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## Survey Impact of COVID on Work-Family Conflict (WFC) and Flexible Work Arrangement (FWA)

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### Abstract

*Covid is mandating that all businesses around the globe be able to accommodate flexible work schedules. In addition, many companies are instituting work-from-home policies due to social interaction restrictions. This condition makes it difficult for businesses to establish explicit FWA regulations. The implementation of a WFA presents numerous obstacles, particularly concerning WFC. Certain conditions will have a negative impact on employees who are tasked with completing work in addition to domestic responsibilities. If no distinct rules govern this, it will be difficult for employees to manage their time, negatively impacting employee performance. Members continue to believe that the FWA settings are not optimal one year after the pandemic has begun. Many employees still confront WFC when completing work and homework simultaneously. This condition stipulates that implementing FWA must be enhanced to reduce the risk of WFC. The data acquisition method is a survey of 100 employees in the manufacturing industry that produces steel. According to the study's findings, the Work-Family Conflict (WFC) was in the lowest category, with employees believing that the tasks assigned are balanced between work and family to avoid creating work-family conflicts. While the FWA implementation was rated acceptable, it makes it easier for employees to manage their time more flexibly to complete their work. The obtained results can assist the organization in enhancing its procedures for implementing the FWA.*

*Keywords—Work-Family Conflict; Flexible Work Arrangement*

### Abstrak

Covid mengamanatkan agar semua bisnis di dunia dapat mengakomodasi jadwal kerja yang fleksibel. Selain itu, banyak perusahaan menerapkan kebijakan kerja dari rumah karena pembatasan interaksi sosial. Kondisi ini menyulitkan pelaku usaha untuk menetapkan aturan FWA yang eksplisit. Implementasi WFA menghadirkan banyak kendala, khususnya menyangkut WFC. Kondisi tertentu akan berdampak negatif bagi pegawai yang bertugas menyelesaikan pekerjaan selain tanggung jawab rumah tangga. Jika tidak ada aturan yang jelas mengatur hal ini, akan sulit bagi karyawan untuk mengatur waktunya, yang akan berdampak negatif terhadap kinerja karyawan. Anggota tetap percaya bahwa pengaturan FWA tidak optimal satu tahun setelah pandemi dimulai. Banyak karyawan masih menghadapi WFC saat menyelesaikan pekerjaan dan pekerjaan rumah secara bersamaan. Kondisi ini mengharuskan implementasi FWA harus ditingkatkan untuk mengurangi risiko WFC. Metode perolehan data adalah survei terhadap 100 karyawan di industri manufaktur yang memproduksi baja. Menurut temuan studi tersebut, Work-Family Conflict (WFC) berada pada kategori terendah, dengan karyawan percaya bahwa tugas yang diberikan seimbang antara pekerjaan dan keluarga sehingga tidak menimbulkan konflik pekerjaan-keluarga. Meskipun penerapan FWA dinilai dapat diterima, hal itu memudahkan karyawan untuk mengatur waktu mereka dengan lebih fleksibel untuk menyelesaikan pekerjaan mereka. Hasil yang diperoleh dapat membantu organisasi dalam meningkatkan prosedur penerapan FWA

**Kata Kunci—**Konflik Pekerjaan-Keluarga; Pengaturan Kerja yang Fleksibel

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## I. INTRODUCTION

In the early 1970s, flexible work arrangements (FWA) were prevalent (Sullivan & Lussier, 1995). FWA is a work practice that enables employees to manage their working hours at their discretion. This practice has been widely adopted by businesses to accommodate the requirements of employees to manage their work and maintain their family relationships. The implementation of flexible working hours allows employees to determine their number of working hours (Hook & Higgs, 2000). The imbalance between work and family roles is a type of work-family conflict resulting from extended working hours that leave employees little time for family interaction. This situation can lead to conflict if employees are too focused on their work or if they are too focused on their personal lives (Greenhaus & Beutell, 1985). According to studies (Almer & Kaplan, 2002), flexible working hours can reduce role conflict, improve job satisfaction, and increase the desire to continue working. However, research (Cohen & Single, 2001) indicates that flexible work hours increase role conflict. The study was conducted on employees working in steel manufacturing factories in Indonesia, where the work is typically rigorous, monotonous, and governed by stringent standards, and whether flexible working hours can provide flexibility and reduce work-family conflicts.

## II. LITERATURE REVIEW

### 2.1 Work and Family Conflict

Work-family conflict is an inter-role conflict characterized by pressure or imbalance between work and family roles (Greenhaus & Beutell, 1985). Long working hours and heavy duties directly indicate work-family conflict because excessive time and energy are devoted to work, leaving less time and energy for family activities (Greenhaus & Beutell, 1985).

It is difficult to distinguish between work interfering with family and family interfering with work, according to Frone et al. (1992), who define work-family conflict as a role conflict that occurs in employees who, on the one hand, must attend to office work and, on the other hand, must pay attention to the family as a whole. Work interferes with the family, meaning that most of one's time and focus are devoted to work, leaving less time for family. On the other hand, family interferes with work, meaning that most of the time and focus is devoted to completing family-related tasks, thus impeding work.

#### 2.1.1 Dimension of Work and Family Conflict

Greenhaus and Beutell (1985) describe three dimensions of work-family conflict, namely:

1. Time-Based Conflict, or conflict that arises because the time spent fulfilling one role cannot be used to fulfill other roles, such as the division of time, energy, and opportunity between work and domestic roles.
2. Strain-based conflict (conflict based on pressure) refers to the emergence of tension or an emotional condition caused by one role that makes it difficult for an individual to fulfill the requirements of another role.
3. Behavior-Based Conflict (conflict based on behavior) is a conflict that arises when the expectations of behavior are different from the expectations of other role behaviors.

#### 2.1.2 Factors that Affect Work-family Conflict.

Stoner & Charles (1990) stated the factors that influence work-family conflict, namely:

1. Time pressure is the amount of time required to complete one role, affecting the time required to complete other roles—the more time used for work, the less time for family.
2. Family size and family support: Family size is the number of members or individuals in a family. The more family members, the more conflict will be possible. While family support is a form of motivation. Moreover, encouragement and reinforcement are given by the family to individuals, especially women who work and take care of the family; the more family support, the less conflict.
3. The greater the job satisfaction, the less conflict is experienced.
4. Marriage satisfaction is the extent to which married couples feel fulfilled and fulfilled in their relationship. There is an assumption that working women have negative consequences for their monies.
5. Size of the firm, namely the number of workers in the company.

### 2.2 Flexible Working Arrangement

Work practices are categorized in the literature as flexible (flexible work), office-based (office-based), flexible location (Flexi place) (Grobler & De Bruyn, 2011), or leisure time (flexitime). Flexible working hours necessitate organizational culture support (Galea, Hoo, Kes, & De Rijk, 2014), and it should be acknowledged that if employees go through different life stages, their needs may change (Fransman, 2015).

According to additional research, there are three types of flexible work arrangements (FWA): flexi-time (schedule flexibility), telework (free space), and part-time (free time to work longer). All three can be combined and complement one another based on specific requirements (Possenried & Plantenga, 2011). So, working freely is defined as the capacity of workers to control the duration of their work, the location of their work away from the office, and the company's work and schedule (Atkinson & Hall, 2011).

The flexibility of working time (Flexible Working Time) is a work arrangement system that gives employees greater control over their working hours. Flexi Time is extensively utilized by multinational corporations that find it difficult to synchronize work hours across multiple time zones. Flexi Time is based on the principle that the employee may report to work at any time so long as the agreed-upon number of hours is met. The following are common categories of Flexible Time:

1. Fixed Working Hours: A work system that allows employees to autonomously choose their work sessions each day if they meet a minimum of 40 hours per week, in accordance with company regulations.
2. Flexible Working Hours: A work system permits employees to work flexibly as long as they satisfy the weekly minimum of 40 hours. There is no requirement that the hours worked be the same every day.
3. Variable Working Hours: A work system that requires employees to be present at specific office hours but allows them to determine the remainder of their time.

### III. RESEARCH METHODOLOGY

This study focuses on the steel manufacturing industry, with 100 respondents representing various divisions. The sampling was conducted incidentally. The data was collected through a survey employing descriptive analysis techniques. The variables investigated were FWA and Work-family conflict.

Table 1. Operational Variables

Variable	Item
	Flexible working hours make me satisfied with my income.
	Flexible working hours make me work effectively.
	The company's policy where I work applies a flexible working hours system.
	I feel comfortable with flexible working hours.
	Flexible working hours allow me to do the activities I love
	Flexible working hours can reduce conflict between work and family.
	I work according to the safety and security standards set by the company.
	I have the freedom to choose my working time.
	I work without direct orders from superiors.
	Flexible working hours can reduce competition between employees.
	My job prevents me from spending enough time interacting with my family.
	There is no time left each day to do anything else, so I like to stay home.
	I often feel distracted by work when I am with my family.
	I often finish work outside of work time.
	My family is often left behind due to my commitment to work.
	My work performance has decreased due to my matters and my commitment to my family.
	When my commitments to family and work collide, I prefer to get the job done first.
	At the end of every time, I always feel tired of enjoying being with my family.
	If I do not work, I would be better off being a partner or a parent.
	Work often makes me more irritable at home.
	I am often late for work or feel bad because something happened at home.
	I would be a better employee if I did not have a family.
	My family hurts daily activities doing work tasks and responsibilities.
	If I can relax more at home, I will not feel stressed and sensitive at work.
	I struggle to concentrate at work because I am tired of family responsibilities.

Source: (Loscalzo et al., 2019) and (Selby & Wilson, 2003)

IV. RESULT / FINDING

4.1 Respondent Characteristics

One hundred respondents were solicited from each division of the organization. According to the survey results, information was obtained about gender, marital status, number of children, employment partners, and age range of employees.

Table 2. Gender.

Gender	%
Male	85.2
Female	14.8

Source: Result data analysis

The plurality of respondents was male (85.2%), while the remaining 14.8% were female. Men perform the majority of labor in steel manufacturing companies. According to their marital status, 94.4% of employees are married. Based on the number of children, most employees have one child (31.5%), while those with two or three children (29.6%) are comparable.

Table 3. Marital Status

Marital Status	%
Single	5.6
Married	94.4
Divorce	0

Source: Result data analysis

According to Table 3 their marital status, 94.4% of employees are married. Based on the number of children, most employees have one child (31.5%), while those with two or three children (29.6%) are comparable.

Table 4. Number of children

Number of Children	%
0	4
1	31.5
2	29.6
3	29.6
4	5.3

Source: Result data analysis

According to the survey results regarding working spouses, half of all couples work, or 53.7%, while 46.3% do not. Based on the respondent's age, 46.3% of the employees are over 41. Additionally, 31.5% of respondents are between 31 and 35.

Table 5. Number of Working Partners

Marital Status	%
Employment	53.7
Unemployment	46.3

Source: Result data analysis

Table 6. Age

Age	%
25-30	9.3
31-35	31.5
36-40	13
>41	46.3

Source: Result data analysis

4.2 Descriptive Analysis

Table 7. Respondent Perception

Variable	Item	%
	Flexible working hours make me satisfied with my income	74
	Flexible working hours make me work effectively	74
	The policy of the company where I work applies a flexible working hours system	6.13
	I feel comfortable with flexible working hours	74.54
	Flexible working hours allow me to do the activities I love	74
	Flexible working hours can reduce conflict between work and family	74.54
	I work according to the safety and security standards set by the company	87.04
	I have the freedom to choose my working time	62.96
	I work without direct orders from superiors	63.43
	Flexible working hours can reduce competition between employees	61.11
<b>Average</b>		<b>71.30</b>
	My job prevents me from spending enough time interacting with my family	59.72
	There is no time left each day to do anything else, so I like to stay home	55.56
	I often feel distracted by work when I am with my family	59.72
	I often finish work outside of work time	60.65
	My family is often left behind due to my commitment to work	64.81
	My work performance has decreased due to my matters and my commitment to my family	51.39
	When my commitments to family and work collide, I prefer to get the job done first	56.94
	At the end of every time, I always feel tired to enjoy being with my family	54.63
	If I do not work, I would be better off being a partner or a parent	61.11
	Work often makes me more irritable at home	48.15
	I am often late for work or have a bad feeling because something happened at home	50.46
	If I did not have a family, I would be a better employee	48.15
	My family hurts daily activities doing work tasks and responsibilities	42.59
	If I can relax more at home, I will not feel stressed and sensitive at work	71.30
	I find it very difficult to concentrate at work because I am tired of family responsibilities	47.22
<b>Average</b>		<b>55.49</b>

With a percentage of 71.3%, the implementation of WFA in businesses falls into the category of "good." The maximum percentage of employees who have adhered to the organization's safety standards was 87.04 percent. Although the lowest response, employees believe flexible work hours can reduce employee competition by 61.1%. The WFC variable is in a low category, so it can be concluded that most employees do not perceive any conflict between work and family, precisely 55.49 percent, indicating a balance between the two. 71.3% of employees believe that if they achieve calm at home, they will feel less anxious and sensitive at work. Employees believe their daily office activities do not negatively impact their families.

V. DISCUSSION

The COVID-19 situation compelled businesses to adopt more adaptable work hours. This circumstance has both positive and negative consequences for the business. According to the survey results, the implementation of FWA in the company is proceeding well, as employees feel comfortable with more flexible time arrangements, believe this can reduce conflicts between work and family, and can pursue personal interests in their leisure time. According to research (Sihite & Ariyanto, 2018), a supportive work environment and a flexible work schedule can play an essential role in mitigating the adverse effects of this conflict.

According to (Mungkasa, 2020), the appropriate application of WFA can increase productivity and operational efficiency and become a driving force for companies to implement flexible work. Free work can benefit employees and the organization by encouraging positive behaviors such as commitment, motivation, job satisfaction, and excellent performance. Gender, marital status, number of children, age, and whether the companion also works all play a significant role in optimizing the implementation of WFA and its relationship to reducing

WFC. Due to family responsibilities, working women are likelier to experience elevated WFC. If both the employee and spouse are employed, the danger of WFC increases.

## VI. CONCLUSION AND RECOMMENDATION

The results indicated that the organization's Work-Family Conflict (WFC) was low, indicating that employees did not experience conflicts between work and family. While the company's implementation of WFA is in the "good" category, employees can adjust to work with more flexible time management while maintaining the required level of performance. Future research is anticipated to measure the influence and identify the variables that can influence WFA and WFC, such as Work-life balance, Satisfaction, and Performance.

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