

Flexible Work Arrangement Factors to Determine Startup Office Workspace Models in New Normal Situation

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Abstract. Flexible Work Arrangement (FWA) is a common trend used by companies during the COVID-19 pandemic. Technological developments make startup companies appear. FWA is the choice of startup companies to carry out work activities, besides those economic conditions are the main reason for the implementation of FWA. Employees will continue to depend on the work area to carry out various work activities such as focus, face-to-face interaction, and collaborative work. It is necessary to determine a new workspace model to support employee work activities. This is the main strategy in designing a new work environment for startup companies to face business competition in the new normal situation in order to reduce the cost of renting a work area in the midst of high rental prices for office land in the business center district. This study focuses on identifying FWA factors and office workspace attributes to determine the new workspace model for startup companies. Using a qualitative approach research method, the data was generated through a Focus Group Discussion (FGD). The results of the study are 12 FWA factors that affect the attributes of the workspace model in the new normal situation.

Keywords: *flexible work arrangement; new normal startup; workspace.*

1 Introduction

Work practices such as flexy time, work locations, and use of technology have increased by 140% since 2005 due to global technology progressing very well [1]. This provides support for employees working outside the office and bringing work home. In addition, flexible work arrangements (FWA) also make it easier for organizations to recruit, retain employees, reduce employee absenteeism [2] and technological developments have an impact on economic growth. Various new companies have sprung up, especially in the technology sector. Startup companies are the topic of conversation in the business sector [3]. The use of technology and digitalization is changing the paradigm of conventional business

models. It is known that startup company employees are dominated by generations Y and Z, this generation has a different view from other generations towards the work environment [4] such as non-formal working and flexible work.

Flexibility is the keyword to define a startup company. FWA is an option applied by startup companies to carry out employee work activities. In addition, economic conditions are the main reason for the implementation of FWA. Employees can choose their work location, this is an advantage for startup companies to reduce the cost of office facilities and infrastructure, in line with the government's efforts to change conventional business patterns to hybrid ones is the government's first step to protect employees in breaking the chain of transmission of the COVID-19 virus, written in the Decree of the Minister of Health of the Republic of Indonesia number HK.01.07/menkes/328/2020 and government regulation number 21 of 2020. This change also has an impact on the way employees communicate and work patterns, such as Work from Home (WFH), where this work pattern is a form of implementing FWA.

The pandemic has triggered major changes in global work patterns. New behaviors, new technologies, and adjustments to new ways of working are aspects that need to be understood more deeply about the fundamental role of the office [5]. Mass vaccination in Indonesia is a government effort to restore daily activities, one of which is work activities. It is impossible for the world of work to carry out restrictions forever because the country's economy must continue to run. Optimizing workplace readiness is a further effort that can be done at this time, so that employees can adapt to changing lifestyles in new normal situations.

The general chairman of the Indonesian Technology Startup Association, Handito [6] stated that Indonesia has 2,229 startup companies and occupies the fifth largest position in Asia until April 2021. 10 to 15 percent of startup companies are out of business in Indonesia. The strategy of startup business activists needs to be considered in order to complete the needs and readiness for competition in the new normal situation. Designing a workspace is certainly one of the opportunities and strategies that startup companies need to consider. Such as designing a new work environment, more digital office areas, layout, and consideration of the use of furniture. In addition, an assessment of employee activities during the pandemic needs to be carried out because it has an impact on space management in the new normal situation [7] [8].

In recent years, the office has become a social destination for designers to focus on office design with an emphasis on activity-based working. FWA is a familiar thing when there is a radical change in work activities caused by the covid-19 pandemic. According to the Georgetown University Law Center, FWA is a concept of flexible work arrangements by changing work patterns that allow

employees to be able to make their choices. These arrangements include flexibility in working hours (flexy time), flexibility in the number of working hours (shifting and job sharing), flexibility in the workplace (work from anywhere). This is an advantage for employees in working time arrangements [9], FWA also affects the shift in the meaning of the office, meaning that when humans can do work anywhere and when they go to the office only for social interaction with other employees or colleagues, the meaning of the office turns into a social destination [10] [11].

In the development of the workspace model, work activities are always related to the employees who work in it. Employee development is due to the ever-evolving structure and function of the office workspace. The design of the workspace model adapts the form and produces employee satisfaction, comfort, and efficiency. According to previous research, the physical attributes of the workspace that need to be considered before designing a new workspace model include:

Table 1 Workspace Physical Attribute.

Variable	Researcher
Workspace layout	De Paoli dkk (2017), Haynes (2009), Kallio dkk (2015), Zeiny (2012)
Density and Distance	Charles dan Veitch (2002), May dkk (2005), Nag (2019), Nag (2019), Sugiyama dkk (2021)
Workstation	Nag (2019), Muchtar (2021)
Partition	Goin dkk (2010), Lee (2010), Nag (2019)
Accessibility	Nag (2019)

Startup companies are synonymous with startup companies that involve the use of information technology in business products [12]. Startup company work culture is different from corporate culture because of the need for a clear company vision, setting short-term goals and employees having the same mindset [13]. Most startup companies have flexible organizational forms with centralized specific business strategies. Generally, this company has a collaborative work pattern.

This research needs to be carried out aiming to contribute to complementing the FWA factors that have not existed in previous studies, providing an

understanding of the process of the relationship between human activities and work facilities in new normal situations. In addition, the results obtained can also be used as a basis for evaluation for designers and company management in understanding the activities of company employees so that the design of a new workspace model for startup companies becomes appropriate and ideal in new normal situations.

2 Research Methodology

This study used a qualitative approach with a descriptive method. Qualitative research method was used to examine natural objects where the researcher acts as a key instrument, data collection techniques are carried out in a combined manner, data analysis is inductive and qualitative research results emphasize meaning rather than generalization [14]. The focus of qualitative research was used to emphasis on a wider and deeper angle to reveal a phenomenon object of research [14]. The purpose of this descriptive research is to reveal events or facts, circumstances, and phenomena being investigated.

2.1 Collecting Data Method

Data was distributed online Focus Group Discussion (FGD) method, via web-conferencing systems, Zoom. Data was conducted in March 2022 from 5 participants, according to Koentjoro [16] too many participants in one discussion group will reduce the opportunities from each participant to provide deep thoughts and aspirations so that the FGD implementation were divided into two groups with a duration of 90 minutes each group. This research used purposive sampling technique to determine research participants. The decision to use this technique is in accordance with the criteria and research needs [14]. The selected participants are employees who work in startup companies in Jakarta with the minimum position criteria of manager from different types of startup industry with cockroach and ponies level startup. By selecting those categories, we hope we can provide an understanding of the diversity of industries and startup levels in dealing with work situations during the pandemic and related to FWA factors.

2.2 Data Analysis Method

The data collected was then analyzed using open coding techniques to identify keywords based on the answers of research participants to the FWA factors, then these factors are correlated with literature studies regarding the physical attributes of the workspace and analyzed were used descriptive analysis.

3 Result and Discussion

3.1 FWA Factors

Based on graph 1, there are 15 factors that affect the FWA of startup employees during the pandemic and 1 factor that does not affect the application of the FWA concept, namely the position factor.

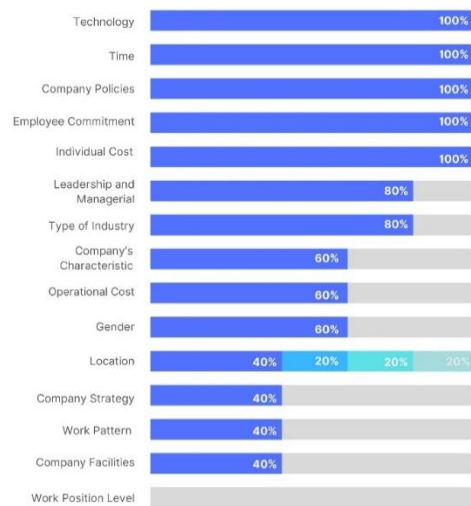


Figure 1 Startup Employees FWA Factors.

Technology, time, company policies, employee commitment and personal budget are FWA factors that greatly affect participants in flexible work. 100% of the participants agreed that technology is the main factor in completing work online. Internet speed is a crucial thing that companies need to pay attention to, according to participants, internet connection speed affects employee work performance when implementing FWA.

The time-saving factor affects FWA, participants feel they benefit when implementing FWA, because there is no time wasted on traveling to the office location.

The company's policy factors have an influence on the implementation of FWA, giving freedom to employees to determine their choice of work (WFH or WFO)

The employee commitment factor is needed to build trust in the company and all participants feel that implementing FWA saves their personal expenses, such as saving on transportation money, in addition 40% participants also say that they

save money on food, 60% of participants do not feel that way because they keep buying food through the online food delivery.

Leadership and managerial factors, the participants stated that these factors affect the ease of work flexibility such as the division of work tasks for each employee.

The type of industry factor also affects the implementation of employee FWA, as many as 20% of participants stated that they changed their type of industry during the covid-19 virus pandemic, this type of industry is the outsourcing industry. In essence, it can be concluded that not all types of industries can apply FWA.

The company's characteristic factors also affect the implementation of FWA, 60% of participants stated that they had implemented work from anywhere before the covid-19 pandemic.

The operational cost factor, 60% of the participants agreed that the implementation of FWA can reduce the company's operational costs because of the savings in electricity costs and employee mobility. 40% of participants stated that their startup companies moved their work locations due to the high cost of renting office land in high rise buildings and the lack of profits during the pandemic.

Gender factors are considered in the application of FWA, as many as 60% of participants stated that employees who choose to apply FWA or work from home are female employees, while male employees tend to choose to work in the office.

The work location factor, based on the results of the study, 40% of participants stopped renting office land in Mega Kuningan and renting houses and renting coworking space. 20% of participants plan to rent office land in SCBD Jakarta with a smaller land area, 20% of participants rent shop houses in the mall area, 20% of participants rent office land in south Jakarta with a smaller area and only used for meetings and correspondence processes.

For company strategy factors, work patterns, and company facilities factors, 40% of participants stated that it was necessary to implement a strategy from the management towards work arrangements in new normal situations with the aim of reducing operational costs. For the work pattern factor, participants stated that if the pattern applied in the long term was to work from home (WFH), it would have an impact on employees stress and work did not achieve maximum results during the collaborative work process and exchange of ideas. All participants agreed that it is necessary to provide facilities from the company, especially internet allowance benefit to support employees when implementing FWA.

Work position level factors, 100% of participants did not agree that the career position factor affects the implementation of FWA in startup companies, this is contrary to ASN research, according to participants all employees with various types of positions can work flexibly without problems using technology-based applications.

Of the 16 factors in graph 1. There are 2 other factors that are considered by all participants. The first factor is the type of work. The participant stated that the type of work related to finance and sales was prioritized for working in the office during the pandemic and the new normal situation because it was related to physical documents and face-to-face interaction. Types of work such as web developers and programmers are given the freedom by the company to choose a work location and are not required to work in an office. The second factor is status, place of living, and number of children. These factors are closely related. participants stated that the lowest level of disturbance was found in participants who were married, had their own house, and did not have children, this had an impact on working from home activities and the least number of work disturbances experienced when WFH. While the highest level of disturbance is found in participants who are married, have their own house and have children. This is crucial because the noise level at home is very high and not effective to the application of WFH.

Of the 18 factors that have been described, 17 factors affect FWA and 1 does not. The researcher selected these factors to determine the new workspace model for the startup office when facing a new normal situation by referring to Hameed and Amjad's statement [17] before designing a new workspace model, it is necessary to have an analysis process and a process of identifying the factors that affect work activities, this is intended so that the design of the workspace model is appropriate for a company.

3.2 FWA Factors Affecting Workspace Physical Attributes

According to Nag [18], before designing a workspace model, it is necessary to consider the use of the physical attributes of the workspace. The physical attributes of the workspace include workspace layout, density, distance, workstations, partitions, accessibility, and work area aesthetics (look and feel).



Figure 2 FWA factors that affect the physical attributes of the workspace.

a. Layout

Layout plan are influenced by the type of industry, organizational characteristics, work location, company strategy, technology, leadership and managerial, work patterns, company facilities, type of work and operational cost budget. According to Haryadi [19], Space in relation to humans is designed to fulfill a function or use of that space. In line with Wohlers & Hertel [20] studies which results in the type of industry, characteristics, work patterns, and social interaction between employees need to be considered when designing a workspace layout, in line with Candido [21]. Workspace layout must support work patterns and a variety of work activities, such as enhance an employee focus, collaborative work, face-to-face interaction Company strategies such as work schedule setting at the office (WFO) and working from home (WFH), leadership and managerial are also FWA factors that support the determination of workspace attributes because it can be a win-win solution for employees and the company [22]. Leadership and managerial have an influential role in the process of work coordination, company goals, and work patterns while working online [23]. Technology is an FWA factor that needs to be considered for determining the workspace layout in a new normal situation, technological changes have gone hand in hand with company strategy factors, work patterns, and work culture characteristics [24]. This statement is also in line with Ajzen & Taskin [25] statement, workspace layout design needs to be focused on employee FWA which has an impact on technology. In addition,

companies also need to ensure the availability of appropriate communication and technology facilities for every employee who implements FWA [26] in line with research by Choi [27] regarding technology facilities is an important factor for the implementation of employee FWA.

b. Density and Distance

Density and distance are influenced by company policy, work location, and company strategy. The COVID-19 pandemic has changed the perception of all employees to maintain a distance between individuals. This research is in line with the statement by Puckett & Hammer [28] that there are company policies and strategies to regulate the ratio of employees working in the office. This is in line with research of Omondi [29] regarding FWA can benefit the company owner and employees if there is a policy that has been set by the company owner. Employees do not return to the office at the same time, but the arrangement of different work schedules between employees is one strategy to limit distance. Aburas [30] also stated that the number of employees in one permanent office would be reduced by a hybrid work pattern strategy.

b. Workstation

Workstations are influenced by organizational characteristics, technology, work patterns, company facilities, type of work, operational cost budget. Referring to research by Ávila [31], workstations must meet the needs of work activities, where work activities are closely related to considerations of organizational characteristics, types of work, and work patterns. Kawecka-Endler & Mrugalska [32] also stated that the characteristics of the company and work patterns are the basic criteria in choosing the type of workstation. The characteristics of startup companies are identical to collaborative work patterns, namely the union of several individuals or organizations with objective goals [18] and requires high interaction between employees. This is in line with research by Ávila [31] that communication and the role of technology are factors that influence the determination of the type of workstation. In addition, the facilities and operational cost budget provided by startup companies also affect the choice of workstation type.

c. Partition

Partition is influenced by the type of industry, organizational characteristics, work patterns, types of work. This is in line with the statement of Aburas [30] regarding the configuration of the workspace model during the pandemic, employees have the view that partitions are not their size, they will avoid the spread of viruses, especially high partitions and four walls. Aburas' research [30] results that some employees have the view that low partition is safe enough to carry out work patterns when employees return to the office.

d. Look and Feel

Workspace look and feel are influenced by the type of industry, organizational characteristics, company strategy, leadership and managerial, work patterns, company facilities and type of work. Many studies have been conducted on the look and feel of the workspace on the creativity and work performance of employees [33]. Schein [34] states that individual reactions to look and feel are influenced by organizational characteristics, work patterns, and types of work so that they form the work environment and culture of the company itself. Look and feel is an attribute of the workspace model in designing a workspace model in a new normal situation because it affects creativity, employee work performance, and employee perceptions of the new workspace model when returning to work in the office.

4. Conclusion

The design of the workspace model is the arrangement of the workspace so that work can be done efficiently. The design of the work area by taking into account the physical attributes of the workspace. The design of the work area is an important factor for the formation of employee job satisfaction and affects the way employees work. Analysis and identification of factors for the application of work patterns need to be applied before designing a workspace model, this is intended so that the design of a workspace model is appropriate for a company. Designing a new workspace model is a fundamental thing that becomes a priority to achieve the company's business targets with objective considerations during the design process.

In this study, 12 FWA factors were found that affect the physical attributes of the workspace for designing a new workspace model for a startup office in a new normal situation. These factors are: type of industry, organizational characteristics, company policies, work location, company strategy, technology, leadership and managerial, work patterns, company facilities, type of work and operational cost budget.

The results of the research analysis found that there are FWA factors that greatly affect the physical attributes of the workspace model such as organizational characteristics, company strategy, work patterns, and types of work. Further researchers can examine the FWA factors that affect the attributes of the workspace model in a larger number of samples, and different types of industries so that the results obtained can be better and more accurate.

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