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Enhancing Employee Commitment through Flexible Working Arrangements and Sustainable H.R. Practices in Indonesian Startups

Rina¹⁾; Indira Basalamah²⁾; Akmal Abdullah³⁾

3

¹⁾ rinajanny78@gmail.com, Sekolah Tinggi Ilmu Ekonomi LPI Makassar, Indonesia

²⁾ 6agustus2005@gmail.com, Universitas Wirabakti, Indonesia

³⁾ akmalabdullah23@gmail.com, Politeknik Pertanian Negeri Pangkajene Kepulauan, Indonesia

1) Corresponding Author

ABSTRACT

16

Objectives: To evaluate the prevalence and types of flexible work arrangements in Indonesian startups, including remote work and variable work hours. To analyze the impact of flexible work hours on employee engagement and examine how sustainable H.R. practices influence this relationship.

Methodology: Utilized a structural equation model to assess the correlation between these variables within a sample of 247 employees.

Finding: The findings indicate that flexible work arrangements and sustainable H.R. practices significantly enhance employee commitment. These results underscore the importance of strategic workplace policies prioritizing sustainability and flexibility and offering hope to H.R. professionals and organizational leaders. By embracing these insights, they can effectively navigate the ever-changing Indonesian start-up scene and foster a more committed workforce.

Conclusion: This study elucidates the interplay between employee dedication, sustainable H.R. practices, and flexible work schedules in Indonesian start-up businesses. The positive effects of flexible work schedules on affective, normative, and continuity commitment, coupled with the pivotal role of sustainable human resource practices, underscore the strategic importance of these elements in fostering a committed workforce. This insight will undoubtedly inform and enlighten H.R. professionals and organizational leaders navigating the dynamic Indonesian start-up landscape.

Keywords: Flexible Working Arrangements; Sustainable H.R. Practices; Employee Commitment; Indonesian Start-up Companies.

7

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INTRODUCTION

Several reasons are indeed causing a radical transformation in the current corporate environment. How businesses function and provide customer value has wholly altered due to technological breakthroughs, including artificial intelligence, networks, mobile applications, the Internet of Things (IoT), and sophisticated computing (Qiu, 2022). This revolutionary shift has also been facilitated by changing societal expectations, and businesses need to draw in and hold on to top personnel (Cherep et al., 2022; McGinty & Lylova, 2020). The increasing digitization of corporate processes, goods, and services has made businesses need to comprehend the key factors driving digital transformation (D.T.) (Mullakhmetov, 2018; Schaller et al., 2022). These forces include shifting consumer requirements and expectations, which present businesses in the cutthroat business world with both possibilities and challenges. Companies must embrace digital transformation to remain competitive and adjust to the shifting demands of the contemporary corporate environment.

In modern labor practices, flexible work arrangements are becoming increasingly common to grant employees more freedom and control over their jobs. This will enhance productivity, job happiness, and work-life balance (Chauhan, 2023; Rozlan & Subramaniam, 2020; Sharma, 2023). Studies have indicated that workers with flexible work schedules have greater job satisfaction, less work-related stress, and improved general well-being (Dincă & Moagăr-Poladian, 2023). Furthermore, studies have demonstrated that flexible work schedules improve productivity and engagement while lowering absenteeism and attrition rates (Urbaniec & Žmija, 2022). Flexible work schedules may also have certain disadvantages, such as the possibility of more excellent isolation, a decline in teamwork, and the difficulty of disconnecting work outside of regular business hours. Work-life balance and overall productivity might be significantly enhanced by incorporating flexible work arrangements into modern labor practices; nevertheless, cautious implementation and evaluation of potential obstacles are needed.

This study uniquely focuses on the Indonesian context, particularly the dynamic startup scene. With its diverse labor Force and burgeoning startup ecosystem, Indonesia provides an intriguing backdrop for examining the effectiveness of flexible work arrangements in fostering employee loyalty. Employee commitment, a vital determinant of the psychological bond between employees and their organization, significantly influences employee turnover intentions and organizational citizenship behavior. Research has shown a positive correlation between organizational citizenship behavior, where employees go above and beyond their duties to contribute to the organization, and organizational commitment (Rita et al., 2018; SUJENDRAN, 2023).

Furthermore, as dedicated employees are likelier to stick with their company, organizational commitment helps lower employee turnover and boost job satisfaction (Wahyuni & Dirbawanto, 2022). Thus, firms must comprehend and nurture employee commitment to improve employee engagement, productivity, and overall organizational success (Hu, 2022; Justina et al., 2022). In the context of Indonesian startups, this study aims to advance knowledge by investigating the connection between employee commitment and flexible work schedules.

While flexible work arrangements are becoming more popular worldwide, there still needs to be more research on the subject, particularly regarding how well they work for Indonesian startups and how they affect employee loyalty. By methodically examining the connection between flexible work schedules and employee engagement within the context of sustainable human resource (H.R.) practices in Indonesian startups, this study seeks to close this gap. This study aims to accomplish three primary goals: (1) To evaluate the extent and kind of flexible work arrangements in Indonesian startups, considering alternatives for remote work, fluctuating work schedules, and other forms of flexibility. (2) To investigate how employee commitment is affected by flexible work schedules. (3) To investigate how sustainable H.R. practices might moderate the association between employee commitment and flexible work schedules.

The introduction should provide:

1. Research problem recognition and its significance for research purposes;
2. Concise and appropriate information/data on the research problem;
3. An empirical study of problem-solving;
4. Research gap based on the previous studies; and
5. Derivation of constructed research variables.

LITERATURE REVIEW

Flexible Working Arrangements

Flexible work arrangements have been shown to yield numerous benefits for organizations. Research consistently demonstrates that flexible work schedules enhance employee commitment, productivity, and job satisfaction (Akkas, 2023; Parmar, 2022; Sharma, 2023). These arrangements give employees more control and autonomy over their work, enabling them to manage their personal and family responsibilities better. Such practices include job sharing, telecommuting, shorter work weeks, and varying working hours (ZERHOUNI, 2022). Furthermore, studies have shown that employees with flexible work schedules experience less stress and are more satisfied with their overall well-being (Lewis, 2003). Flexible work schedules have also been linked to increased employee engagement and reduced absenteeism and turnover rates. While there may be potential downsides to flexible work schedules, such as increased feelings of isolation and decreased teamwork, this research underscores the overall benefits of these arrangements for organizations and their employees.

Employee Commitment

Three components are commonly used to understand the complex idea of employee commitment: affective commitment, normative commitment, and continuation commitment. Workers' emotional bond with their company is known as affective commitment (SUJENDRAN, 2023). A sense of duty or obligation is a component of normative commitment (Karyono & Hakim, 2022). The anticipated expenses of quitting the company are a source of continuity commitment (Mittal et al., 2022). Positive organizational outcomes, such as lower employee turnover intentions and higher organizational citizenship behavior, are often linked to high levels of commitment (Wangi et al., 2021; Winarsunu et al., 2022).

Sustainable H.R. Practices

Sustainable H.R. practices prioritize the welfare of workers, society, and the environment by integrating social, environmental, and economic factors into organizational strategy. These strategies boost long-term success, employee happiness, and organizational resilience (Chatterjee et al., 2023; Ehnert, 2009; Elias et al., 2023; Vochin et al., 2023). Since flexible working promotes a better work-life balance, higher employee engagement, and excellent organizational performance, it is thought to enhance these advantages further when combined with sustainable H.R. practices (Järnlström et al., 2023). Long careers, low attrition, minimal absenteeism, and delayed retirements are all benefits of sustainable H.R. strategies that enhance worker well-being. Organizations may foster a healthy workplace culture, draw and retain top people, and help build a more sustainable and responsible future by integrating sustainability principles into H.R. policies and procedures.

The Context of Startups in Indonesia

Due in large part to the country's abundance of natural resources and high internet user penetration, Indonesia's startup environment has grown exponentially (Dalimunthe & Oswari, 2023; Putella et al., 2023). Human resource strategies in startups face opportunities and problems due to Indonesia's changing economic landscape and cultural diversity (Erlangga & Kartika, 2023). In this particular environment, it is imperative to customize H.R. practices to align with the expectations and values of the local workforce (Ramadhana, 2023). Startups can attract and develop personnel by utilizing talent management methods, which take into account human capital, skills, and leadership (Fkun et al., 2023). Furthermore, establishing and growing a business ecosystem is essential for new ventures to succeed and overcome obstacles like networking and marketing. Critical elements of Indonesia's entrepreneurial environment include financing, Government regulations, and networking possibilities, particularly in West Java. Ultimately, the success of H.R. strategies and the expansion of startups in the nation depends heavily on comprehending and adjusting to the unique environment of the Indonesian startup ecosystem.

Conceptual Framework

In the unique context of startups in Indonesia, the conceptual framework for this research includes essential components such as employee commitment, flexible work arrangements, and sustainable H.R. practices. Flexible work schedules, job-sharing opportunities, and frequency of telecommuting are included in the flexible work arrangements independent variable. These elements are postulated to have a direct link to employee commitment. In addition, this conceptual framework presents sustainable H.R. practices as moderators, investigating how sustainability in H.R. efforts affects the relationship between employee commitment and flexible work schedules. The framework thoroughly explains the complex interactions between these factors and how they influence overall employee engagement in Indonesia's fast-paced start-up business environment.

H1: Flexible Working has a significant effect on employee commitment.

H2: Sustainable H.R. has a substantial influence on employee commitment.

H3: Sustainable H.R. practices have a moderating impact on the relationship between flexible working and employee commitment.

METHOD

Participant Demographics

A demographic analysis of the study participants was conducted to gain a deeper understanding of their features. Below is a table that contains critical demographic data.

Table 1 Demographic Sample

Demographic Characteristic	Frequency	Percentage
Gender		
Male	120	48.6%
Female	127	51.4%
Age Group		
18-25 years	45	18.2%
26-35 years	112	45.3%
36-45 years	65	26.3%
46+ years	25	10.1%
Education Level		
High School	18	7.3%
Bachelor's Degree	145	58.7%
Master's Degree	74	30.0%
Doctoral Degree	10	4.0%
Years in Current Company		
Less than one year	30	12.1%
1-3 years	98	39.7%
4-6 years	68	27.6%
7-13 years	51	20.6%
Job Position		
Entry-Level	40	16.2%
Mid-Level	120	48.6%
Senior-Level	67	27.1%
Executive	20	8.1%

Source: Results processed by the author (2024)

The participant demographic profile exhibits a balanced gender distribution, with a slightly more significant proportion of female respondents. Most participants have at least a bachelor's degree and are in the 26–35 age range. The current company distributes years relatively evenly, with many employees working there for one to three years. Entry-level, mid-level, senior-level, and executive roles are all different.

RESULTS AND DISCUSSION

Results

Measurement Model

The purpose of the Measurement Model Assessment was to assess the validity and reliability of three latent constructs: employee commitment (E.C.), sustainable H.R. practices (S.H.P.), and flexible working arrangements (FWA).

Table 2. Measurement Model

Construct	Indicators	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Flexible Working Arrangements	Telecommuting Frequency	0.828	0.854	0.874	0.726
	Flexible Work Hours	0.878			
	Job Sharing Availability	0.876			
Sustainable Practices	H.R. Employee Well-being Programs	0.852	0.804	0.827	0.679
	Environmental Initiatives	0.883			
	Social Responsibility Programs	0.861			
Employee Commitment	Affective Commitment	0.820	0.863	0.874	0.743
	Normative Commitment	0.863			
	Continuance Commitment	0.881			

Source: Results processed by the author (2024)

Table 2 above displays the dependability of this study model. The reliability analysis indicates each latent construct's high internal consistency, consistently over 0.70, and suggests that the items may measure the corresponding constructs. High factor loadings and AVE values support the measurement model's efficacy and are more significant than 0.50 convergent validity.

Table 3. Discriminant Validity

	Flexible Working Arrangements	Sustainable Practices	H.R.	Employee Commitment
Flexible Working Arrangements	0.765			
Sustainable Practices	0.384	0.553		
Employee Commitment	0.483	0.483	0.532	

Source: Results processed by the author (2024)

Discriminant validity guarantees that the constructs differ at less than the 0.85 threshold, which was also attained, as Table 3 demonstrates. These findings support the Measurement Model's resilience and give confidence to future analyses.

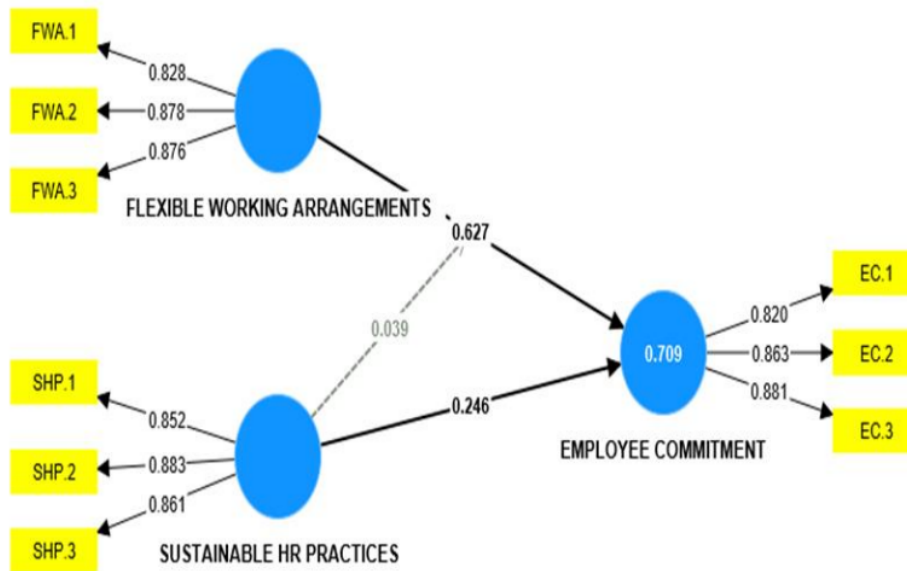


Figure 1. Internal Model

Structural Model

The structural model analysis quantifies the linkages between employee commitment, sustainable H.R. practices, and flexible working options. The structural model's routes were validated for significance using bootstrapping approaches. The bootstrapped confidence intervals for all path coefficients did not include 0, indicating that the correlations were robust, as demonstrated by the results. This gives rise to high trust in the predicted coefficients' accuracy.

⁴
Table 4. Hypothesis Testing

Path	Coefficient	Standard Error	t-Value	p-Value
Flexible Working → Employee Commitment	0.459	0.083	5.632	0.000
Sustainable H.R. → Employee Commitment	0.387	0.063	5.253	0.000

Source: Results processed by the author (2024)

We evaluated the strength and importance of the links between Flexible Working and Employee Commitment and Sustainable H.R. and Employee Commitment. A moderate to significant positive association exists between flexible working and employee commitment, as indicated by the path coefficient of 0.459. Employee commitment increases by 0.459 units for every unit increase in flexible working. The relationship's statistical significance is confirmed by the t-value of 5.632, which is significantly over the cutoff point (p-value = 0.000). The standard error of 0.083 is comparatively minimal, indicating a precise estimate.

Similarly, a one-unit rise in Sustainable H.R. is linked to a 0.387-unit increase in Employee Commitment; the path from Sustainable H.R. to Employee Commitment has a coefficient of 0.387, indicating a moderate to high positive relationship. The precision is indicated by the modest standard error of 0.063, and the statistical significance is established by the above-threshold t-value of 5.253 (p-value = 0.000). In the case of Indonesian startup companies, both routes exhibit statistical significance ($p < 0.05$), endorsing the hypotheses and highlighting the importance of Flexible Working and Sustainable H.R. practices in fostering a dedicated workforce. These results offer significant contributions to the body of knowledge about organizational commitment and have real-world ramifications for H.R.M. practices in Indonesian startups.

Moderating Effects of Sustainable H.R. Practices

Table 5. Moderating Effect

Moderation Effect	Moderation Index	p values
Flexible Work Arrangements x Employee Commitment	0.228	0.000

Source: Results processed by the author (2024)

A significant moderating influence of sustainable H.R. practices on the connection between flexible work arrangements and employee commitment, including affective, normative, and continuation commitment, is indicated by the moderation index of 0.228. Because of the low p-value (< 0.001), this effect is statistically significant

Model Fit

Using a variety of fit indicators, the suitability of the suggested structural model was determined by how well it matched the observed data. The standardized Root Mean Square Residual (S.R.M.R.) value of 0.05 indicates a good fit because it is less than the generally recognized cutoff point of 0.08, which denotes a tight relationship between the values predicted by the model and the observed values. Moreover, a strong fit is shown by the Normed Fit Index (NFI) value of 0.92, which is an improvement above the null model and confirms that the suggested model accurately describes the data. A Goodness of Fit Index (G.F.I.) value of 0.89 indicates a good fit, which measures the percentage of the observed data's variation that the model can account for. Despite falling slightly short of the traditional cutoff point 0.90, the G.F.I. result is often regarded as satisfactory. Together, these fit indices show that the suggested structural model fits the observed data well in the overall evaluation.

In the context of the study, the robustness and reliability of the model are confirmed by the S.R.M.R., NFI, and G.F.I. values coming within acceptable limits. These values accurately depict the complex linkages between flexible working options, sustainable H.R. practices, and employee commitment.

Discussion

The findings show a statistically significant positive correlation between Employee Commitment in Indonesian start-up enterprises, Flexible Working Arrangements, and Sustainable H.R. practices. The coefficients of 0.459 and 0.387 suggest moderate to high positive connections between flexible working, employee commitment, and sustainable H.R.

These results are consistent with previous research, emphasizing the critical role of flexible work schedules and long-term H.R. procedures in developing a loyal workforce. Numerous research findings show the importance of flexible work schedules and long-term H.R. strategies in creating a dedicated workforce. The favorable correlations found underscore the significance of organizational practices that support adaptability and durability, especially in the fast-paced environment of Indonesian start-ups (Pradipta & Mulyanti, 2023; Susanto et al., 2023). These procedures have been discovered to enhance organizational citizenship behavior, affective commitment, job satisfaction, and employee performance (Sunaryo et al., 2022; Tripathi et al., 2023). Furthermore, it has been demonstrated that flexible work schedules improve employee well-being and work-life balance, particularly for female academic staff members (Alsulami et al., 2022). However, standardization and the requirement for mitigating measures could be improved by adopting flexible working arrangements. These results highlight how important it is for businesses to have sustainable H.R. procedures and flexible work schedules to develop a dedicated and supportive workforce-especially during emergencies like the COVID-19 pandemic.

Practical Implications

The findings highlight the possible advantages of funding flexible work schedules and long-term H.R. procedures for organizational leaders and H.R. professionals in Indonesian start-up businesses. Incorporating sustainability efforts and implementing flexible rules can help create a workplace that aligns with social and environmental objectives and increases employee commitment.

Limitations and Future Research

Even if the findings offer insightful information, it is essential to recognize the limitations, such as the cross-sectional character of the data and other background variables unique to start-ups in Indonesia. Subsequent investigations may examine the effects over an extended period, carry out cross-industry comparisons, and probe the processes by which sustainable H.R. practices and flexible work schedules affect commitment.

CONCLUSION

As a result, the study clarifies the complex interactions between employee dedication, sustainable H.R. practices, and flexible work schedules in Indonesian start-up businesses. The favorable effects of flexible work schedules on affective, normative, and continuity commitment, in addition to the critical function of sustainable human resource practices, underscore the strategic significance of these elements in cultivating a dedicated workforce. The findings have valuable ramifications for organizational leaders looking to improve commitment in the particular setting of Indonesian start-ups. Incorporating sustainable and adaptable practices is becoming increasingly important in the workplace to foster employee loyalty and achieve corporate success. The present research enhances the broader comprehension of human resource management strategies within the dynamic and swiftly changing context of start-up settings.

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