

RESEARCH ARTICLE

DISTRIBUTED WORK ARRANGEMENTS IN INCREASING PERSONAL AGILITY

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ABSTRACT

The world is currently facing the unpredictable change due to COVID-19. It impacts globally. Dealing with this situation requires agility at both the organizational, team and individual levels. To increase a personal agility, organizations implement distributed work arrangements (DWA) in the form of work from home (WFH). This research aimed to determine the impact of DWA using determinant variables in the form of psychological capital, work characteristics, information and communication technology (ICTs) support, family support, and trust to increase personal agility. The empirical research was conducted toward 184 employees at the ABC organization who had been WFH during the COVID-19 pandemic and lived with their families during WFH. Data analysis was performed using the structural equation model (SEM). DWA has positive impact to increase personal agility. Psychological capital, ICTs support, family support, and trust have a positive effect on DWA. Work characteristics does not really affect DWA. DWA can mediate the relationship between psychological capital, ICTs support, family support and trust in personal agility. The limitations of this research are the limited number of samples and case study only in ABC organization. This research is the first empirical research to examine the relationship between DWA using determinant variables in the form of psychological capital, work characteristics, ICT support, family support and trust in personal agility.

KEYWORDS

Distributed Work Arrangements, Work From Home, Personal Agility, COVID-19.

1. INTRODUCTION

The world is currently facing change very fast. It impacts on the existence of uncertainty in various sides of life. It is affected by developments in the field of information technology and the expansion of the global market (Homey et al., 2010). Changes also occur due to force majeure, a change that has never been predicted, such as the COVID-19 pandemic that has an impact globally (Baxter and Casady, 2020). Since the emergence of the COVID-19 outbreak caused by the new coronavirus, Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) caused the 2019 coronavirus disease (COVID-19) in Wuhan, China in December 2019, this epidemic has quickly spread to various countries in the world and posed a global health threat. This rapid spread led to the World Health Organization (WHO) declaring this outbreak a pandemic on March 11, 2020 (World Health Organization, 2020). On 3rd August 2020, data showed that more than 18,252,851 cases had been confirmed in 215 countries (Worldometer, 2020).

Many countries have reacted to prevent the spread of this outbreak by implementing country-wide closures, border closings, implementing travel bans from infected countries, and other domestic health procedures (El Zowalaty and Järhult, 2020). To deal with situations that are full of uncertainty including the consequences of the COVID-19 pandemic, organizations need individuals who can adjust themselves to change more quickly and be responsive to these changes (Empey, 2019). The concept of agility is the most dominant solution in dealing with the emergence of

uncertainty, dynamics and a changing environment (Muduli, 2016). Based on agile or agility is the ability to respond quickly in response to variation and change (Gong and Janssen, 2012). Research related to agility has been carried out by them stated that to obtain agile outcomes, there are three main areas where intervention can be conducted at the organizational level, team level, and individual level (Forrest et al., 2012).

Researches regarding agility have discussed about organizational agility and team agility rather than individual agility (Breu et al., 2002). Research conducted concluded that there is a strong relation between organizational agility using variables, such as employee empowerment, customer-oriented culture, information technology, organic structure, and organizational learning with product development in organizations (Alzoubi et al., 2011). Research related to team agility has been conducted, it stated that team performance and team agility are affected by collectivism, politics, transformational leadership, and transactional leadership through cooperation mediation and team empowerment (Liu et al., 2015). The research also revealed that team performance is also affected by the team's agility.

In the COVID-19 pandemic situation, personal agility in individual is highly needed so that the economy can run smoothly. Agility must be owned by both individuals and organizations. There will be no organizational agility if there is no individual agility in the organization (Clark, 2010). WorkMatters has identified six core dimensions that consistently emerge

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as qualities needed for individuals to develop and become more agile (personal agility), there are purposefulness, learning mindset, change orientation, autonomy and empowerment, relationship management, and collaboration (WorkMatters, 2017). Purposefulness refers to views, patterns of thought and bias when taking action with the intention of achieving certain results. Learning mindset refers to a positive orientation towards learning and openness to connections, skills, and knowledge and experience. Change orientation refers to the adaptive quality to be able to react positively and adapt to environmental changes.

Empowered refers to the degree of autonomy that is allowed or encouraged in taking action and decision-making in the workplace. Relationship Management refers to the ability to deliberately engage and relate to others, to create networks and build trust. The last dimension is collaborative that consists the ability and orientation to work effectively in a team environment. The leaders of companies consider huge challenges about how to start again and run business while ensuring the safety and welfare of their employees and customers. This automatically affects the organization to make changes to work arrangements (Mckinsey, 2020). The COVID-19 pandemic has left large numbers of employees globally bound to work remotely. Citizens in many countries are urged to stay at home and to reduce social contact to a minimum following the outbreak of the COVID-19 pandemic (Shareena and Shahid, 2020).

The policy for working remote work is often referred to as teleworking or telecommuting, while the policy for working from home is known as work from home (WFH) (Coenen and Kok, 2014).

COVID-19 pandemic occurring in 2020 gives many new lessons to each organization, including for government in Indonesia. Based on data from Indonesia.go.id, there are 60 ministries/agencies affected by the COVID-19, including the ABC organization. The ABC organization is a state institution that has strategic tasks and functions in financial management. COVID-19 is a challenge for all ABC organization employees in managing state finances because in a short time, the economy has changed significantly as a result of the Covid-19 pandemic. The ABC organization must work hard to keep Indonesia's economy stable. On the other hand, the ABC Organization that has 81,001 employees is also responsible for protecting the health and safety of employees from the outbreak. Organizations are forced to change and adapt quickly. This change ultimately encourages the organization to make an important breakthrough on how to work in the future by implementing a work from home (WFH) policy.

2. LITERATURE REVIEW

WFH is one part of distributed work arrangements (DWA) used to prevent transmission of the COVID-19 virus (World Health Organization, 2020). DWA is part of the work arrangement for employees where they (1) do not have a permanent work location within the company, or (2) work in a location that is deliberately located near the employee's house, or (3) work part of the time from home (Collin, 1998). In line with this, stated that DWA is an arrangement for a decentralized organizational structure in which the core organization distributes part of its functions remotely site (Venkatesh and Vitalari, 1992; Roper and Kim, 2007). Various work arrangements that workers do not have a permanent workspace at the organization's premises are also called DWA (Roper and Kim, 2007). Thus, it can be considered that working remotely or working from home is part of the DWA.

There are three factors that underlie the success of DWA in the conceptual model for work from home arrangements, namely (1) organization / work; (2) information technology; and (3) household (including individual characteristics) (Venkatesh and Vitalari, 1992; Roper and Kim, 2007). Furthermore, in their research said that the right people need to do the right job for the right organization with the right support; therefore, the four factors that underlie the success of DWA are those of the organization, the workers themselves, jobs, and IT support (Roper and Kim, 2007). Similar research has also been conducted by which states that the success of DWA is influenced by the characteristics of the organization, work, individuals, and technology (Collin, 1998).

Roper and Kim stated that the challenge in distributed work settings is to provide and maintain a productive work environment for everyone in the organizational network (Roper and Kim, 2007). People are the most important asset of any company. Therefore, decision making in distributed work arrangements must be centered on the individual, to satisfy the social and psychological needs of the individual. It can be concluded that psychological factors are needed in the success of DWA. Based on psychological capital is a state of positive psychological development of an individual and is characterized by: (1) having the confidence (self-efficacy) to take and make the necessary efforts to succeed in completing challenging tasks; (2) have positive attributions (optimism) regarding the successes achieved in the present and in the future; (3) persistence in achieving goals and directing all actions taken so that the goal (hope) is successful; and (4) when faced with problems and difficulties, the individual can overcome and rise again (resilience) to achieve success (Luthans et al., 2007).

The principles in psychological capital are very much needed by individuals who work in distributed work arrangements. Based in distributed work settings certain individual skills may be required to work in distributed settings (Collin, 1998). In addition to basic computer knowledge, employees must have independence, reliability and communication skills. Moreover, if employees work at home, they must be able to work and solve problems independently, have the ability to concentrate on non-work settings, good planning skills, and good time management skills. Reliability involves working with little face-to-face supervision and requires self-motivation and self-discipline as the principle of psychological capital. Therefore, the researcher proposes the following hypothesis:

H₁. Psychological capital has a positive and significant effect toward the distributed work arrangements.

The second determinant factor that affects the success of DWA is work characteristics. Work characteristics are perception of employee toward job, job identity and job content (McKnight et al., 2009). According to in measuring work characteristics, there are two attributes used, as follow: (1) type of work, in which the most appropriate job for DWA can be described as less interactive work; and (2) work processes, in which jobs that do not require reciprocal work processes and complex workflows and do not require frequent and rapid exchange of information, frequent coordination and teamwork, are more suited to DWA (Roper and Kim, 2007). Research conducted by also stated that a worker can have high flexibility if he has certain characteristics such as individual characteristics in the form of gender, race, education or marital status, and characteristics/types of work such as self-employment, in college, freelancers, and in specific jobs and industries (Golden, 2001). In 2009, Golden conducted a research on workers in the US and concluded that the type of work affects the use of flexible work arrangements. Therefore, the researcher proposes the following hypothesis:

H₂. Work characteristics provide a positive and significant effect toward the distributed work arrangements.

The further factor as the determinant of DWA success is support. In Roper and Kim's research the type of support used as a determinant is information and communication technology (ICT) support. The current availability of ICT support is an important measure of DWA success. Organizations must determine how workers gain access to important data from a distributed workplace. Support from a number of connectivity tools, such as internet, satellite, cable and others, will support distributed work to succeed. Coenen and Kok in their research said that remote work, agile work and work anywhere defines it as working away from the office or working from home which involves the use of information and communication technology (ICT) and virtual work (Coenen and Kok, 2014). In a research conducted by Leonardi et al (2010), the same ICTs implemented to address perceived distance in work settings can create constant connectivity expectations for individuals, establish a paradox for remote workers to discover the potential benefits of work due to

technology that make it possible that is flexible work arrangements including distributed work. Therefore, we hypothesize:

H₃. Information and communication technology (ICTs) support has a positive and significant effect toward the distributed work arrangements.

Besides ICT support, in implementing DWA, especially WFH, there is one factor that is no less important such as family support. Based support for distributed work arrangements is not only a physical work environment, but also must maintain the impact of the work environment in order to expect higher productivity and worker satisfaction (Roper and Kim, 2007). When an individual works in the workplace, support can be obtained from superiors and co-workers (Thatcher and Bagger, 2011; Tews et al., 2013). Meanwhile, in terms of working from home arrangements, support can be obtained from the family (Haines et al., 2002). Family support is the support provided by the family including comfort, attention, appreciation, help and acceptance so that it can create a feeling of being loved by an individual (Sarafino and Smith, 2011). Based on family support includes family members who understand the unique challenges remote workers face and value their time when they work from home (Haines et al., 2002). Family support can significantly increase individual's flexibility and further reduce conflict between work and family (Crzywacz and Marks, 2000; Parasurman and Simmers, 2001). Therefore, in this research, the researcher proposes a new variable in the form of family support as the fifth determinant factor for DWA.

H₄. Family support has a positive and significant effect toward the distributed work arrangements.

The last determinant factor that affects DWA success is organization's characteristic. Based on two attributes in an organization, there are organizational goals and organizational culture (Roper and Kim, 2007). According to organizational goals in DWA should be focused on creating a fun, lively and distributed work environment enjoyed by workers that can support new ways of working (Becker and Steele, 1994; Roper and Kim, 2007). The next attribute is organizational culture, in which the DWA can add flexibility in work arrangements and increase productivity; however, if the distributed workers are in a certain organizational culture that creates fear such as feeling injustice in promotion or other compensation, this culture is not sufficient to support the formation of DWA. Therefore, trust is needed in distributed work arrangements.

Research of revealed that in remote work situations, trust is an important part of the process of developing relation between an organization and its employees (Warne and Holland, 1999). Research conducted by states that the most important factor for success in implementing remote work is trust (Kowalski and Swanson, 2005). With regard to support and communication, trust is required at all levels of organizations that have remote working arrangements. Managers must believe that remote workers can and do a good job. Remote workers must also trust that their boss will treat them fairly. Cascio argues that trust is very important. If there is a lack of trust, remote work arrangements will not be successful even if everything is perfect (Cascio, 2000). Hinds and Kiesler in Roper and Kim stated that, in distributed work, there is considerable uncertainty about the behavior of others (Hinds and Kiesler, 2002; Roper and Kim, 2007). To reduce uncertainty, group members need information about remote work and what other group members are conducting. From these researches, it can be seen that trust has an important affect the implementation of DWA. Thus, the researcher proposes the following hypothesis:

H₅. Trust has a positive and significant effect toward the distributed work arrangements.

Previous research explained that DWA has positive relation with perceived environmental complexity and variability (Sia et al., 2004). Research on DWA also states that DWA is influenced by the existence of bureaucracy in the organization (Vakaloudis et al., 2001). DWA is related to a willingness to engage in tolerant behavior according to research

conducted by (Gray et al., 2015). Besides, DWA can also increase managerial behavior, perceptions of closeness, and job satisfaction (Leonardi et al., 2010; Macauley, 2018). The right decisions related to DWA have a big impact toward organizational resources and productivity according to the research (Roper and Kim, 2007).

From some of the researches above, it can be concluded that existing researched have focused on the benefits of DWA, but DWA can also offer other benefits to individuals in the form of a higher degree of flexibility considered an element of agility (Gligor et al., 2013; Swafford et al., 2008). Thus, the implementation of DWA can be seen as a way to increase individual's agility. Coenen and Kok in their research revealed that remote work, agile work and work anywhere shows a positive effect on individual performance through the possibility of sharing knowledge, cooperation across functions, and engagement between organizations (Coenen and Kok, 2014). This is considered to increase the speed and quality of product development. According to Clark there will be no organizational agility if there are no individual agility in the organization (Clark, 2010). Therefore, it can be concluded that DWA can increase flexibility, where flexibility is considered an element of agility that is needed by individuals (Gligor et al., 2013; Swafford et al., 2008). Based on this case, the researcher formulates a hypothesis:

H₆. Distributed work arrangements has a positive and significant effect toward personal agility

From the consequences above, it can be considered that DWA mediates the relation between DWA determinants and personal agility.

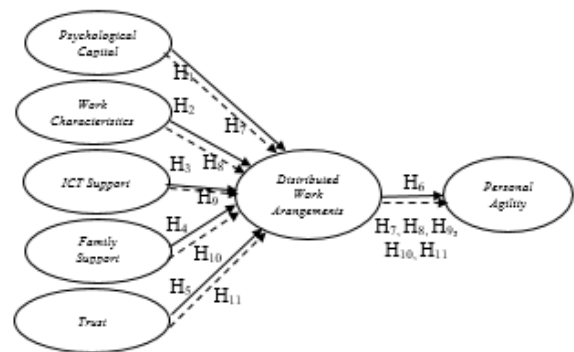


Figure 1: Research Model

3. RESEARCH METHODOLOGY

3.1 Data Source and Procedure

Sample consisted of 184 respondents who had characteristic as government employee of ABC organization who have used distributed work arrangements in the form of work from home policies during the COVID-19 pandemic and lived with their families during WFH. The method used to take samples used purposive sampling method, random sampling based on its uniqueness in accordance with the research objectives (Cooper, 2014). In this research, researchers used covariance-based SEM analysis (Covariance Based SEM/CB-SEM) using the Maximum Likelihood (ML) function in the process of estimating model parameters with the help of AMOS software. The assumptions that must be fulfilled in the CB-SEM method are normally distributed data, large sample sizes, there is no outliers and independent variables (no multicollinearity) (Haryono, 2016). SEM analysis consists of three types of tests, there are (1) testing the validity and reliability of the instrument that is equivalent to confirmatory factor analysis; (2) testing the relationship between latent variables is equivalent to path analysis; and (3) the prediction model is a test that is equivalent to a structural model or regression analysis.

3.2 Variables and Measure

The initial stage of the research was conducted with a readability test that aimed to obtain the same understanding of the research statements

compiled, including the suitability of language use and ease of understanding the meaning of the questionnaire statements. The questionnaire used in this research came from an English-language research. Thus, to ease respondents to answer statements, the researcher decided to translate the questioner into Indonesian.

3.2.1 Psychological Capital

Measured using the Psychological Capital Questionnaire-24 (PCQ-24) developed (Luthans et al., 2007). The PCQ-24 questionnaire consists of 24 items from four dimensions, self-efficacy, optimism, hope, and resilience. Each of the four dimensions is measured using six items. All items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.2 Work Characteristics

Measured using the Job Diagnostic Survey (JDS) developed (Hackman dan Oldham, 1974). The questionnaire consists of 5 dimensions of the work characteristics model, namely skill variety, task identity, task significance, autonomy, and feedback from the job where each dimension consists of 3 questions. All items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.3 ICTs Support

Measured using questionnaire developed by (Day et al., 2012). The questionnaire consists of 7 items from two dimensions, namely ICT resources/upgrades and ICT personal assistance. All items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.4 Family Support

The questionnaire regarding family support in this research is based on the research of (Baruch et al., 2002). This questionnaire has been used in Wang, Chen, & Duan (2017) 's research which examines the role of the family in supporting this type of work from home arrangement. This questionnaire uses a Likert scale with 6 scales ranging from 1 (strongly disagree) to 6 (strongly agree).

3.2.5 Trust

Measured using eight items referenced from research and rewritten in (De Leede and Kraijenbrink's, 2014; Cook and Wall's, 1980). Their questionnaire dataset is one of the first to measure interpersonal trust and is still one of the most widely used (Matzler and Renzl, 2006; De Leede and Kraijenbrink, 2014). All items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.6 DWA

Albion developed a Flexible Work Options Questionnaire (FWOQ), to measure employees' attitudes towards implementing flexible work programs (FWOs) (Albion, 2004). This becomes the basis for researchers to use FWOQ in preparing questionnaire statements about distributed work arrangements. All items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.7 Personal Agility

Measured using the Personal Agility Radar (PAR) and Agility developed (Braun et al., 2017; WorkMatters and Agilityhealth, 2017). The PAR and Agility questionnaire consists of 33 items which all items were scored on a Likert scale from 1 (strongly disagree) to 6 (strongly agree).

3.2.8 Consistency of the statistical model

The validity test for result data of the research was conducted using Confirmatory Factor Analysis (CFA). Measurement items are considered to be valid if the standardized factor loading value is ≥ 0.5 . Of the 106 statement items for all variables, here were 13 statements that were invalid because they had a standardized factor loading value of less than 0.5. Therefore, the invalid indicators were taken down. Reliability testing was carried out using the construct reliability (CR) and variance extracted (VE) values. Accepted values for CR measurement is ≥ 0.60 and AVE is ≥ 0.5 (Hair et al., 2010). However, according to the VE value that indicates a

value <0.5 is still acceptable if the CR indicates a value ≥ 0.60 (Fornell and Larcker, 1981). Based on Table 1, it can be seen that the CR value of all variables shows a value above 0.7. As for the VE value, there were two variables that have a VE value <0.5 , such as the work characteristics variable and the distributed work arrangement variable. Based on the VE value that shows a value of <0.5 is still acceptable if CR shows a value of ≥ 0.60 (Fornell and Larcker, 1981). Thus, it can be considered that the two variables are still reliable. The results of the research instrument reliability testing can be seen in Table 1.

Table 1: Reliability Test Result

Variable	Dimension	CR	VE	Conclusion
Psychological Capital	Self Efficacy	0,881	0,555	Reliable
	Optimism	0,891	0,579	Reliable
	Hope	0,706	0,447	Reliable
	Resilience	0,750	0,432	Reliable
Work Characteristics	Skill Variety	0,613	0,346	Reliable
	Task Identity	0,671	0,507	Reliable
	Task Significant	0,698	0,437	Reliable
	Autonomy	0,660	0,403	Reliable
ICT Support	Feedback from The Job	0,634	0,368	Reliable
	ICT resources/upgrades	0,848	0,652	Reliable
ICT Support	ICT personal assistance	0,889	0,668	Reliable
	Family Support	0,832	0,562	Reliable
Trust		0,894	0,555	Reliable
Distributed Work Arrangements		0,765	0,451	Reliable
Personal Agility	Agility	0,867	0,571	Reliable
	Purposefulness	0,920	0,657	Reliable
	Learning Mindset	0,906	0,470	
	Change Orientation	0,779	0,541	Reliable
	Empowered	0,808	0,518	Reliable
	Relationship Management	0,897	0,595	Reliable
	Collaborative	0,801	0,669	Reliable

3.3 Structural model

The results of the model goodness of fit test showed that 7 out of 11 goodness of fit criteria state good fit, such Chi-Square (380.47), TLI (1.016), NFI (0.918), RFI (0.901), IFI (1.013), CFI (1.000), and PGFI (0.639), as well as 2 criteria for marginal fit, such as GFI (0.893) and AGFI (0.862). Based on Hair (2010) the results of the model goodness fit test do not have to meet all the goodness of fit criteria, the use of 4 to 5 criteria of goodness of fit are considered sufficient to assess the suitability of a model provided that each group's goodness of fit is an absolute fit measure, incremental fit measure, and parsimonious fit measure represented. Thus, it can be concluded that the model above is suitable and appropriate.

4. FINDING AND DISCUSSION

4.1 Empirical Result

This research aimed to analyze the impact of DWA policy using Determinant variables are PC, WC, ICTs support, family support and trust to increase the personal agility of ABC organization employees. After the research model met the criteria of goodness of fit and considered suitable, the next test was to test the relation between variables. The hypothesis would be accepted if the absolute t-value (t value) derived from the SEM resulted ≥ 1.96 for the two tailed hypotheses (two directions) used the 95% confidence level (Hair et al., 2010). To determine the direction of the

relationship (positive or negative) between variables, it can be seen from the predicted coefficient values using Maximum Likelihood.

Table 2: Hypotesis Testing Result		
Hypotesis	t-values	Decision
H1: PC → DWA	2.543	Supported
H2: WC → DWA	0.492	Not Supported
H3: ICTs → DWA	1.982	Supported
H4: FS → DWA	3.567	Supported
H5: Trust → DWA	2.346	Supported
H6: DWA → PC	4.183	Supported

The first hypothesis test result gave conclusion that PC gave positive and significant effect toward implementation of the DWA program. The higher the PCs owned by employees, the higher the success of implementing the DWA program in ABC organization. The results of the second hypothesis testing conclude that WC had a positive but insignificant effect on the implementation of the DWA program, that was indicated by the absolute t-value of 0.492 less than the required minimum value of 1.96. The test results indicated that WC did not have a significant effect to increase the success of the ABC organization's DWA program implementation. The third hypothesis concludes that ICTs support had a positive and significant effect on the implementation of the DWA program. The higher the ICT support provided to employees, the higher the success of implementing the DWA program.

The results of testing the fourth hypothesis conclude that family support had a positive and significant effect on the implementation of the DWA program. The higher the family support provided to employees, the higher the success of implementing the DWA program. The results of testing the fifth hypothesis conclude that trust has a positive and significant effect on the implementation of the DWA program. The higher the trust given to employees, the higher the success of implementing the DWA program. Furthermore, the results of testing the sixth hypothesis conclude that the implementation of the DWA program had a positive and significant effect on personal agility. The test results indicated that the implementation of the DWA program given to employees could increase the personal agility of the ABC organization employees. Testing of the DWA mediation function was carried out in two ways, namely by looking at the significance of the relationship between the independent variable and the mediator and the significance of the relationship between the mediator and the dependent variable.

The significance of the independent effect variables in the form of PC, ICT support, family support, and trust in DWA as a mediator shows a significant value (t-values are 2,543, 1,982, 3,567, 2,346 \geq 1.96 respectively), but the effect of the independent variable was WC to DWA as a mediator showed insignificant values (t-values (0.492) $<$ 1.96). Furthermore, it can be seen that the relation between the mediator and the dependent variable, such personal agility showed a significant relation (t-values (4.183) \geq 1.96). It can be considered that DWA can mediate the relationship between PC, ICT support, family support, and trust in personal agility, but not for WC on personal agility. It can be concluded that DWA can transmit the effect of PCs, ICTs support, family support, and trust on employee personal agility.

4.2 Discussion

Based on data processing results that had been conducted, it showed that component that played big role toward psychological capital owned by ABC employees was component that was in the dimension of optimism. Luthans, explained that optimism is an interpretation explaining positive events as a positive expectation of someone who affects someone's self who is personal, open to self-development, and persists (Avolio, et al., 2007). Individuals with high optimism are able to feel success emotionally and emotionally, determine their own destiny despite pressure, and give appreciation to those who are able to achieve achievement (Luthans et al., 2007). From these dimensions, it can also be seen that optimism in solving

problems independently using several methods is seen as the biggest contribution to the psychological value possessed by ABC employees. The optimism shown by these employees was as a result of the employees' confidence to be able to analyze problems and find solutions properly.

The component that plays a major role in the ICT support provided to ABC employees was in the ICT resources/upgrades dimension. The new technology used in the Secretarial General was able to provide significant support for employees in carrying out their duties. Besides, the information technology support staff owned was very helpful for employees if they had problems in their ICT problems, not only solving problems experienced by employees, but these support staff were able to provide additional information and new lessons to employees to be able to solve problems in preparation if the problem occurred again. According to the results of data processing carried out, it is seen that the component that played a major role in the family support provided to ABC employees was a concern component. From these components, it can be seen that the family was the first person who could help employees feel better when they have a hard day facing their work. This was because their position was in the family environment while doing the job. They feel that their family cares about their feelings about work.

The results above supported previous research conducted, it showed that the most important factor for success in remote work execution was trust (Kowalski and Swanson, 2005). With regard to support and communication, trust is required at all levels of organizations that have remote working arrangements. Managers must believe that remote workers can and do a good job. Remote workers must also trust that their boss will treat them fairly. Cascio arguef that trust is very important, that if there is a lack of trust, remote work arrangements will not be successful even if everything is perfect (Cascio, 2000). Hinds and Kiesler in Roper and Kim stated that, in distributed work, there is considerable uncertainty about the behavior of others (Hinds and Kiesler, 2002; Roper and Kim, 2007). To reduce uncertainty, group members need information about remote work and what other group members are doing. From these studies, it can be seen that trust has an important effect on the implementation of DWA in ABC Organization. Based on the results of data processing carried out, it appears that the components that have a major role in the trust given by and to ABC employees are the components of trust in decision making. From this dimension, it can be seen that employees believe in their superiors that superiors and leaders will always make good decisions for the future of the organization and really fight for the interests of their employees. Due to this consequence, employees really trust their superiors, and vice versa.

It was inline with research (Roper and Kim, 2007). It stated that distributed work arrangements supported by organizational management facilities will be able to make the organization more flexible, thus, it can provide competitive strength that can be adapted effectively to the very fast changing business world. With this flexibility, organizations can also face uncertainty and support DWAs. Coenen and Kok in their research said that remote work, agile work and work anywhere shows a positive effect on individual performance through the possibility of sharing knowledge, collaboration across functions, and engagement between organizations (Coenen and Kok, 2014). Therefore, it can be concluded that DWA can increase flexibility, in which flexibility is considered an element of agility that is needed by individuals (Gligor et al., 2013; Swafford et al., 2008).

Based on the results of data processing conducted, it can be seen that the indicator that contributed greatly to distributed work arrangements was the connectivity between organizational members. Work from home arrangements were felt to be in line with the work of employees at the ABC organization because they could still connect with colleagues, superiors, and other stakeholders. They could also participate in various office activities even from a distance, such as meetings, training, and other activities. This proves that employees at ABC organization remain committed to their work, namely completing properly all the tasks that are their responsibility. This commitment makes colleagues react positively to them even though they work from home.

Furthermore, major contributed indicator toward personal agility of ABC organizational employees were components in the relationship management dimension. Based on Workmatters, relationship management is the ability to resolve conflicts with direct and open dialogue, showing interpersonal impacts and influences that ultimately achieve superior team learning and results (Workmatters, 2017). From these dimensions, it can also be seen that employees showed interpersonal impacts and effects from the consequences of understanding given to colleagues. Besides maintaining good relationships, the motivation to be able to face challenges in order to be able to have a positive impact on the organization was something that ABC employees pay attention to. They always work proactively and think about what needs to be done differently to deal with the changes that are coming.

It can be concluded that employees at ABC organization are able to work from home because they could still connect with colleagues, superiors, and other stakeholders. They remained committed to completing properly all the tasks they were responsible for, thus, their colleagues reacted positively to them even though they worked from home. The existence of a good relationship showed the interpersonal impact and influence of the consequences for the understanding given to colleagues. Besides maintaining good relationships, motivation to be able to face challenges in order to be able to have a positive impact on the organization is something that ABC Organization employees pay attention to. They always worked proactively and thought about what needs to be done differently in order to deal with the changes that were coming.

The results showed that work characteristics had no significant effect on distributed work arrangements. This shows a different finding from previous research, namely the research where one of the success factors in implementing a distributed work arrangement is the characteristics of the work measured using two attributes, namely: (1) type of work, where the job is the most corresponding (Roper and Kim, 2007). for DWA, it can be described as less interactive work; and (2) work processes, where jobs that do not require reciprocal work processes and complex workflows and do not require a frequent and rapid exchange of information, frequent coordination, and teamwork, are more suitable for DWAs. In ABC organization, it was found that the types of jobs that exist have quite varied types of work. There is a large proportion of work that cannot be done when employees work from home because of the highly interactive nature of the work, requiring reciprocal work relationships, and complex workflows. However, there are also jobs that can be done at home because of the independent nature of work so that DWA can be done. The existence of these job variations causes the test results to conclude that work characteristics cannot have a significant effect on the successful implementation of DWA.

The mediation relationship occurred because the implementation of the DWA program was affected by several success factors as stated, such as organization, workers themselves, work, and support (Roper and Kim, 2007). DWA could be seen as a mediator between the determinant variables and personal agility based on the highest factor loading value for each variable. Based on the results of data processing carried out, it can be seen that the component that played a big role in the PC owned by ABC Organization employees was components in the optimism dimension, namely optimism solving problems independently by using several methods. Furthermore, the components that played a major role in the ICTs support provided to employees in the ABC organization were those in the ICT resources/upgrades dimension, namely the new technology used in the Secretarial General. it was able to provide significant support for employees in carrying out their duties. The biggest contributor to the family support variable was the family component as the first person who could help employees feel better when they have a hard day facing their work. Meanwhile, the biggest contributor to the trust variable was the component of trust in decision making in which employees believe in their superiors that their superiors and leaders would always make good decisions for the future of the organization and truly fight for the interests of their employees. The four determinant variables affected the success of DWA. It could be seen from the indicators that contribute significantly to distributed work arrangements, such as connectivity between

organizational members. Work from home arrangements were deemed compatible with the work of ABC employees because they could still connect with coworkers, superiors, and other stakeholders.

With this DWA arrangement, employees automatically became more flexible in their work. They could still be committed and responsible for their work even though they were done from home. They could also minimize being affected by the COVID-19 virus because they didn't need to work and interact directly with colleagues. This high flexibility was considered the basic source of agility. They would still be able to work regardless of the obstacles and obstacles. By continuing to do homework, they could still do their job well. Therefore, it can be concluded that the existence of DWA could be considered as a mediator between the determinant variables mentioned above and personal agility.

5. CONCLUSION

DWA can increase the personal agility of employees in the ABC organization. The success that underlies DWA for employees at ABC organization is the existence of a state of positive psychological development from employees, IT support, and family support that is obtained can maximize them working from home, and the trust they get from bosses and co-workers makes them sure to be treated fairly. This study has several limitations that may affect the overall research results. The limitations are that the research object is limited to employees in the ABC organization so that the results of the study cannot be used to draw conclusions for other workplaces and the number of respondents is small when compared to the existing population. By evaluating the limitations of this study, further research can use a variety of respondents covering several workplaces as well as multiplying research respondents as a way that can be used to obtain truly comprehensive research results. In addition, in-depth interviews can also be used to find out in detail the conditions experienced by employees, so that researchers are not mistaken in interpreting the results.

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