

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

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ABSTRACT

Objectives: This study aims to evaluate the extent and kind of flexible work arrangements (FWAs) in Indonesian startups, considering alternatives for remote work, fluctuating work schedules, and other forms of flexibility. Additionally, it examines how employee commitment is affected by flexible work schedules. And explores the role of sustainable human resource practices in moderating the relationship between employee commitment and flexible work schedules.

Methodology: This study employs a structural equation model (SEM) to analyze data collected from 247 employees, assessing the relationships among FWAs, sustainable HR practices, and employee commitment.

Finding: This study confirms that FWAs positively contribute to employee commitment, with sustainable HR practices acting as a moderating factor. FWAs enhances job satisfaction and reduces stress, while sustainable HR strategies support employee engagement in the digital era. These findings highlight the importance of integrating FWAs and sustainable HR practices to create an adaptive work environment, improve retention, and drive productivity in the startup ecosystem.

Conclusion: This study highlights the significance of FWAs in increasing employee commitment, particularly when supported by sustainable HR practices. By integrating FWAs with sustainability-driven HR strategies, startups can cultivate a resilient workforce, promote long-term retention, and drive innovation in dynamic and evolving business landscapes.

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

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INTRODUCTION

The dynamic landscape of Indonesian startups has significantly driven the rapid advancement of digital technology, making digital solutions essential for maintaining competitiveness, operational efficiency, and sustainable growth (Ananda et al., 2023);(Hacklin et al., 2018). technological breakthroughs including artificial intelligence, mobile applications, the Internet of Things (IoT), and sophisticated computing have completely transformed how businesses operate and deliver value to customers (Qiu, 2022). These innovations, coupled with evolving societal expectations, have created an urgent need for companies to attract and retain top talent (Cherep et al., 2022). The increasing digitization of corporate processes, products, and services has made it crucial for companies to understand the key factors driving digital transformation (Cherep et al., 2022). In the era of Industry 4.0, startups rely on innovation performance and digitalization for survival, making the entrepreneurial ecosystem a crucial support system (Haqqi, 2023). Digital transformation has also had a profound impact on Human Resource Management (HRM) reshaping corporate management practices (Shukla et al., 2023). As a result, HRM must leverage digital transformation to empower employees and ensure proper organizational behaviour (Emran & Elhony, 2023). However, while human capital remains a core organizational resource, automation and artificial intelligence (AI) have begun replacing certain job functions, presenting both opportunities and challenges (McGinty & Lylova, 2020). To navigate these changes, leaders must develop essential competencies such as Foresight, adaptability, respect for data, and data driven decision making and strategic expertise (Philip et al., 2023). 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.

A manager is responsible for guiding the team and aligning resources to achieve the organization's objectives (Harvard Business Review Press, 2017). As workplaces continue to change, FWAs are becoming more common, allowing employees greater independence and control over their tasks. Research has shown that FWAs enhances productivity, job satisfaction, and work-life balance (Chauhan, 2023). Employees with flexible work schedules often experience lower stress levels and higher overall well-being (Dincă & Moagăr-Poladian, 2023). Moreover, flexibility in work arrangements such as remote work, adjustable schedules, and functional flexibility has been linked to increased employee engagement, ultimately contributing to a company's competitive advantage and performance e (Lee et al., 2024). Despite its benefits, FWAs also poses challenges, including potential employee isolation, reduced teamwork, and difficulties in maintaining work-life boundaries. Although flexible work arrangements can greatly improve work-life balance and boost overall productivity, careful implementation and evaluation of potential drawbacks are necessary.

This study uniquely focuses on the Indonesian startup ecosystem, a rapidly growing and diverse labour market. Given the country's burgeoning startup scene, Indonesia provides an intriguing backdrop for examining the effectiveness of flexible work arrangements in fostering employee loyalty. Employee commitment is a critical factor influencing turnover intentions and organizational citizenship behaviour. Prior research has demonstrated a strong correlation between organizational citizenship behaviour where employees go beyond their formal duties to support the organization and employee commitment (A Sujendran, 2023).

Employees who demonstrate high dedication to their organizations are more likely to remain, thereby reducing turnover rates and increasing job satisfaction (Wahyuni & Dirbawanto, 2022). Therefore, fostering employee commitment is essential for enhancing engagement, productivity, and overall organizational success (Hu, 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 have gained global traction, research on their impact in the Indonesian startup context remains scarce. Specifically, there is limited empirical evidence on how FWAs influences employee commitment in startups and how sustainable HR practices moderate this relationship. To bridge this gap, this study seeks to systematically explore the connection between flexible work schedules and employee engagement within the context of sustainable HR practices in Indonesian startups.

This study aims to identify and analyze the types and extent of FWAs implemented in Indonesian startups, including remote work, flexible working hours, and task-based flexibility. It seeks to examine the impact of these arrangements on employee commitment by assessing whether FWAs enhances or weakens employee loyalty and engagement. Furthermore, the study explores the moderating role of sustainable Human Resource (HR) practices in this relationship by investigating how strategies such as employee well-being programs, digital HR tools, and inclusive policies influence the effectiveness of FWAs. Ultimately, this study seeks to offer empirical insights on optimizing FWAs to enhance employee commitment within a sustainable HR framework in Indonesia's evolving startup ecosystem.

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 (Akkaş, 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 work (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). The agility and swift response time that SMEs maintain in practice serve as a competitive advantage over large enterprises (Teixeira et al., 2018). 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

Employee Commitment is influenced by several elements, including growth prospects, workplace culture, and recognition (Betonio et al., 2022; Deshmukh, 2022; Fithriyana et al., 2022; Watkins & Fusch, 2022). 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 (A Sujendran, 2023). The anticipated expenses of quitting the company are a source of continuity commitment (Mittal et al., 2022). Organizational citizenship behavior serves as a mediator between organizational commitment and job satisfaction (Justina et al., 2022).

Sustainable H.R. Practices

Sustainability efforts seek to preserve or improve favourable conditions by strengthening the ability to sustain desired outcomes over the long term (Saragih & Hermanto, 2022). These strategies boost long-term success, employee happiness, and organizational resilience (Ehnert, 2011). As flexible working supports improved work-life balance, it also enhances employee engagement and excellent organizational performance, it is thought to enhance these advantages further when combined with sustainable H.R. practices (Järlström 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. Impacting sustainable development is a critical component of entrepreneurship (Bizhanova et al., 2019; Saputra et al., 2021). 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

Analysis of initiatives to create innovation ecosystems and human capital in the digital economy has shown how important it is for stakeholders to work together and in concert (Tactria et al., 2023). Due in large part to the country's abundance of natural resources and high internet user penetration, Indonesia's startup ecosystem has experienced rapid and exponential growth (Elvina. P. 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 and to foster employee engagement (Alam et al., 2024). 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 Arrangements has a significant effect on Employee Commitment.

H₂: Sustainable H.R. has a significant effect 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 total of 247 employees were selected as study participants to ensure a representative sample of the startup workforce. The sample size was chosen based on statistical considerations to ensure adequate analytical power and reliable generalization of results. The selection process prioritized diversity in demographic factors such as gender, age, education level, job position, and tenure within the organization.

Table 1 Demographic Sample

Demographic Characteristic	Frequency	Percentage
Gender		
Male	120	48.6%
Female	127	51.4%
Age Group		
17-25 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+ 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 chosen sample size balances feasibility and statistical robustness, allowing for meaningful insights into HRM practices in startups while minimizing sampling bias. The diverse participant profile enhances the study's relevance by capturing various perspectives from different organizational levels, ensuring comprehensive analysis and interpretation.

RESULTS AND DISCUSSION

Results

Measurement Model

The Measurement Model assessment aimed to evaluate the validity and reliability of three latent constructs: employee commitment (EC), sustainable H.R. practices (SHP), and flexible working arrangements (FWAs).

Table 2 Measurement Model

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

	FWAS	SHP	EC
FWAS	0.765		
SHP	0.384	0.553	
EC	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 confirm the robustness of the Measurement Model and enhance confidence in future analyses.

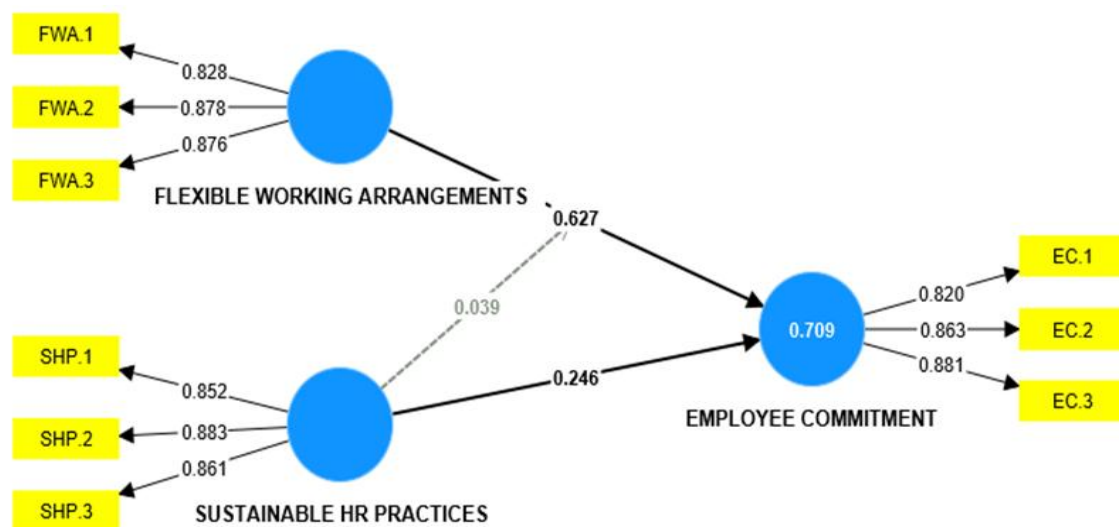


Figure 1: Internal Model

Structural Model

The structural Equation Model (SEM) (Ghozali, 2018). The 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 excluded 0, indicating that the correlations were robust, as demonstrated by the results. This gives rise to high trust in the predicted coefficients' accuracy.

Table 4 Hypothesis Testing

Path	Coefficient	Standard Error	t-Value	p-Value
FWAS → EC	0.459	0.083	5.632	0.000
SHP → EC	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 HR to Employee Commitment has a coefficient of 0.387, suggesting a moderately strong 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

The significant moderating effect of continuous HR practices on the link between flexible working arrangements and employee commitment, including affective, normative, and sustainability commitments, was demonstrated by a moderation index of 0.228. Due to its low p -value (< 0.001), this effect is statistically significant.

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)

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 model fit indices in this study (SRMR = 0.05, NFI = 0.92, GFI = 0.89) suggest a strong model alignment with the observed data, confirming its robustness. These results are comparable to past studies using Structural Equation Modeling (SEM) in HRM research (Cherep et al., 2022). Where model fit values typically fall within similar acceptable ranges. However, this study improves upon prior research by incorporating an industry-specific focus on Indonesian startups, where workforce mobility and digital transformation play crucial roles. 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 of 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

1. Relationship Between Flexible Work Arrangements and Employee Commitment

The study validates a strong positive correlation between flexible work arrangements and employee commitment (path coefficient = 0.459, $p < 0.001$). This finding aligns with prior research, demonstrating that FWAS improves job satisfaction and alleviates work-related stress, and fosters stronger organizational attachment (Pradipta & Martdianty, 2023); (Dincă & Moagăr-Poladian, 2023); (Chauhan, 2023). However, most existing studies focus on corporate and multinational settings rather than startups, where work flexibility is often an intrinsic part of the organizational culture. Compared to earlier studies, which predominantly examined FWAS in established firms (Aura & Desiana, 2023);(Lee et al., 2024), this research provides new insights into how flexibility affects employee loyalty in the dynamic and uncertain environment of startups.

2. Impact of Sustainable HR Practices on Employee Commitment

This study found that sustainable HR practices significantly contribute to employee commitment (path coefficient = 0.387, $p < 0.001$). This finding is in line with (Hu, 2022), who emphasized that sustainable HR strategies, such as well-being programs and corporate social responsibility, reinforce employees' psychological attachment to their organization. Furthermore, (McGinty & Lylova, 2020) highlighted that in the era of automation and AI-driven workplaces, sustainable HRM plays a critical role in balancing technological advancements with human-centric policies. While previous studies (Shukla et al., 2023)) discussed the impact of HR digitalization on commitment, this research specifically examines how sustainability-oriented HR policies act as a long-term strategy to enhance employee dedication.

3. Moderating Role of Sustainable HR Practices

A key contribution of this study is its exploration of sustainable HR practices as a moderating factor between FWAS and employee commitment. The moderation index (0.228, $p < 0.001$) suggests that the effectiveness of FWAS in fostering employee commitment is significantly influenced by sustainable HR strategies. This finding expands on the work of (Philip et al., 2023), who emphasized the need for visionary leadership and agility in HRM to support employee engagement in digital workplaces. While previous research primarily investigated direct effects, this study introduces a moderating perspective, demonstrating that HR policies emphasizing sustainability can strengthen the benefits of workplace flexibility.

CONCLUSION

First Finding of this study confirms a strong positive relationship between flexible work arrangements (FWAs) and employee commitment. Consistent with prior research, FWAs enhances job satisfaction, reduces work stress, and strengthens organizational attachment. The key contribution lies in its focus on startups, a context rarely explored compared to large corporations and multinationals. This study enriches the body of knowledge by highlighting FWAs role in dynamic and uncertain work environments.

The second finding, confirms that sustainable HR practices significantly contribute to employee commitment, aligning with previous studies emphasizing the role of well-being programs and corporate social responsibility in fostering psychological attachment. These findings underscore the importance of sustainability-oriented HR strategies as a long-term approach to enhancing employee dedication, particularly in the era of automation and digitalization.

The third finding is that it was identified the role of sustainable HR practices in the FWAS-commitment relationship. The results indicate that FWAS's effectiveness in strengthening commitment depends on sustainable HR strategies. Thus, this study extends existing theories by offering a moderation perspective on FWAS's impact. Future studies could investigate the long-term impact of sustainable HR strategies across various industries and organizational scales.

Practical Implications

HR professionals and policymakers must integrate structured flexible work arrangements (FWAs) and sustainable HR practices to enhance employee commitment and workforce resilience in Indonesian startups. HR leaders should establish clear policies on remote work, flexible schedules, and digital HR tools while prioritizing employee well-being through mental health support and career development programs. Policymakers should develop regulatory frameworks that ensure fair labour protections for flexible workers and incentivize sustainable HR practices through tax benefits and funding programs. Future research should explore the longitudinal impacts of FWAs, industry-specific variations, and the role of AI in HRM to provide deeper insights into workforce sustainability. Enhancing these strategies will help startups retain top talent, drive innovation, and ensure long-term organizational success in an evolving digital economy.

Recommendations

From the perspective of an HR strategy, companies need to integrate FWAs in core HR policies with clear guidelines related to remote work, flexible schedules, and performance measurement to maintain productivity. Sustainable HR practices, such as wellness programs, digital solutions, and career development, must be strengthened to increase employee engagement. By implementing sustainability in HR policies, startups can build a resilient and adaptive workforce facing digital transformation.

The unique culture of startups shapes employee commitment, relying on innovation, agility, and collaboration. FWAs must maintain team cohesion and creative synergy. Leaders and HR need to build trust and accountability, supporting independent work without neglecting common goals. Digital tools, virtual team activities, and performance-based reward systems help balance flexibility and productivity.

From the perspective of workforce sustainability, structured FWAs and sustainable HRM practices can reduce turnover, improve well-being, and strengthen the company's image. High employee retention supports the stability and growth of startups. Sustainable HR must also include mental health, work-life balance, and diversity so that employees feel valued and motivated.

By connecting FWAs, sustainable HRM, and startup culture, companies can build a workforce that is future-ready, resilient, and aligned with business goals. Startups that prioritize this can

retain top talent and create a superior work environment that fosters innovation and long-term success.

Limitations and Future Research

This study has several limitations that point to future research opportunities. Firstly, the conceptual framework centers on three core HRM functions, leaving numerous other HRM aspects unexamined. Second, The findings have limited generalizability, as the sample includes only startups with minimal implementation of formal HRM practices and a high degree of ownership and control over technology adoption. Third, this study does not take into account the considerable variation among startups, which may affect HRM practices, employee engagement, and supervisory roles as organizational structures develop. Future research should consider more complex sampling methods and multi-group analysis for more comprehensive insights.

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