yang berjumlah 158 people, with data returned and ready to be processed from 151 people. The research equation using a structured model (*Structural Equation Modeling/SEM*) was processed with Lisrel software (Asra et al, 2015). Statistical tests used in this study include: (1) model fit test, measuring the suitability of the data with the model; (2) validity test, measuring what the researcher wants to measure; and (3) reliability test, test instrument reliability, and (4) structural model test/hypothesis test (Wijanto, 2008).

According to Wijanto (2008) the GOFI indicator is sufficiently represented by 9 (nine) indicators, which are: $RMSEA \leq 0.080$, $NFI \geq 0.90$, $NNFI \geq 0.90$, $CFI \geq 0.90$, $RFI \geq 0.90$, $IFI \geq 0.90$, $Standardized\ RMR \leq 0.050$, $GFI \geq 0.90$, dan $AGFI \geq 0.90$. GOFI dengan Degrees of Freedom = 0; Chi-Square = 0.0 P = 1.00): *The Model is Saturated, the Fit is Perfect* in other words the fit is very good. Good validity to the construct or latent variable if the *Standardized Loading Factor* (SLF) value ≥ 0.50 . Measurement of reliability seen from the value of *Construct Reliability* (CR) ≥ 0.70 and *Variance Extracted Measure* (VE) ≥ 0.50 .

There are 2 (two) research hypotheses, namely:

Hypothesis 1 (H1): There is a significant relationship between Flexible Working Arrangement (FWA) and WA, also Work Life Balance (WLB)

Hypothesis 2 (H2): There is a significant relationship between Work Life Balance (WLB) and Productivity (PROD).

Table 3.1 Goodness of Fit, Validity, Reliability of Flexible Working Arrangement (FWA) Result

| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|--|--|-----------|-------|-----------------------|--|
| FWA2 | I work more effectively with flexible working hours. | 0.82 | 0.29 | Good Validity | CR Value = 0.86 VE Value = 0.52 Good Reliability |
| FWA7 | Flexible working hours are assessed according to work safety and security standards. | 0.79 | 0.38 | Good Validity | |
| FWA3 | I feel more comfortable with flexible working hours. | 0.73 | 0.47 | Good Validity | |
| FWA5 | Flexible working hours allow me to do two or more jobs more than normal working hours. | 0.69 | 0.53 | Good Validity | |
| FWA6 | Flexible working hours are able to create a balance between working and family time. | 0.61 | 0.62 | Good Validity | |
| FWA4 | The company's policy of implementing flexible working hours has a positive impact on my work motivation. | 0.60 | 0.64 | Good Validity | |
| FWA1 | My income has increased with flexible working hours. | 0.59 | 0.65 | Good Validity | |
| FWA9 | Flexible working hours contributes in reducing conflicts between me and my colleagues. | 0.56 | 0.69 | Good Validity | |
| RMSEA = 0.00; NFI = 0.99; NNFI = 1.00; CFI = 1.00; IFI = 1.00, RFI = 0.97; Standardized RMR = 0.039; GFI = 0.98 and AGFI = 0.90 Conclusion: all variables observed in the latent variable FWA have good validity and reliability. | | | | | |

Source: processed by researchers (2022)

The results of the survey data processing in the table 3.1 shows that FWA is considered by employees to be more effective, safer because it avoids the spread of the covid-19 virus according to the results of research Kumar & Verma (2022) and Reard et al (2021, Martínez-León (2018).

Respondents' perceptions indicate that employees minimize conflicts between colleagues and FWA, as well as increased income due to savings from transportation costs due to working more from home in line with findings from Nwagbara (2020) and Rachmawati (2021).

Table 3.2 Goodness of Fit, Validity, Reliability of Work Life Balance (WLB) Result

| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|--|---|-----------|-------|-----------------------|--|
| WLB1 | I am able to find a balance between work activities and family activities with the implementation of FWA. | 0.93 | 0.14 | Good Validity | CR Value = 0.91 VE Value = 0.60 Good Reliability |
| WLB 9 | I am able to harmonize work time with family or personally as a result of implementing FWA. | 0.87 | 0.24 | Good Validity | |
| WLB 6 | I find it easier to meet work targets with the FWA concept. | 0.77 | 0.40 | Good Validity | |
| WLB 7 | I am more motivated to work with the FWA concept. | 0.77 | 0.41 | Good Validity | |
| WLB 5 | With the FWA concept, I feel more comfortable working because I have more time with my family. | 0.76 | 0.42 | Good Validity | |
| WLB 4 | With the FWA concept, I feel more comfortable working because I have more time for my personal life. | 0.69 | 0.52 | Good Validity | |
| WLB 8 | I can complete my work anywhere because of the application of the FWA concept. | 0.59 | 0.65 | Good Validity | |
| RMSEA = 0.00; NFI = 1.00; NNFI = 1.00; CFI = 1.00; IFI = 1.00, RFI = 0.99; Standardized RMR = 0.020; GFI = 0.99 and AGFI = 0.93 Conclusion: all variables observed in the latent variable WLB have good validity and reliability. | | | | | |

Source: processed by researchers (2022)

Referring to the results of the WLB variable data processing in the table 3.2 it can be seen that employees think that the FWA work concept can harmonize work and home or family affairs. This condition is in line with research from Bartsch et al (2021) where in order for this balance to occur, a leader/supervisor needs to take conducive actions

by: (1) involving employees in virtual team work; (2) give their employees the necessary autonomy and support and (3) adequate internet supporting facilities related to digital technology to maintain a high level of performance among employees. The balance of work and personal according to research conducted by Marx et al (2021).

Table 3.3 Goodness of Fit, Validity, Reliability of Productivity (PROD) Result

| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|---|---|-----------|-------|-----------------------|--|
| PROD 6 | The punctuality of completion of work by employees is better with the application of the FWA concept. | 0.80 | 0.35 | Good Validity | CR Value = 0.89 VE Value = 0.50 Good Reliability |
| PROD 4 | The quality of employee work results is better with the implementation of FWA. | 0.73 | 0.47 | Good Validity | |
| PROD 10 | The application of the FWA concept demands the achievement of higher targets. | 0.72 | 0.48 | Good Validity | |
| PROD 2 | I have more autonomy in my work with FWA concept. | 0.71 | 0.50 | Good Validity | |
| PROD 5 | Achievement of work targets by employees is better with the application of the FWA concept. | 0.68 | 0.54 | Good Validity | |
| PROD8 | The level of employee independence is higher with the application of the FWA concept. | 0.68 | 0.54 | Good Validity | |
| PROD 9 | The responsibility of superiors in supervising subordinates/staff is lighter with the application of the FWA concept. | 0.67 | 0.55 | Good Validity | |
| PROD 3 | Employees are more responsible for completing work with the FWA concept. | 0.65 | 0.58 | Good Validity | |
| PROD 7 | Companies benefit from saving organizational resources as a result of applying the FWA concept to their employees. | 0.65 | 0.58 | Good Validity | |
| RMSEA = 0.00; NFI = 1.00; NNFI = 1.00; CFI = 1.00; IFI = 1.00, RFI = 0.99; Standardized RMR = 0.018; GFI = 0.99 and AGFI = 0.96 | | | | | |
| Conclusion: all variables observed in the latent variable PROD have good validity and reliability. | | | | | |

Source: processed by researchers (2022)

The majority of government employees in the Bekasi City Government think that the completion of work is the most important thing compared to the implementation of FWA work itself. This finding is in line with previous research from Dilmaghani (2021). Employee independence increases with the

implementation of FWA in the office, supported by supervision and the necessary technological devices such as research results from Paje et al (2020). Employees have more responsibility with the application of FWA, and this phenomenon is in line with the findings of Nwagbara (2020).

Table 3.4 Research Hypothesis Test

| No | Questionnaire statement | T-Value | Coefficient Standard | Conclusion |
|----|--|---------|----------------------|--|
| 1 | H1: There is a significant relationship between the Flexible Working Arrangement (FWA) variable and the Work Life Balance (WLB). | 5.38 | 0.50 | Hypothesis 1 is accepted. There is a significant positive relationship between FWA and WLB. |
| 2 | H2: There is a significant relationship between the Work Life Balance (WLB) variable on Productivity (PROD). | - 6.42 | - 0.58 | Hypothesis 2 is accepted. There is a significant negative relationship between WLB and PROD. |

Source: processed by the author (2022)

Based on the hypothesis test, it can be seen that both research hypotheses are accepted, where Hypothesis 1 answers that there is a positive relationship/correlation between the latent variable

Flexible Working Arrangement (FWA) and Work Life Balance (WLB), or in other words, the higher the application of FWA, the better the WLB condition. Furthermore, hypothesis 2 answers that

there is a negative relationship/correlation between the latent variable Work Life Balance (WLB) and Productivity (PROD), or it can be concluded that a high WLB will reduce employees' PROD.

IV. DISCUSSION

The COVID-19 outbreak has an impact on work-life balance and employee job satisfaction. Employees who enjoy a favorable work-life balance tend to be more satisfied with their jobs. The positive impact that emerges from telecommuting reduces work-family conflict and improves well-being for employees, thus leading to positive outcomes such as increased performance and productivity. The supporting aspects of work-life balance signal to Bekasi City Government employees that they are valued by the organization, and employees feel included when the organization provides resources that meet employees' work-life balance needs. Work-life balance satisfaction is stronger among men and women without dependent children. The demands of work even if expressed in the realm of flexible work can interfere with domains of life, not just child-rearing responsibilities, such as health, friendships, and civic engagement. To overcome this in order to avoid work-family conflict requires more specific actions. Flexible work needs to be supported by bonuses and remuneration that are adjusted to the demands of the Bekasi City Government.

For the effective operation of the FWA, it is important not only to launch the flexible work program itself, but also to ensure that users are properly understood and evaluated fairly. Work-life programs such as flexible work arrangements, employee assistance programs, family and dependent care services, and health and wellness aim to provide a means for the workforce. This work system aims to meet performance expectations while managing their personal life needs and commitments, but the level of participation or response from the community can be negative.

However, not all types of flexible work arrangements are manageable or beneficial for all sizes and types of organizations. There are several things employers should consider what type of flexible scheduling will best suit their needs. On the other hand, previous research found a negative side that concerns all organizations, namely the lack of direct supervision of workers from their organizations during FWA can result in a decrease in intrinsic motivation and unethical behavior of these employees. In addition, flexible work can lead to work-family conflict as spouses need to multitask to take care of family responsibilities and work responsibilities at the same time. This is because flexible work arrangements can result in blurred boundaries between work and home roles leading to an increase in work and family conflicts. This is

certainly a dilemma for organizations in implementing the FWA concept. Organizations offering FWAs should periodically assess whether employees find FWAs attractive and facilitate different circumstances of flexibility.

One's work-life balance must be measured and seen in the hope of providing a better future. The implementation of FWA must be balanced with the system so that employees are not trapped in a blurred time limit between work and personal or household. Most of the work done in developing countries related to the implementation of FWA creates family conflicts, especially for societies with a strong patriarchal culture. The main determinant of effective WLB implementation is HR policy that emphasizes a work-life balance culture. A flexible work system must be supported by good leadership. Leadership behaviors, particularly relationship-oriented leadership, can promote a supportive work environment and make it easier to cope with excessive work demands and establish appropriate boundaries between work and personal life. But on the other hand, if there is a state of excessive commitment to work (individual behavior) and high job demands, it will have a negative impact on the employee's life balance because of disturbed psychosocial factors.

The level of job flexibility does not necessarily have high flexibility. This is influenced by other factors such as functional flexibility, working time, and work space flexibility in increasing the level of satisfaction and work productivity of employees. WLB has an impact on organizational performance, productivity and sustainability. WLB is aligned with participatory human resource (HR) management, making it possible for mutual benefit (or win-win situation) for both employers and employees. This flexible working method will have a positive impact if the organization helps employees achieve more balance by offering various policies and initiatives that balance work and family pressures. One of the drawbacks of FWA is that the company may not be able to control every employee, and will not be able to see whether everyone is working or not, or whether they are productive. For this reason, work management is needed so that work stress does not occur, where this can trigger low productivity, illness and ineffectiveness of government employees in the Bekasi City Government.

V. CONCLUSION

The COVID-19 outbreak has affected the lives of individuals around the world, without any age limit and the type of work they are currently engaged in, including employees, so it can be concluded :

- 1) Flexible work began to be carried out as an adaptation to conditions during the pandemic due to restrictions on individual

- movement out of the house to break the chain of the spread of the COVID-19 virus.
- 2) Employees will enjoy work-life balance if telecommuting reduces work-family conflict and increases welfare for employees, thereby increasing performance and productivity.
 - 3) Flexible work needs to be supported by a flexible work environment, bonuses, and remuneration adapted to the demands of the Bekasi City Government work to avoid decreasing intrinsic motivation and employee unethical behavior.
 - 4) The control function when implementing FWA needs to be arranged so that the performance of the Bekasi City Government can be maintained.

ACKNOWLEDGEMENTS

This research was supported by the Bekasi City Government, Bina Marga dan Sumber Daya Air (BMSDA) division's.

REFERENCES

- [1] Anya, P. J., Adeniji, A. A., Salau, O. P., Balogun, O. M., Aribisala, S. O., & Ikeagbo, J. O. (2021). Examining employee engagement within the context of flexible work arrangement in Asian-owned Company in Lagos state. *Academy of Strategic Management Journal*, 20(6), 1–12.
- [2] Asra, A. d. (2015). *Sampling in Survey Research*. Jakarta: Rajawali. Pers.
- [3] Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management. *Sustainability (Switzerland)*, 12(15). <https://doi.org/10.3390/su12156086>
- [4] Dilmaghani, M. (2021). There is a time and a place for work: comparative evaluation of flexible work arrangements in Canada. *International Journal of Manpower*, 42(1), 167–192. <https://doi.org/10.1108/IJM-12-2019-0555>
- [5] Gašić, D., & Berber, N. (2021). The Influence of Flexible Work Arrangement on Employee Behavior During the COVID-19 Pandemic in the Republic of Serbia. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 26(3), 73–89. <https://doi.org/10.7595/management.fon.2021.0026>
- [6] Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment: Investigating the mediation of job satisfaction in the private sector of the emerging market. *Sustainability (Switzerland)*, 13(12). <https://doi.org/10.3390/su13126622>
- [7] Hoggarth, J. A., Batty, S., Bondura, V., Creamer, E., Ebert, C. E., Green-Mink, K., Kieffer, C. L., Miller, H., Ngonadi, C. V., Pilaar Birch, S. E., Pritchard, C., Vacca, K., Watkins, T. B., Zavodny, E., & Ventresca Miller, A. R. (2021). Impacts of the covid-19 pandemic on women and early career archaeologists. *Heritage*, 4(3), 1681–1702. <https://doi.org/10.3390/heritage4030093>
- [8] Ko, E. J., & Kim, S. S. (2018). Intention to use flexible work arrangements: The case of workers in Korea and gender differences in motivation. *Journal of Organizational Change Management*, 31(7), 1438–1460. <https://doi.org/10.1108/JOCM-01-2018-0001>
- [9] Kumar, I., Prakash, B., & Verma, J. K. (2022). (QWL) OF BANK MANAGERS IN PUBLIC AND PRIVATE SECTOR BANKS IN BIHAR, INDIA : A. 21(1), 1–12.
- [10] Martínez-León, I. M., Olmedo-Cifuentes, I., & Sanchez-Vidal, M. E. (2019). Relationship between availability of WLB practices and financial results. *Personnel Review*, 48(4), 935–956. <https://doi.org/10.1108/PR-12-2017-0402>
- [11] Marx, C. K., Reimann, M., & Diewald, M. (2021). Do work–life measures really matter? The impact of flexible working hours and home-based teleworking in preventing voluntary employee exits. *Social Sciences*, 10(1), 1–22. <https://doi.org/10.3390/socsci10010009>
- [12] Nwagbara, U. (2020).gh Exploring how institutions shape managerialist employment relations and work-life balance (WLB) challenges in Nigeria. *Employee Relations*, 42(6), 1401–1421. <https://doi.org/10.1108/ER-07-2019-0269>
- [13] Paje, R. C., Escobar, P. B. A., Ruaya, A. M. R., Sulit, P. A. F., & Paje, R. C. (2020). The Impact of Compressed Workweek Arrangements on Job Stress, Work-Life Balance, and Work Productivity of Rank-And-File Employees from Different Industries in Metro Manila. *Journal of Physics: Conference Series*, 1529(3), 1–8. <https://doi.org/10.1088/1742-6596/1529/3/032055>
- [14] Renard, K., Cornu, F., Emery, Y., & Giaucque, D. (2021). The impact of new ways of working on organizations and employees: A systematic review of literature. *Administrative Sciences*, 11(2). <https://doi.org/10.3390/admsci11020038>
- [15] Sethi, G. K., & Saini, N. K. (2020). COVID-19: Opinions and challenges of school teachers on work from home. *Asian Journal of Nursing Education and Research*, 10(4), 532–536. <https://doi.org/10.5958/2349-2996.2020.00115.9>
- [16] Wijanto, S. H. (2008). Structural Equation Modeling dengan Lisrel 8.8. Graha Ilmu.

Next SEE Conference will be merged with GEOMATE Conference

- The "International Journal of GEOMATE" is a Scientific Journal of the GEOMATE International Society that encompasses a broad area in Geotechnique, Construction Materials and Environment.
- The key objective of this journal is to promote interdisciplinary research from various regions of the globe.
- The editorial board of the journal is comprised of extensively qualified researchers, academicians, scientists from Japan and other countries of the world.
- It is peer-reviewed Journal that is published quarterly till 2015 and now monthly. All articles published in this journal are available online.
- Contributors may download the manuscript preparation template for submitting paper or contact to the Editors-in-Chief

[editor@geomatejournal.com]



ISSN: 2154-2982 (Print) 2154-2990 (Online)

Scopus
EBSCO

crossref
CENGAGE Learning
GIF

Clayey soil

International Journal of GEOMATE
(Geotechnique, Construction Materials and Environment)

 THE GEOMATE INTERNATIONAL SOCIETY
Tokyo, Japan

<https://geomate.org/index.html>

THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA

by BETI NURBAITI

Submission date: 10-Jan-2024 06:21PM (UTC-0800)

Submission ID: 2269173338

File name: 1V.pdf (1.49M)

Word count: 753

Character count: 4265

**THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE
BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN
BEKASI CITY, WEST JAVA**

Beti Nurbaiti¹, Waluyo² and Dwi Setyowati³

¹Universitas Bhayangkara, Indonesia; ²Aidhub Services; ³Universitas Bhayangkara, Indonesia

ABSTRACT

The purpose of this study is to analyze the effect of Flexible Working Arrangement (FWA) and Work Life Balanced (WLB) on Employee Productivity in the City Government (Pemkot) of Bekasi, West Java. The approach used is a quantitative method using a survey questionnaire from primary data of 151 employees, at the Bekasi City Government, West Java during April 1 – May 30, 2022. The research equation is in the form of structural research (SEM) which is processed using Lisrel software. The results show that there is a significant positive relationship between FWA and WLB, as well as a negative relationship significant difference between WLB and PROD. This finding shows that the implementation of FWA during the COVID-19 pandemic in the Bekasi City Government of West Java has a positive impact on WLB, but does not necessarily increase employee productivity in the Bekasi City Government. The presence of employees is still required at the Bekasi City Government office as a place for community services and activities, even though they take turns because of the prokes during the pandemic. So it can be concluded that the application of flexible work from home is not effective if fully enforced in the office on employee productivity.

Keywords: Flexible Working Arrangement; Work Life Balance; Productivity; SEM

I. INTRODUCTION

The COVID-19 pandemic over the past 2 years has had a significant impact on people's lives in all parts of the world on economic conditions, as well as social, cultural, and daily activities. Social life has turned into face-to-face remotely by utilizing technology (*zoom, google meet, whatsapp*, and other social media *platforms*). On the one hand, the pandemic of giving is considered a disaster, but on the other hand, it creates a virtual communication technology that is more flexible without time and place limits. The ferocity of this flu mutation has forced many people to stay at home using digital technology with various policies/regulations. The Bekasi City Government has also implemented a policy of Enforcement of Community Activity Restrictions (PPKM) for both its employees and the local community, where the regulation continues the previous policy, namely Large-Scale Social Restrictions (PSBB) to break the chain of spread of the COVID-19 virus. However, it is necessary to study further whether the concept of flexible work or *Flexible Working Arrangement (FWA)* is in line with the concept of *work life balance (WLB)* and has an impact on employee productivity. To analyze these three variables, the authors conducted a study by taking saturated samples of all employees with the status of the government employee the Bina Marga dan Sumber Daya Air (BMSDA) Bekasi City.

II. LITERATURE REVIEW

2.1. Flexible Working Arrangement

COVID-19 pandemic has changed the behavior pattern of a person with a flexible work system that is not limited by time and place with the use of technology (Ko & Kim, 2018). Work flexibility offers employees a balance between their professional and personal lives, which leads to job satisfaction and high performance and overall improvement of the organization (Sethi & Saini, 2020). Work flexibility is very important, and with digital advancements and technological advancements, employees can continue their work anywhere they want, as long as they have an internet connection (Davidescu et al, 2020). Flexible working hours and home-based remote work are added values, (Dilmaghani, 2021).

There are three reasons why work-life measures that focus on flexibility can prevent employees from leaving the company: *First*, employees feel that the leader or company cares about the need for reconciliation and work-life balance. *Second*, flexibility measures imply greater autonomy with respect to employees' working time and workplace. *Third*, flexible work patterns are applied depending on the size of the company, generally the larger the size of the company, the more attractive flexible work systems are because of clear remuneration according to output (Marx et al, 2021).

There are several advantages obtained from FWA as expressed by FGD respondents, namely: a) Flexible time; b) work and family life balance; c) freedom to choose a comfortable workplace; d) safety and security; e) company budget savings for facilities and utilities; f) develop trust among employees; and g) and developing a digital work environment (Hasan & Butt, 2021). The application

of flexible options to employees has potential benefits and this type of arrangement ensuring work-life balance for employees (Anya et al, 2021). It is hoped that employees of organizations that provide flexible working hours have a much higher turnover intention low, influenced by collective culture and norms in the workplace (Gasić & Berber, 2021).

2.2 Working Life Balance (WLB)

WLB is defined as a balance of individual life activities between work/professional and non-work activities, in order to enable individuals to have sufficient autonomy to meet the demands of their professional and personal duties. (Johnson & College, 2021).

WLB practices can be categorized as follows:

- (1) Time reduction practices, allowing employees to voluntarily reduce the number of hours they work by working part time or sharing jobs, temporarily reducing their workload and salaries;
- (2) The practice of flexible work arrangements, including all employer policies that allow employees to control flexibly without reducing their salary (Martinez-Leon et al, 2019).

WLB emphasizes eliminating difficulties related to gender and employee welfare, especially for women. Employees need a meaningful balance between work and life in order to be productive and focus on both areas (Uddin & Khan, 2022) and (Martinez-Leon et al, 2019). WLB is necessary for people to find a match between their personal and professional lives. An employee can be better at managing personal and work commitments if the company has a good functional information system to reduce employee problems (Paje et al, 2020).

2.3 Productivity (PROD)

Productivity is the relationship between outputs (goods or services) and inputs (labor, materials, money). Productivity is a measure of productive efficiency. A comparison between the output and input. For work, workers prefer FWA so that they can benefit from increased productivity and efficiency (Ko & Kim, 2018). Productivity and skill development of employees can be increased by improving the working life of employees in the workplace through flexible work (Kumar & Verma, 2022).

Flexible Work Arrangements (Flextime, Flexplace and Compressed Workweek) have a positive impact on employee engagement and thus lead to increased productivity, financial performance, customer satisfaction, quality improvement (Gasić & Berber, 2021). The idea of work-life balance is focused on developing a

positive work atmosphere that encourages and enables workers to maintain a balance between their professional and personal lives, thereby increasing productivity and employee loyalty (Anya et al, 2021).

This type of flexible work will increase productivity if employees can reduce stress, rest more and are happier, and more prosperous. Of course, this condition has an impact on higher organizational outcomes in production and income (Martinez-León et al. 2019). Monitoring and management of employee work stress is emphasized because it is a factor that affects productivity. (Rachmawati et al, 2021). Adequate funding for flexible work is important so that it is right on target and produces high work productivity (Hoggart et al, 2021).

III. METHODS, HYPOTHESES, AND RESEARCH RESULTS

The research method used quantitative by taking a of the entire population of Bina Marga and Sumber Daya Air Kota Bekasi yang berjumlah 158 people, with data returned and ready to be processed from 151 people. The research equation using a structured model (*Structural Equation Modeling/ SEM*) was processed with Lisrel software (Asra et al, 2015). Statistical tests used in this study include: (1) model fit test, measuring the suitability of the data with the model; (2) validity test, measuring what the researcher wants to measure; and (3) reliability test, test instrument reliability, and (4) structural model test/hypothesis test (Wijanto, 2008).

According to Wijanto (2008) the GOFI indicator is sufficiently represented by 9 (nine) indicators, which are: $RMSEA \leq 0.080$, $NFI \geq 0.90$, $NNFI \geq 0.90$, $CFI \geq 0.90$, $RFI \geq 0.90$, $IFI \geq 0.90$, $Standardized\ RMR \leq 0.050$, $GFI \geq 0.90$, dan $AGFI \geq 0.90$. GOFI dengan Degrees of Freedom = 0; Chi-Square = 0.0 P = 1.00): *The Model is Saturated, the Fit is Perfect* in other words the fit is very good. Good validity to the construct or latent variable if the *Standardized Loading Factor* (SLF) value ≥ 0.50 . Measurement of reliability seen from the value of *Construct Reliability* (CR) ≥ 0.70 and *Variance Extracted Measure* (VE) ≥ 0.50 .

There are 2 (two) research hypotheses, namely:

Hypothesis 1 (H1): There is a significant relationship between Flexible Working Arrangement (FWA) and WA, also Work Life Balance (WLB)

Hypothesis 2 (H2): There is a significant relationship between Work Life Balance (WLB) and Productivity (PROD).

Table 3.1 Goodness of Fit, Validity, Reliability of Flexible Working Arrangement (FWA) Result

| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|---|--|-----------|-------|-----------------------|--------------------------|
| FWA2 | I work more effectively with flexible working hours. | 0.82 | 0.29 | Good Validity | CR Value = 0.86 |
| FWA7 | Flexible working hours are assessed according to work safety and security standards. | 0.79 | 0.38 | Good Validity | |
| FWA3 | I feel more comfortable with flexible working hours. | 0.73 | 0.47 | Good Validity | |
| FWA5 | Flexible working hours allow me to do two or more jobs more than normal working hours. | 0.69 | 0.53 | Good Validity | VE Value = 0.52 |
| FWA6 | Flexible working hours are able to create a balance between working and family time. | 0.61 | 0.62 | Good Validity | Good Reliability |
| FWA4 | The company's policy of implementing flexible working hours has a positive impact on my work motivation. | 0.60 | 0.64 | Good Validity | |
| FWA1 | My income has increased with flexible working hours. | 0.59 | 0.65 | Good Validity | |
| FWA9 | Flexible working hours contributes in reducing conflicts between me and my colleagues. | 0.56 | 0.69 | Good Validity | |
| RMSEA = 0.00, NFI = 0.99, NNFI = 1.00, CFI = 1.00, IFI = 1.00, RFI = 0.97, Standardized RMR = 0.039, GFI = 0.98 and AGFI = 0.90 | | | | | |
| Conclusion: all variables observed in the latent variable FWA have good validity and reliability. | | | | | |
| Source: processed by researchers (2022) | | | | | |

The results of the survey data processing in the table 3.1 shows that FWA is considered by employees to be more effective, safer because it avoids the spread of the covid-19 virus according to the results of research Kumar & Verma (2022) and Reard et al (2021, Martínez-León (2018).

Respondents' perceptions indicate that employees minimize conflicts between colleagues and FWA, as well as increased income due to savings from transportation costs due to working more from home in line with findings from Nwagbara (2020) and Rachmawati (2021).

Table 3.2 Goodness of Fit, Validity, Reliability of Work Life Balance (WLB) Result

| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|---|---|-----------|-------|-----------------------|--------------------------|
| WLB1 | I am able to find a balance between work activities and family activities with the implementation of FWA. | 0.93 | 0.14 | Good Validity | CR Value = 0.91 |
| WLB9 | I am able to harmonize work time with family or personally as a result of implementing FWA. | 0.87 | 0.24 | Good Validity | |
| WLB6 | I find it easier to meet work targets with the FWA concept. | 0.77 | 0.40 | Good Validity | |
| WLB7 | I am more motivated to work with the FWA concept. | 0.77 | 0.41 | Good Validity | VE Value = 0.60 |
| WLB5 | With the FWA concept, I feel more comfortable working because I have more time with my family. | 0.76 | 0.42 | Good Validity | |
| WLB4 | With the FWA concept, I feel more comfortable working because I have more time for my personal life. | 0.69 | 0.52 | Good Validity | Good Reliability |
| WLB8 | I can complete my work anywhere because of the application of the FWA concept. | 0.59 | 0.65 | Good Validity | |
| RMSEA = 0.00, NFI = 1.00, NNFI = 1.00, CFI = 1.00, IFI = 1.00, RFI = 0.99, Standardized RMR = 0.020, GFI = 0.99 and AGFI = 0.93 | | | | | |
| Conclusion: all variables observed in the latent variable WLB have good validity and reliability. | | | | | |
| Source: processed by researchers (2022) | | | | | |

Referring to the results of the WLB variable data processing in the table 3.2 it can be seen that employees think that the FWA work concept can harmonize work and home or family affairs. This condition is in line with research from Bartsch et al (2021) where in order for this balance to occur, a leader/supervisor needs to take conducive actions

by: (1) involving employees in virtual team work; (2) give their employees the necessary autonomy and support and (3) adequate internet supporting facilities related to digital technology to maintain a high level of performance among employees. The balance of work and personal according to research conducted by Marx et al (2021).

Table 3.3 Goodness of Fit, Validity, Reliability of Productivity (PROD) Result

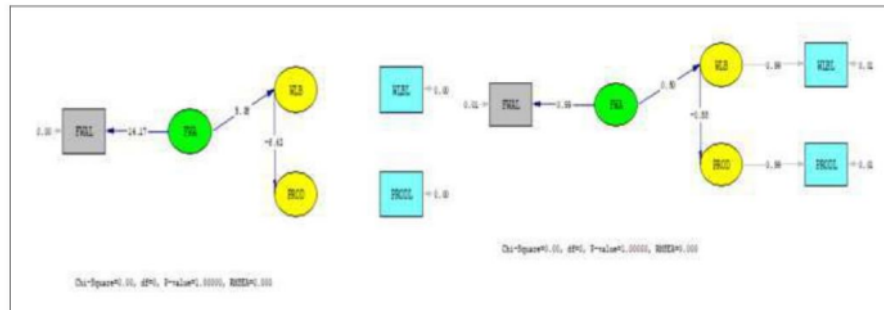
| Questionnaire Number | Questionnaire Statement | SLF Value | Error | Validity Test Results | Reliability Test Results |
|---|---|-----------|-------|-----------------------|--|
| PROD 6 | The punctuality of completion of work by employees is better with the application of the FWA concept. | 0.80 | 0.35 | Good Validity | CR Value = 0.89 VE Value = 0.50 Good Reliability |
| PROD 4 | The quality of employee work results is better with the implementation of FWA. | 0.73 | 0.47 | Good Validity | |
| PROD 10 | The application of the FWA concept demands the achievement of higher targets. | 0.72 | 0.48 | Good Validity | |
| PROD 2 | I have more autonomy in my work with FWA concept. | 0.71 | 0.50 | Good Validity | |
| PROD 5 | Achievement of work targets by employees is better with the application of the FWA concept. | 0.68 | 0.54 | Good Validity | |
| PROD8 | The level of employee independence is higher with the application of the FWA concept. | 0.68 | 0.54 | Good Validity | |
| PROD 9 | The responsibility of superiors in supervising subordinates/staff is lighter with the application of the FWA concept. | 0.67 | 0.55 | Good Validity | |
| PROD 3 | Employees are more responsible for completing work with the FWA concept. | 0.65 | 0.58 | Good Validity | |
| PROD 7 | Companies benefit from saving organizational resources as a result of applying the FWA concept to their employees. | 0.65 | 0.58 | Good Validity | |
| RMSEA = 0.00; NFI = 1.00; NNFI = 1.00; CFI = 1.00; IFI = 1.00; RFI = 0.99; Standardized RMR = 0.018; GFI = 0.99 and AGFI = 0.96 Conclusion: all variables observed in the latent variable PROD have good validity and reliability. | | | | | |

Source: processed by researchers (2022)

The majority of government employees in the Bekasi City Government think that the completion of work is the most important thing compared to the implementation of FWA work itself. This finding is in line with previous research from Dilmaghani (2021). Employee independence increases with the

implementation of FWA in the office, supported by supervision and the necessary technological devices such as research results from Paje et al (2020). Employees have more responsibility with the application of FWA, and this phenomenon is in line with the findings of Nwagbara (2020).

Table 3.4 Research Hypothesis Test



| No | Questionnaire statement | T-Value | Coefficient Standard | Conclusion |
|----|--|---------|----------------------|--|
| 1 | H1: There is a significant relationship between the Flexible Working Arrangement (FWA) variable and the Work Life Balance (WLB). | 5.38 | 0.50 | Hypothesis 1 is accepted. There is a significant positive relationship between FWA and WLB. |
| 2 | H2: There is a significant relationship between the Work Life Balance (WLB) variable on Productivity (PROD). | -6.42 | -0.58 | Hypothesis 2 is accepted. There is a significant negative relationship between WLB and PROD. |

Source: processed by the author (2022)

Based on the hypothesis test, it can be seen that both research hypotheses are accepted, where Hypothesis 1 answers that there is a positive relationship/correlation between the latent variable

Flexible Working Arrangement (FWA) and Work Life Balance (WLB), or in other words, the higher the application of FWA, the better the WLB condition. Furthermore, hypothesis 2 answers that

1V. DISCUSSION

The COVID-19 pandemic has an effect on employees' job satisfaction and work-life balance. Workers who experience a positive work-life balance typically have higher job satisfaction. The advantage Work-family conflict is lessened and employee wellbeing is enhanced as a result of telecommuting, which has a beneficial impact on performance and productivity. When a company offers resources that help employees achieve work-life balance, it sends a positive message to them about how much it values them. This helps employees at Bekasi City Government feel valued.

The satisfaction with work-life balance is higher among men and women who do not have dependent children. Work demands, especially those that fall under the category of flexible work, might conflict with other aspects of life besides childrearing duties. In order for the FWA to function well, it is not only necessary to initiate the flexible work program itself, but also to guarantee that users are fairly assessed and understood. Work-life initiatives including family and dependent care services, employee assistance programs, flexible work schedules, and health and wellness centers are designed to give workers a way to live comfortably. The goal of this work system is to manage their own obligations and demands while meeting performance standards; nevertheless, the community's response or level of participation may not always be positive.

But not every kind of flexible work arrangement is feasible or advantageous for businesses of all shapes and sizes. Employers should think about a number of factors before deciding what kind of flexible scheduling best meets their needs. On the other hand, prior research discovered a drawback that affects all organizations: when employees are not directly supervised during FWA, their intrinsic motivation may decline and they may act unethically. Flexible employment arrangements may also result in work-family conflict since spouses must multitask in order to attend to both work and family obligations simultaneously. This is due to the fact that flexible work schedules may enable lines to blur between work and family responsibilities. It is important to assess and evaluate one's work-life balance with the goal of building a better future. It is necessary to strike a balance between the strategy to prevent workers from becoming stuck in a state where the lines between work and personal or domestic time are blurred.

Family disputes are a result of most work done in developing nations in relation to the implementation of FWA, particularly in civilizations with strong patriarchal cultures. HR policy that promotes a work-life balance culture is the primary factor influencing the successful implementation of work-life balance. Effective leadership is necessary to enable a flexible work structure. It is easier to deal with excessive job demands and create appropriate boundaries between work and home life when leadership practices, especially relationship-oriented leadership, are practiced. However.

High levels of flexibility are not always associated with jobs. This is impacted by additional Functional flexibility, flexible work hours, and flexible workspaces all contribute to higher employee happiness and productivity. WLB affects sustainability, productivity, and organizational performance. WLB and participatory human resource (HR) management go hand in hand, enabling win-win situations or mutual benefits for employers and employees. If the company offers numerous policies and programs that assist employees achieve more balance between work and

family pressures, then this flexible working technique will have a beneficial effect. One of the disadvantages of FWA is that the business might not be able to supervise every worker and won't be able to see

V. CONCLUSION

Human capital is prioritized in a knowledge economy as the knowledge worker's. In order to achieve organizational goals, competences are a crucial component of value. Given that the majority of these women are educated, young, and in their mid-thirties, this in turn connects to the pressing economic issue of women quitting their jobs to care for their families. This aligns with current micro-level research.

Second, research reveals that women believe improved relationships with family, kids, and siblings are the main advantage of FWAs. This results from women who utilize FWAs achieving improved WLB. This is consistent with research on teleworkers in Singapore by [25], who similarly discovered that women prefer having more family time and less time spent traveling. Both time and place can be adjustable. This suggests that FWAs give female workers greater autonomy, less stress from commuting, time flexibility, and improved job satisfaction.

Lastly, in terms of socioeconomic and demographic characteristics, women in the 30- to 39-year-old age range who were responsible for providing care preferred FWAs, despite the fact that FWAs do not statistically significantly affect WLB.

THE EFFECT OF FLEXIBLE WORKING ARRANGEMENT AND WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN GOVERNMENT OFFICES IN BEKASI CITY, WEST JAVA

ORIGINALITY REPORT

3%

SIMILARITY INDEX

1%

INTERNET SOURCES

2%

PUBLICATIONS

0%

STUDENT PAPERS

PRIMARY SOURCES

1

Ton Duc Thang University

Publication

2%

2

www.campbellsoupcompany.com

Internet Source

1%

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off