

ARTICLE

How can I Connect? the Link between Flexible Work Arrangements and Inter-organizational Networks (Case study: Indonesian Civil Service)

Asropi, Mala Sondang Silitonga*, and Dian Indriyani

School of Public Administration, National Institute of Public Administration, Jakarta, Indonesia

How to cite: Asropi., Silitonga, Mala Sondang., and Indriyani, Dian. (2022) How can I Connect? the Link between Flexible Work Arrangements and Inter-organizational Networks (Case Study: Indonesian Civil Service). *Jurnal Borneo Administrator*, 18 (1), 1-16. <https://doi.org/10.24258/jba.v18i1.1011>

Article History

Received: 30 November 2021

Accepted: 6 March 2022

Keywords:

Flexible Work Arrangements, Inter-organizational Networks, Civil Servants.

ABSTRACT

This study aims to examine how significantly Flexible Work Arrangements (FWA) contribute to the improvement of civil service inter-organizational networks by looking at various factors, including trust, adaptability, information technology readiness, and other control variables. This study uses a mixed-methods design. The quantitative approach uses an online survey of 675 civil servants respondents from central and regional agencies. A qualitative approach with in-depth interviews and focus group discussions with local civil service in West Java Province, Central Java Province, and Semarang City. The collected data is then analyzed Path Analysis using SPSS version 25. The research revealed that Flexible Work Arrangements contributed to increasing the influence of the level of trust on the work network. Meanwhile, FWA do not contribute to the effect of adaptability and readiness of information technology on the work network. This is supported by qualitative data which shows that Trust is the main factor to increase the network when implementing FWA in order to create a good network, with high and solid trust, both trust in leaders, colleagues, and stakeholders, then any instruction as soon as possible is realized into a good cooperation network when FWA is realized by developing a Flexible Work Arrangement system.

A. INTRODUCTION

The Covid-19 pandemic has disrupted major changes in the work system of employees in the public and private sectors in Indonesia, one of which is through the implementation of Flexible Work Arrangements (WFA), especially in the Work From Home (WFH) scheme which aims to suppress the spread of the coronavirus, while carrying out their duties from home.

Along with FWA (in this study it is used interchangeably with the term telecommuting or telework) which is the need for workers and organizations in carrying out work activities during a pandemic, the effectiveness of this shift in the work system, especially in the public sector has been studied by several government agencies, including The Ministry of National Development Planning (hereinafter referred to as Bappenas) and The Ministry of Administrative and Bureaucratic Reform (hereinafter referred to as KemenPANRB). The survey of [KemenPANRB \(2020\)](#) regarding Work Systems during the COVID-19 Pandemic

*Corresponding Author

Email : malasondang@stialan.ac.id

Era with 73,548 ASN respondents resulted in data that as many as 63.11% of respondents agreed to implement WFH during the Covid-19 pandemic, but 39.06% strongly disagreed if WFH is implemented after the pandemic is over. Several variables were found to be acceptance/rejection factors, including infrastructure, time management, communication, and employee competence.

The [Bappenas study \(2020\)](#) argues that the Covid-19 pandemic requires physical restrictions which then encourages the government to carry out digital-based work as a form of new normal so that the government and public services can continue to proceed. To answer these challenges, FWA for public officials (ASN) is the answer. Even though there is no definite data on government agencies implementing FWA in Indonesia ([Mungkasa, 2020](#)), The [Bappenas study \(2020\)](#) shows that 88% of government work is estimated to be carried out at home by utilizing network systems and Information Technology devices. Through the implementation of FWA, it is expected that the public services will become more agile, flexible, and decentralized. In addition, the decision-making process can be done remotely faster and more efficiently with a wider and more targeted group of people. Furthermore, the FWA policy is a part of the government's efforts towards digital transformation in the public sector.

Although the concept of FWA has developed for a long time, a wide range of studies focus on efforts to search on the type of FWA, or the effect of FWA the organization and individual workers ([Cooper and Kurland, 2002](#)), the effect of the effectiveness of WFH on increasing work motivation (motivation to perform well), work-life balance, job satisfaction, work performance, time management, as well as the relationship between WFH and infrastructure readiness ([Bappenas, 2020](#); [KemenpanRB, 2020](#); [Irawati, 2019](#); [Kelliher & Anderson, 2010](#)).

This study attempted to see from a different perspective from previous research by exploring the extent to which the application of FWA has a positive influence in increasing work networks among organizations and among individuals in organizations or what is commonly called inter-organizational networks. Inter-organizational networks are defined as "the aggregate of the formal and informal relationships between the organizations as independent entities and the formal and informal relations between their members if they act at least partially in their function as organizational members (inter-organizational relations)" ([Raab, 2018](#)). In the context of inter-organizational networks, the relationship among organizations or among individuals within organizations is broad, both formal and informal.

One of the concerns of employees in telecommuting is the difficulty of establishing coordination and collaboration with stakeholders and informal interactions with other co-workers ([Cooper & Kurland, 2002](#)). Efforts to develop networks between organizations and between individuals within organizations through FWA work patterns require not only the readiness of infrastructures such as network systems and technology, but also the adaptability of employees, as well as the level of trust among organizations and among individuals within the organization, because, in the context of governance networks, Trust between elements in the organization, between leaders and subordinates, as well as among colleagues is the key to the success of effective public services ([Opolski, Modzelewski, & Kocia, 2019](#)).

[Choi \(2019\)](#) in his study found that in organizations in the public sector, the types of jobs and positions in organizations that require direct communication (face-to-face) with confidential and important stakeholders make it difficult to implement FWA. Even though the implementation of tasks and communication is carried out without direct face-to-face meetings, the communication, partnership, and collaboration carried out by utilizing information technology with a more flexible time still able to function normally ([Mungkasa, 2020](#)).

Therefore, the research questions of this study are as follows: (1) Is there any influence of trust, adaptation, and readiness of information technology on the implementation of FWA simultaneously? (2) Is there any effect of trust, adaptation, and application of FWA on the Interorganizational Networks simultaneously? (3) Is there any effect of trust and adaptation to the network through the application of FWA simultaneously?

The results of this study are expected to provide benefits and enrich FWA studies in Indonesia especially in the public sector. This is in line with [Choi's \(2019\)](#) opinion that FWA studies in the context of the public sector are still relatively new which are still developing.

In the following section, the theoretical framework of FWA and inter-organizational networks will be presented, followed by the theoretical arguments used to develop hypotheses. Furthermore, the analysis of the data used to test the hypothesis is explained. The last section will discuss the findings, conclusions, and recommendations of the study.

B. LITERATURE REVIEW

The idea of implementing FWA in a number of countries has actually developed since the 1950s which at that time used the term telework ([Siddhartha & Malika, 2016](#)). Over time, the term telework, which means working outside the conventional workplace such as working from home using computer-based technology ([Nilles, 1994](#)), has grown increasingly diverse using the terms telecommute, remote working, distance working, outwork, mobile working, telecommuting, virtual office, remote work, location independent working, home office, flexible time, job sharing or work from home ([Allen et al., 2013](#)). The difference in these terms is based on, among others, differences in work locations or based on spatial considerations and the coordination tools used ([Mungkasa, 2020](#)).

[Lewis \(2003\)](#) suggests flexible work arrangements (FWAs), as “organizational policies and practices that enable employees to vary, at least to some extent, when and/or where they work or to otherwise diverge from traditional working hours. They include, for example, flexi-time, term-time working, part-time or reduced hours, job sharing, career breaks, family-related and other leaves, compressed workweeks and teleworking”. The implementation of FWA as an alternative choice given by the organization to its employees to determine the schedule and place of work is considered to be a solution to accommodate the work of employees and has many positive impacts on the organization. In this context, FWA focuses more on output or results than work procedures ([Morgan, 2014](#); [Spreitzer et al., 2017](#)).

Evaluation of the implementation of FWA shows that on the one hand FWA is needed to facilitate the needs of employees in order to save time and costs and reduce stress from avoiding traffic jams, and being able to divide time for work and needs outside of work such as social needs with friends and family in a balanced way (work-life balance) ([Budhiekusuma et al., 2017](#); [Crosbie & Moore, 2004](#); [Heathfield, 2020](#); [Rau & Hyland, 2002](#); [Stavrou, 2005](#)). Furthermore, more flexible work arrangements are HR strategies that provide higher autonomy to employees to be able to work without being limited by space and time. This is expected to attract and motivate talented individuals to perform well ([Gerdenitsch et al., 2015](#)). On the other hand, studies have shown that FWA can have psychological effects such as social isolation, work-related insecurity, and feelings of possible deprivation of employment opportunities ([Baruch, 2001](#); [Gajendran & Harrison, 2007](#); [Greer & Payne, 2014](#)).

One of the concerns of employees in telecommuting is the difficulty of establishing coordination and collaboration with stakeholders and informal interactions with other colleagues ([Cooper & Kurland, 2002](#)). Efforts to develop networks among organizations and among individuals in organizations through FWA work patterns require not only the

readiness of infrastructure such as network systems and technology, but also the adaptability of employees, as well as the level of trust among organizations and among individuals within the organization, because in the context of governance networks, Trust between elements in the organization, between leaders and subordinates, as well as among colleagues is the key to the success of effective public services (Opolski et al., 2019).

Effect of adaptation, trust and information technology on FWA implementation

The readiness of employees to adapt in making more flexible work arrangements with the concept of working from home or other places outside the office determines the success of the FWA program implementation (Ezra & Deckman, 1996; Mee Choo et al., 2016). Taskin and Edwards (2007) highlight that the successful implementation of telecommuting in the public sector is influenced by at least three things. First, FWA is more suitable to be applied by professional workers with high and complex authority and task responsibilities in a flat organizational structure. Second, FWA requires strategic support from management and transparent communication regarding the types of work that can be done remotely. Third, public sector organizations must design provisions related to remote work monitoring and supervision mechanisms that are the same as when employees carry out their duties in the office, one of which is by utilizing information technology (electronic-based tools).

Trust, which is the basis for organizational relationships between leaders and subordinates, will facilitate the process of carrying out duties and accountability for supervision. In the context of implementing telecommuting, Social Exchange Theory explains that reciprocal communication relationships between leaders and subordinates are an important prerequisite (Rousseau, 1995). In the context of the relationship between leaders and subordinates, obstacles that may arise in the application of FWA include: 1) difficulty adjusting (adaptation) especially for leaders who lack confidence in subordinates, 2) leaders/managers feel constrained in controlling and physically assessing subordinates activities when implementing FWA, especially because social interaction between employees is reduced when FWA is implemented in organizations/companies, 3) in the context of work commitment and trust, there are types of work assignments that require direct meetings with stakeholders, 4) some workers cannot work without supervision, and 5) in the context of networking, workers who are accustomed to a conventional office atmosphere find it difficult to coordinate with co-workers (Budhiekusuma et al., 2017; Choi, 2018; Mungkasa, 2020; Taskin & Edwards, 2007).

Digital-based information and communication technology is one of the levers for running FWA. With the development of global FWA trends, studies related to FWA schemes have become very dynamic. The readiness of infrastructure, network systems, and technology in the context of FWA are some of the issues raised in scientific research (Čiarnienė et al., 2018). In practice, FWA is very possible because of the supporting information technology, and in the context of Indonesia, the opportunity to use telecommuting in government administration is very relevant, given the wide and complex geographical area of Indonesia. However, the study by Budhiekusuma et al., (2017) emphasized that one of the reasons for the refusal of FWA was the concern about the possibility of unprotected company data and information. Therefore our baseline hypothesis is:

Hypothesis 1: There is an influence of trust, adaptation, and readiness of information technology on the implementation of FWA simultaneously.

The effect of trust, adaptation, and application of FWA on the Inter-organizational Networks

Inter-organizational networks can be interpreted as a form of integrated cooperation among organizations or within organizations, programmed, harmonious, synergistic, systematic, and has a specific purpose so as to obtain better results. Through the networking process, the organization is expected to be able to innovate, improve the quality and relevance of better services according to the needs of the community. Networks also play an important role in improving employee performance, providing opportunities to gain access to valuable new information, as well as providing professional opportunities (Granovetter, 2005; Whiting & de Janasz, 2004).

One of the basic principles of inter-organizational networks is the existence of trust between partners. Efforts to reach an agreement from a mutually beneficial partnership require mutual trust. Without communication and commitment, there will be domination of one over the other which can damage the relationship that has been built.

Taylor & Kavanaugh (2005) emphasize that one of the challenges for employees in telecommuting is the feeling of isolation from coworkers and the loss of professional and social interactions with coworkers. This will further have a negative impact on the implementation of tasks and the achievement of organizational goals, therefore trust between leaders and subordinates, as well as among colleagues is the key to the successful implementation of FWA (Dahlstrom, 2013).

Research on trust in organizations indicates that the level of trust has a positive influence on organizations because trust affects how people communicate and negotiate, avoid and resolve conflicts within organizations, increase teamwork and creativity and employee innovation abilities (Elangovan et al., 2007; McEvily et al., 2003). In the context of governance networks, trust affects the process of sharing knowledge and sharing information in organizations (Edelenbos & Klijn, 2007), affecting job satisfaction and job performance (Pate et al., 2007; Xavier Molina-Morales et al., 2011).

However, FWA in the long term will potentially eliminate the spirit of cooperation, because it feels different to work together via the internet by working directly (face to face), then chatting, sharing, and building trust will help achieve inter-organizational networks.

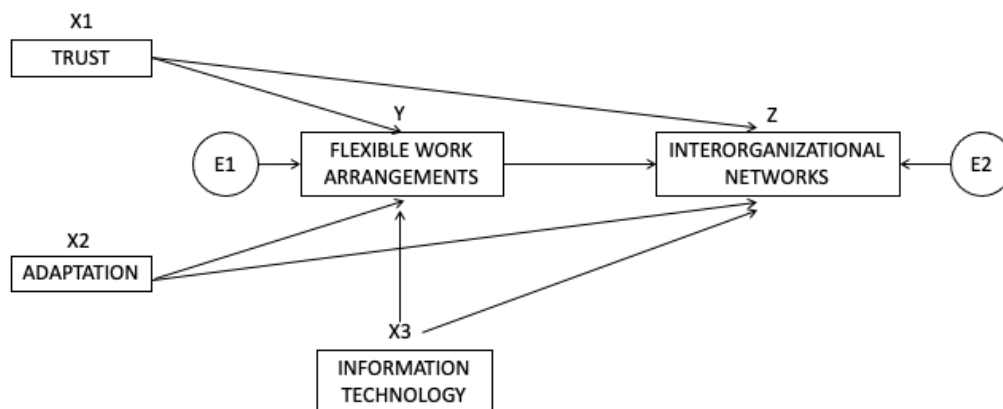
Research related to the application of remote work concludes that the key to telecommuting success is based, among others, on the common view between employees and the ability to adapt in managing digital-based networks (ref). Overmyer (2010) states that communication between superiors, employees and work teams should remain as easy as when working in the office, and the provision of hardware at home is an important factor (Budhiekusuma et al., 2017). Therefore, we predict that:

Hypothesis 2: There is an effect of Trust, adaptation, IT, and application of FWA on the Inter-organizational Networks simultaneously.

Hypothesis 3: There is an effect of trust and adaptation, IT to the Inter-organizational Networks through the application of FWA.

The framework for this research is as follows.

Figure 1: Research Framework



Source: Processed by authors, 2021

C. METHOD

The study used a mixed-methods Sequential Explanatory Design, with 2 phases, the first phase is the quantitative method and the second phase is the qualitative method. The purpose of using the quantitative method is for searching: (1) variables that influence FWA, (2) variables that influence inter-organizational networks, then those variables found on the quantitative methods were described further by using qualitative methods.

On quantitative method, data was collected by quota sampling using an online survey via google form with 675 respondents. Of the total number of respondents, 54.1% were men. Their age ranged from 20-30 (13.1%), 31-40 years old (24.8%), 41-50 years old (29.1%), and 51-60 years old is 30.4%. The information on education level indicates that a majority of respondents were bachelor degree holders (49.5%), some were master degree (46.2%), and only a few were doctoral degree holders (4.4%). Most respondents worked at local government (regency/city government 54.6%, 28.2% at the provincial government), and the rest worked at central government agencies (17.2%). In terms of the current position, 4.1% was in charge of High Leadership Positions, 44.3% was a Certain Functional/Professional Positions (*JFT*), administrator/supervisor positions were 27.1%, and the staff was 24.5%. The quantitative data were analyzed using path-analysis, with SPSS software. The hypothesis was tested by F-test.

Data for qualitative were collected by in-depth interviews with selected key informants from *Bappenas*, *KemenpanRB*, and officials of civil servants in the West Java Provincial Government, Central Java Provincial Government, and Semarang City Government. Data were analyzed by interpretative phenomenological analysis (Pietkiewicz & Smith, 2014).

1. Dependent Variable: This study has 1 dependent variable, namely Inter-organizational Networks (Z).
2. Independent Variables: This study has 3 independent variables, namely Trust (X1), Adaptation (X2), and Information Technology (X3).
 - a. Trust is measured by indicators of trust in co-workers, against superiors, shared commitment, and team competence.
 - b. Adaptation is measured by indicators of communication, time management, stress management, and the dynamics of changing work environments.

- c. Information Technology is measured by indicators of network quality at home, network quality in the office, hardware support, and ease of use of applications/software.
- 3. The Intervening Variable is Flexible Work Arrangements (Y) which explains the direct/indirect interaction between the independent variables to the dependent variable which is explained by the indicators of the implementation of effectiveness, efficiency, and ease of doing FWA.

D. RESULT AND DISCUSSION

Based on quantitative data processing, the following results were obtained as follows.

Effect of Trust, Adaptation, and IT on FWA

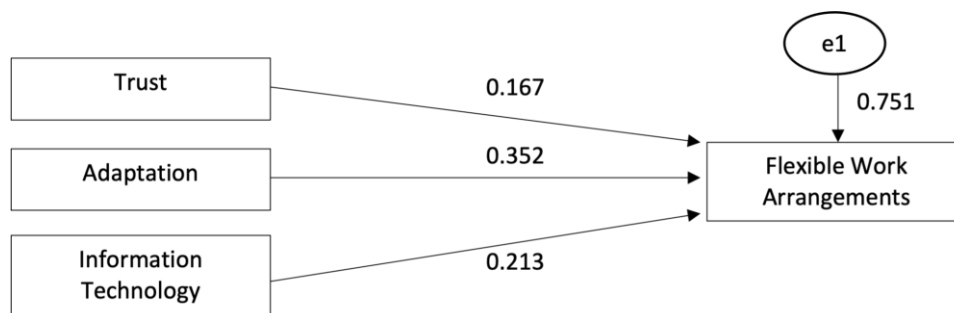
Based on the SPSS output in the coefficient table and ANOVA, it can be seen that the significance value of the influence of Trust (X1), Adaptation (X2), and IT (X3) partially on FWA (Y), each is 0.000. Likewise, the effect of the three simultaneously on FWA has a significance value of 0.000. From the coefficient table it is also known that the coefficient of the influence of the variables trust (X1), adaptation (X2) and IT (X3) on FWA (Y) based on the standardized coefficient beta is 0.167, respectively; 0.352 and 0.213.

Furthermore, based on the R square value of the three variables as shown in the Model Summary table, the constant value of the FWA variable can be determined. It is known that the value of R Square is 0.436. Then it is found that the constant value of the FWA variable is (1- 0.436) which is 0.751. Thus, the equation of the path model can be written as

$$Y=0.167X1 + 0.352X2 + 0.213X3 + 0.751$$

The effect of trust, adaptation, and IT variables on FWA can be described in the following path 1 model:

Figure 2. Pathway Model 1 Effect of Trust, Adaptation and IT on FWA



Source: Processed by authors, 2021

Effect of Trust, Adaptation, IT and FWA on Inter-organizational Networks

Based on statistical calculations related to the effect of trust, adaptability, and availability of information technology and FWA on inter-organizational networks, the following results are obtained.

The SPSS output in the coefficient table shows that the partial effect of Trust (X1), Adaptation (X2), IT (X3), and FWA (Y) variables on the Inter-organizational Networks (Z) has various significance values. The significance value of the effect of the Trust (X1) and adaptation (X2) variables on the Inter-organizational Networks (Z), each is 0.000. While the significance value of the influence of IT (X3) and FWA (Y) variables on the Inter-

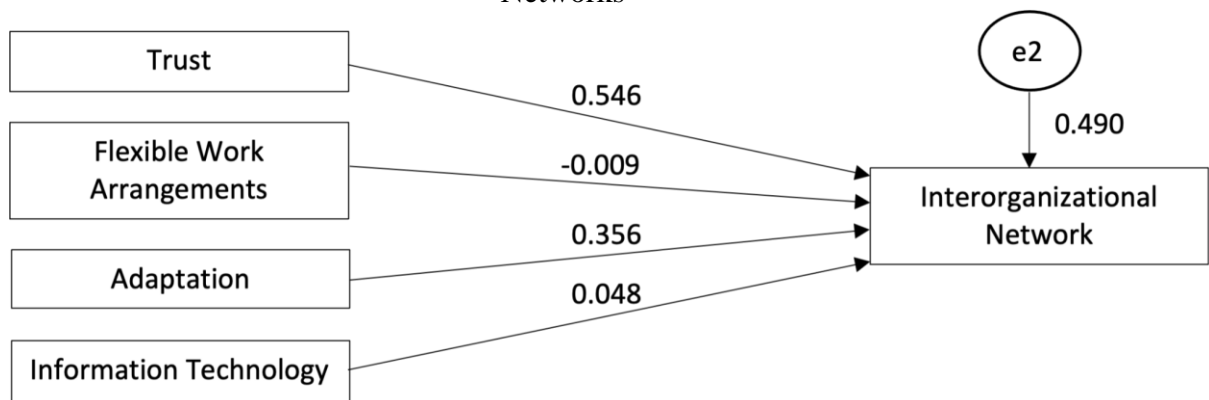
organizational Networks (Z), respectively, is 0.108 and 0.709. In the coefficient table, it is also known that the standardized coefficient beta variable Trust (X1), adaptation (X2), IT (X3), and FWA (Y) respectively are 0.546; 0.356; 0.048, and -0.009.

The simultaneous effect of the variables Trust (X1), Adaptation (X2), IT (X3), and FWA (Y) on the Inter-organizational Networks (Z), based on the Anova table has a significance value of 0.000.

Based on the model summary table, the value of R square is 0.760. Based on this R Square value, it can then be determined the value of the Inter-organizational Networks variable constant, which is 0.490. The path model equation is: $Z = 0.546X1 + 0.356X2 + 0.048X3 - 0.009Y + 0.490$

Path model 2. The effect of Trust (X1), Adaptation (X2), IT (X3), and FWA (Y) on the Inter-organizational Networks (Z) is as illustrated in the following chart:

Figure 3. Path Model 2. Effect of Trust, FWA, Adaptation and IT on Inter-organizational Networks

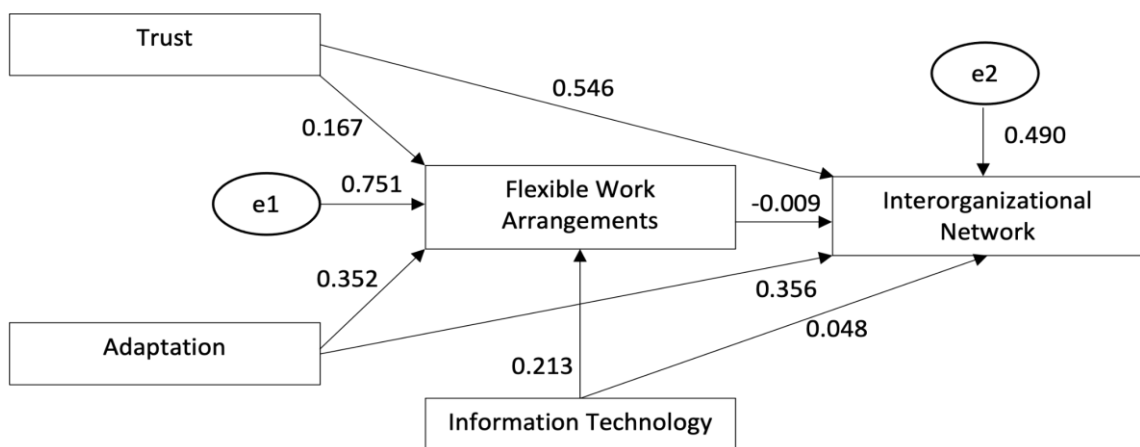


Source: Data processed by researchers

Effect of Trust, Adaptation and Information Technology on Inter-organizational Networks through FWA

If Figure 2 and Figure 3 above are combined, it will produce a path 3 model as follows:

Figure 4. Path model of the influence of trust, adaptation, and IT variables on Inter-organizational networks through FWA



From Figure 4 above, it can then be seen the effect of the trust, adaptation, and IT variables on the Inter-organizational Networks through FWA. This effect is referred to as an

indirect effect because it is through the intervening variable, namely FWA. The indirect effect of each variable on the inter-organizational Networks is as follows:

1) The effect of Trust on Inter-organizational networks through FWA is 0.167×-0.009 , that is -0.0015

2) The effect of Adaption on Inter-organizational Networks through FWA is 0.352×-0.009 , which is -0.003

3) The effect of Information Technology on Inter-organizational Networks through FWA is 0.213×-0.009 , which is -0.002

Discussion Analysis

Effect of Trust, Adaptation, and IT on FWA

The partial effect of Trust (X1), Adaptation (X2), and IT (X3) variables on FWA (Y), all X variables have a significance value of 0.000. This significance value is smaller than 0.05, so it can be concluded that partially Trust (X1), Adaptation (X2), and IT (X3) variables have a significant effect on the FWA variable (Y).

Likewise, for the simultaneous effect with F-test, the effect of Trust (X1), Adaptation (X2), and IT (X3) variables on FWA (Y), all X variables have a significance value of 0.000. Thus it can be concluded that H_a is accepted and H_0 is rejected.

H1: Trust, Adaptation and IT have a significant effect on FWA

The results of the quantitative research are supported by the results of qualitative field research in the West Java Provincial Government, Central Java Provincial Government, and Semarang City Government. At the three loci, the government agencies have implemented FWA well and have been supported by a level of trust between leaders and subordinates as well as among colleagues, good adaptability, and supported by qualified IT conditions. This is as stated by the key-informant that trust, adaptation, and IT conditions in the West Java Provincial Government are good, as evidenced by 98% of employees having filled out the Mobile Attendance System (K-MOB) which is a real-time application to measure employee performance including employee work targets and work behavior that is synchronized with employee attendance data, budget absorption data and available employee performance output data. In this K-MOB concept, ASN is guided to fill out attendance and fill out Personal SKPs via smartphones, besides that what is new about K-MOB is personal performance which affects the performance of Agencies in general in terms of points and coins. The K-MOB system itself is well connected to the digital remuneration recording system or the Performance Remuneration Allowance (TRK). This success has been appreciated by the assessment of the best national merit system” West Java Provincial Government. This is in line with what happened in the Central Java Provincial Government and Semarang City that the implementation of Flexible Work Arrangements that occurred in Semarang City PTSP and Central Java Provincial Government PTSP supported by various existing online application systems with a relatively good level of employee adaptation and employee trust.

The results of this study are in line with the research of [Opolski, Modzelewski, & Kocia \(2019\)](#) which concluded that there is a positive correlation between trust and collaborative networks in organizations, and the higher the frequency of meetings, the better the network in the organization. Opolski et al also emphasize that the level of trust in the organization is highly dependent on the support of the leadership.

Effect of Trust, Adaptation, IT and FWA on Interorganizational Networks

The significance value of the effect of the Trust (X1) and adaptation (X2) variables on the Inter-organizational Networks (Z), each is 0.000. While the significance value of the influence of IT (X3) and FWA (Y) variables on the Inter-organizational Networks (Z), respectively, is 0.108 and 0.709. Based on these data and the provision of a significance value of 0.05, it can be concluded that the partial effect is as follows:

- a. The trust variable (X1) has a significant effect on Inter-organizational Networks (Z)
- b. Variable adaptation (X2) has a significant effect on Inter-organizational Networks (Z)
- c. Variable IT (X3) has no significant effect on Inter-organizational Networks (Z)
- d. The FWA variable (Y) has no significant effect on Inter-organizational Networks (Z)

Meanwhile, the simultaneous effect of Trust (X1), Adaptation (X2), IT (X3), and FWA (Y) variables on the Inter-organizational Networks (Z) shows a significance value of 0.000. Because 0.000 is less than 0.05, it can be concluded that H_a is accepted and H_0 is rejected.

H2: Trust, Adaptation, IT, and FWA have a significant effect on Inter-organizational Networks.

Literally, this research shows that in general, all variables have an effect on Inter-organizational Networks, but partially the conditions of Information Technology and the application of FWA have no effect on Inter-organizational Networks. This is in line with the conditions that occur in the West Java Provincial Government that the trust of civil servants to the leadership and vice versa as well as trust among colleagues forms a working network that facilitates the implementation of tasks in the work unit. Likewise, the commitment and trust built with stakeholders increase networking and collaboration with stakeholders, for example in the West Java Provincial Education Service Unit the learning system using Webex/Zoom runs smoothly because of the internal trust that has been built by the school representative team voluntarily. The ability to adapt to the work environment is shown by West Java Provincial Government employees, the majority of whom are Generation X and Generation Y, only about 40% who are over the age of 50 years and over encourage the creation of a good working network.

Referring to the results of FGDs with employees in the Semarang City Government, it was found that the conditions of IT infrastructure and internet connections that were not conducive to employees in their residences slightly hampered employee work networks, so that employees who were given the opportunity to work in WFH preferred to work in the office to coordinate with the team, superiors, and other stakeholders. The key informant from Semarang City said:

"Instead of constantly called, *yo wis* (well), I'd rather go to the office".

This is also in line with the FWA scheme which was not chosen by the majority of technical service employees at the Central Java Provincial government's one-stop integrated service office (PTSP) and Semarang City PTSP because according to them service delivery at PTSP requires a physical presence in the office.

"Because the physical documents must be checked at the office and must be sent via post, the employees work more at the office".

In line with the opinion of the key informant from the Semarang city employee, the key informant from the West Java Provincial Government stated:

“There are jobs that cannot be done online, such as inter-agency coordination that requires dialogue/discussion/in-depth thinking related to certain policies/study and requires comprehensive data, while in the budget planning section, which requires a lot of direct data, face-to-face coordination is needed”

Furthermore, the Central Java Provincial Government Personnel Agency (*BKD*) official explained that:

"Basically, Central Java is ready for the implementation of FWA, according to *PERDA* 11 of 2019 concerning Smart Central Java Province, related to data integration throughout Central Java (big data) but has not been realized regarding the condition of FWA which has not been able to coordinate well".

Based on the results of quantitative and qualitative data analysis, it was found that the condition of Information Technology and FWA had no effect on employee networks, one of the reasons was the weakness of information technology infrastructure support and FWA schemes that had not been able to become a general pattern for building networks. In addition, obstacles arise due to 1) the unorganized integration of one data (Big Data) government agencies, 2) the existence of confidential information and data that is at risk when discussed in online forums, 3) for organizational issues related to data and requires deep thinking through data scrutiny and strategic discussions/discussions office meetings are an option over discussions via cyberspace (online) and 4) a rigid bureaucratic pattern, where a hierarchical organizational structure makes online coordination difficult.

Although in several studies it is explained that the ease of digital information supports people working remotely ([Gajendran & Harrison, 2007](#)). This research is in line with a study conducted by [Choi \(2018\)](#), that in organizations in the public sector, the types of work and positions in the organization which requires direct communication (face-to-face) with stakeholders that is confidential and important and is the cause of the difficulty of FWA being implemented in public agencies.

Effect of Trust, Adaptation and Information Technology on Inter-organizational Networks through FWA

In order to determine whether there is an influence of Trust (X1), Adaptation (X2), and Information Technology (X3) on the Inter-organizational Networks (Z) through FWA (Y), it is necessary to compare the direct and indirect influence values of the three X variables, namely Trust (X1), Adaptation (X2) and Information Technology (X3) to Inter-organizational Networks (Z). The value of the direct and indirect influence of the Trust (X1), Adaptation (X2), and Information Technology (X3) variables on the Inter-organizational Networks (Z) is as shown in the following table:

Table of the value of the influence of the variables Trust (X1), Adaptation (X2), and Information Technology (X3) on the Inter-organizational Networks (Z).

From the table 1, it can be seen that the entire value of the indirect effect of variable X is smaller than the value of the direct effect. Thus, it can be concluded that H_a is rejected and H_0 is accepted: Trust, Adaptation, and Information Technology have no effect on the Inter-organizational Networks through FWA.

Table 1. Effect of Trust, Adaptation and Information Technology on Inter-organizational Networks through FWA

Variable X	Direct influence	Indirect influence (via FWA)	Total influence
Trust (X1)	0,546	0,0015	0,5475
Adaptation (X2)	0,356	-0,003	0,353
Information Technology (X3)	0,048	-0,002	0,046

Source : Processed by authors, 2021

Qualitatively, this is explained into 3 parts specifically as follows. First, the level of trust affects the network through FWA. Trust in superiors, teams, and stakeholders can improve networking capabilities through FWA as stated by officials in the West Java Provincial Government :

“ Regularly, communication and coordination of individual and teams are carried out regularly each week through zoom meetings and K-MOP application. Individual performance is monitored by the supervisor and the supervisor evaluated it through intensive communication. Besides that, the technology capability gap in different ages can be covered by technology assistance from younger staff to older staff. “

Similar action in West Java :

“Trust was built by coordination and communication through face-to-face meeting and support material that staff needed such as a notebook.”

The effort to build trust through the improvement of communication and inclusive culture is similar to [Porumbescu's research \(2012\)](#) for improving network quality in Flexible Work Arrangement.

Second, FWA makes a negative relationship between adaptation to the network. This can be explained that the accelerated adaptation by FWA has a negative effect on the network. As happened in the West Java Provincial Government, many teachers still entrust attendance and performance reports to other teachers because of their low adaptability to the FWA scheme.

Third, FWA makes a negative relationship between Information Technology Conditions and the network. As happened in the Central Java Provincial Government, the IT conditions that were built when the FWA was implemented actually reduced the quality of the network due to a lack of commitment from the leadership and team to create an electronic system that makes work easier, apart from the age and competency gap and the infrastructure for Central Java Provincial Government employees.

E. CONCLUSION

Based on the results of quantitative research supported by qualitative data, there are several conclusions from this study, namely; (1) Trust, Adaptation, and IT have a significant effect on FWA, (2) Trust, Adaptation, IT, and FWA simultaneously have a significant effect on the Inter-organizational Networks. However, partially the four variables have different effects on the Inter-organizational Networks. Trust and Adaptation partially affect the Inter-organizational Networks while IT and FWA have no significant effect on the Inter-organizational Networks, (3) Trust has an effect on the Inter-organizational Networks through

FWA, while Adaptation and Information Technology have no effect on the Inter-organizational Networks through FWA.

So that the main research question is answered on how to connect Flexible Work Arrangement with Inter-organizational Networks, namely by building trust, both between leaders and subordinates (and vice versa), trust with colleagues, and trust with stakeholders. Trust is the main factor to increase the network when implementing FWA in order to connect a good network. Trust can improve through communicating regularly and an inclusive culture. Things as exemplified in the case of the West Java Provincial Government, with high and solid trust, both trust in leaders, colleagues, and stakeholders, then any instruction as soon as possible is realized into a good cooperation network when Flexible Work Arrangement is realized by developing a Flexible Work Arrangement system. This went very well and even received an award from Civil Service Commission (KASN) as the best merit system at the national level. The quality of trust in good leaders, colleagues, and stakeholders during this Flexible Work Arrangement period can result in good network quality inter-organizational.

The limitation of this research is the coverage of respondents who are observed from the public sector, this study has not observed and combined the conditions that occur in the private sector. Suggestions for future research are to extract data by looking at the workload and rhythm of various employees by conducting in-depth interviews with civil servants in central government agencies/private sectors who have different job characteristics from local governments.

Acknowledgment

We wish to gratefully acknowledge the main supporter of this research, Director of School of Administration, Jakarta, The National Institute of Public Administration, and the support of The Third International Conference on Governance, Public Administration, and Social Science (The 3rd ICoGPASS) that appointed this paper to become one of the best papers presented during the conference.

Contributorship

All authors contributed substantially to the methods, intellectual content of the review, and writing and finalization of the manuscript. All authors read and approved the final manuscript.

REFERENCES

- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility. *Personnel Psychology*, 66(2), 345–376. <https://doi.org/10.1111/PEPS.12012>
- Bappenas. (2020). *Covid-19 dan Flexible Working Arrangement: Pengalaman IDW di Kedepatian Polhukhankam Bappenas*.
- Baruch, Y. (2001). The Status of Research on Teleworking and an Agenda for Future Research. *International Journal of Management Reviews*, 3(2), 113–129. <https://doi.org/10.1111/1468-2370.00058>
- Budhiekusuma, N. P., Hadi, S. P., & Winarno, W. W. (2017). Peluang Pemanfaatan Telecommuting dalam Pemerintahan di Indonesia. *Journal Pekommas*, 2(2), 151–160. <https://doi.org/10.30818/jpkm.2017.2020205>
- Choi, S. (2018). Managing Flexible Work Arrangements in Government: Testing the Effects of Institutional and Managerial Support. *Public Personnel Management*, 47(1), 26–50. <https://doi.org/10.1177/0091026017738540>

- Čiarnienė, R., Vienažindienė, M., & Adamonienė, R. (2018). Implementation of Flexible Work Arrangements for Sustainable Development. *European Journal of Sustainable Development*, 7(4), 11–21. <https://doi.org/10.14207/ejsd.2018.v7n4p11>
- Cooper, C. D., & Kurland, N. B. (2002). Telecommuting, Professional Isolation, and Employee Development in Public and Private Organizations. *Journal of Organizational Behavior*, 23(SPEC. ISS.), 511–532. <https://doi.org/10.1002/job.145>
- Crosbie, T., & Moore, J. (2004). Work–life Balance and Working from Home. *Social Policy and Society*, 3(3), 223–233. <https://doi.org/10.1017/s1474746404001733>
- Dahlstrom, T. R. (2013). Telecommuting and Leadership Style. *Public Personnel Management*, 42(3), 438–451. <https://doi.org/10.1177/0091026013495731>
- Edelenbos, J., & Klijn, E. H. (2007). Trust in Complex Decision-Making Networks: A Theoretical and Empirical Exploration. *Administration and Society*, 39(1), 25–50. <https://doi.org/10.1177/0095399706294460>
- Elangovan, A. R., Auer-Rizzi, W., & Szabo, E. (2007). Why don't I trust you now? An Attributional Approach to Erosion of Trust. *Journal of Managerial Psychology*, 22(1), 4–24. <https://doi.org/10.1108/02683940710721910>
- Ezra, M., & Deckman, M. (1996). Responsibilities : Flextime and in the Federal Government. *Public Administration Review*, 56(2), 174–179.
- Gajendran, R. S., & Harrison, D. A. (2007). The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology*, 92(6), 1524–1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- Gerdenitsch, C., Kubicek, B., & Korunka, C. (2015). Control in Flexible Working Arrangements: When Freedom becomes Duty. *Journal of Personnel Psychology*, 14(2), 61–69. <https://doi.org/10.1027/1866-5888/A000121>
- Granovetter, M. (2005). The Impact of Social Structure on Economic Outcomes. *Journal of Economic Perspectives*, 19(1), 33–50. <https://doi.org/10.1257/0895330053147958>
- Greer, T. W., & Payne, S. C. (2014). Overcoming Telework Challenges: Outcomes of Successful Telework Strategies. *Psychologist-Manager Journal*, 17(2), 87–111. <https://doi.org/10.1037/mgr0000014>
- Heathfield, S. M. (2020, May 25). *How Is Compensation Determined for an Employee?* <https://www.thebalancecareers.com/compensation-definition-and-inclusions-1918085>
- Irawati, E. (2019). Menyongsong Flexible Working Arrangement Bagi ASN - Penelusuran Google. *Jurnal Analisis Kebijakan*, 3(1). https://www.google.com/search?q=Menyongsong+Flexible+Working+Arrangement+Bagi+ASN&rlz=1C1JZAP_idID909ID909&oq=Menyongsong+Flexible+Working+Arrangement+Bagi+ASN&aqs=chrome..69i57.1041j0j15&sourceid=chrome&ie=UTF-8
- Kelliher, C., & Anderson, D. (2010). Doing more with Less? Flexible Working Practices and the Intensification of Work. *Human Relations*, 63(1), 83–106. <https://doi.org/10.1177/0018726709349199>
- KemenPAN dan RB. (2020). *Survei Sistem Kerja Baru Selama Pandemi Covid 19*
- Lewis, S. (2003). Flexible Working Arrangements: Implementation, Outcomes, and Management. *International Review of Industrial and Organizational Psychology*, 18, 1–28. <https://doi.org/10.1002/0470013346.ch1>
- McEvily, B., Perrone, V., & Zaheer, A. (2003). Trust as an Organizing Principle. *Organization Science*, 14(1), 91–103. <https://doi.org/10.1287/orsc.14.1.91.12814>
- Mee Choo, J. L., Desa, N. M., & Abu Hassan Asaari, M. H. (2016). Flexible Working Arrangement toward Organizational Commitment and Work-Family Conflict. *Studies in Asian Social Science*. <https://doi.org/10.5430/sass.v3n1p21>
- Morgan, J. (2014, March 4). *5 Steps to Make Flexible Work a Reality at Your Company*.

- <https://www.forbes.com/sites/jacobmorgan/2014/03/04/5-steps-to-make-flexible-work-a-reality-at-your-company/?sh=4be99fef7e16>
- Mungkasa, O. (2020). Bekerja dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 126–150. <https://doi.org/10.36574/jpp.v4i2.119>
- Nilles, J. M. (1994). *Making Telecommuting Happen: A Guide For Telemanagers and Telecommuters*. Van Nostrand Reinhold.
- Opolski, K., Modzelewski, P., & Kocia, A. (2019). Interorganizational Trust and Effectiveness Perception in a Collaborative Service Delivery Network. *Sustainability (Switzerland)*, 11(19), 5–6. <https://doi.org/10.3390/su11195217>
- Overmyer, S. P. (2010). *Implementing Telework: Lessons Learned from Four Federal Agencies*. www.businessofgovernment.org
- Pate, J., Beaumont, P., & Stewart, S. (2007). Trust in Senior Management in The Public Sector. *Employee Relations*, 29(5), 458–468. <https://doi.org/10.1108/01425450710776281>
- Pietkiewicz, I., & Smith, J. A. (2014). A Practical Guide to using Interpretative Phenomenological Analysis in qualitative research psychology. *Czasopismo Psychologiczne Psychological Journal*, 20(1). <https://doi.org/10.14691/cppj.20.1.7>
- Porumbescu, G., Park, J., & Oomsels, P. (2012). Building Trust: Communication and Subordinate Trust in Public Organizations. *Transylvanian Review of Administrative Sciences*, 38, 158–179
- Raab, J. (2018). Interorganizational Networks. In A. Reda & J. Rokne (Eds.), *Encyclopedia of Social Network Analysis and Mining* (pp. 1136–1146). Springer, New York, NY. https://doi.org/10.1007/978-1-4939-7131-2_369
- Rau, B. L., & Hyland, M. A. M. (2002). Role Conflict and Flexible Work Arrangements: The Effects on Applicant Attraction. *Personnel Psychology*, 55(1), 111–136. <https://doi.org/10.1111/j.1744-6570.2002.tb00105.x>
- Rousseau, D. M. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Sage Publications.
- Siddhartha, V., & Malika, S. C. S. (2016). Telecommuting and Its Effects in Urban Planning. *International Journal of Engineering Research & Technology (IJERT)*, 5(10). <https://doi.org/IJERTV5IS100350>
- Spreitzer, G. M., Cameron, L., & Garrett, L. (2017). Alternative Work Arrangements: Two Images of the New World of Work. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 473–499. <https://doi.org/10.1146/annurev-orgpsych-032516-113332>
- Stavrou, E. T. (2005). Flexible Work Bundles and Organizational Competitiveness: A Cross-National Study of The European Work Context. *Journal of Organizational Behavior*, 26(8), 923–947. <https://doi.org/10.1002/job.356>
- Taskin, L., & Edwards, P. (2007). The Possibilities and Limits of Telework in a Bureaucratic Environment: Lessons from the Public Sector. *New Technology, Work and Employment*, 22(3), 195–207. <https://doi.org/10.1111/j.1468-005X.2007.00194.x>
- Taylor, D. S., & Kavanaugh, J. (2005). *Developing a Model of Leadership in the Teleworking Environment: A Qualitative Study | Semantic Scholar*. <https://www.semanticscholar.org/paper/Developing-a-Model-of-Leadership-in-the-Teleworking-Taylor-Kavanaugh/1331b79ef2f07cca0d2851b4c765a1131178ccdf>
- Whiting, V. R., & de Janasz, S. C. (2004). Mentoring in the 21st Century: Using the Internet to Build Skills and Networks. *Journal of Management Education*, 28(3), 275–293. <https://doi.org/10.1177/1052562903252639>

Xavier Molina-Morales, F., Teresa Martínez-Fernández, M., & Torlò, V. J. (2011). The Dark Side of Trust: The Benefits, Costs and Optimal Levels of Trust for Innovation Performance. *Long Range Planning*, 44(2), 118–133. <https://doi.org/10.1016/j.lrp.2011.01.001>